



Personnel Policies and Procedures Manual

*First Approved—
August 17, 1993*

Audubon Area Community Services, Inc.
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Statement of Mission

“Helping people in poverty and beyond to reach self-sufficiency by changing lives through providing services, advocacy, and partnering to strengthen communities throughout Kentucky.”

Helping People. Changing Lives. Strengthening Communities

Introduction

The Structure of the Agency:

The Audubon Area Community Services, Inc., (AACS) is an "umbrella" agency. That is, it operates a number of sometimes disparate projects under its organizational structure.

The AACS, Inc. is the legal entity which provides the "umbrella," or "foundation," if you prefer. In effect, the agency operates like several "businesses" under the unified management of an executive director, a consolidated accounting/fiscal control and disbursement system, and the policy environment and oversight of the Board of Directors.

All agency contracts and grants belong to the Board of Directors, which is legally responsible for compliance with all laws, regulations, and grants/contracts compliance. Each grant or contract carries its own requirements; the AACS Board may employ variations with respective grants/contracts.

Benefits and wages treatment *may* vary by project. For example, a congressionally-mandated increment may apply to one categorical fund source/project, but not another; or certain mandated personnel action reviews/concurrence may apply to employees of one project, as with Head Start, but not another.

Each agency project has its own budget and "program account" by which funding and budget considerations are made. While every employee is *an employee of the AACS, Inc.*, he/she is budgetarily attached to one or more program account/funding stream, and all employee funding decisions are limited by that fact.

AUDUBON AREA COMMUNITY SERVICES, INC.

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Changes/Revisions/Additions to Personnel Policies & Procedures

1993

1993, Dec	Section 5.2, page 3 of 3, #8 Re: Return from FMLA requirement
1993, Dec	Section 5.2, page 3 of 3, #7 (Subsection) Re: Description of “child” and “parent”
1993, Dec	Section 5.2, page 2 of 3, #3 Re: Family Leave notices
1993, Dec	Section 5.2, page 1 of 3, #1 Re: Family Leave
1993, Dec	Section 5.2, page 1 of 3, #1 (c) Re: Maximum allowable leave
1993, Dec	Section 5.2, page 1 of 3, #1 (b) Re: Granting of Family Leave
1993, Dec	Section 6.13, page 2 of 2, #8 Re: Unacceptable Attire
1993, Dec	Section 6.13, page 2 of 2, #4 (2 nd bullet) Re: Length and style
1993, Dec	Section 6.13, page 1 of 2, #3 (2 nd bullet) Re: Revealing necklines or exposure of skin
1993, Dec	Section 6.13, page 1 of 2, #2 (8 th bullet) Re: Dressing professionally
1993, Dec	Section 8.2, page 4 of 4, #10 Re: Unsatisfactory ratings-Action or option by Ex. Dir.
1993, Dec	Section 8.2, page 3 of 4, #6 (b) Re: Appraisal elements
1993, Dec	Section 8.2, page 2 of 4, #4 (4 th bullet) Re: Retaining employee, continuing on “probationary” appointment or dismissed
1993, Dec	Section 8.2, page 1 of 4, (Purpose) Re: Employee Performance Appraisal
1993, Dec	Section 8.2, page 1 of 4, #2 Re: Employee transfer performance
1993, Dec	Section 8.2, page 1 of 4, #1 Re: New employees, introductory period and extensions

1994

1994, April	Section 2.10, page 3 of 4, #7 Re: Travel Time: Work time
1994, April	Section 2.12, page 1 of 3, #3 (b) Re: Exempt Employee
1994, April	Section 3.2, page 2 of 2, #3 (5 th bullet) Re: Exempt staff accounting for leave
1994, April	Section 3.3, page 2 of 3, #13 Re: Travel time on agency business
1994, April	Section 3.8, page 3 of 3, #3 [(c 1 st & 2 nd bullet] Re: Exempt staff
1994, April	Section 4.4, page 5 of 5, #13 Re: Accrue/Accumulate Leave in a pay/non-pay status
1994, April	Section 4.4, page 4 of 5, #6 Whole Day Leave Requirements
1994, April	Section 4.4, page 4 of 5, #6 Re: Recognition of exempt “administrative leave” time
1994, April	Section 4.4, page 4 of 5, #6 Exempt Staff Administrative Leave Accumulations
1994, April	Section 4.4, page 4 of 5, #10 Re: Mandating leave of absence policy
1994, April	Section 4.4, page 3 of 5, #6 Exempt Staff Administrative Leave Re:
1994, April	Section 5.1, page 1 of 1, #1(b) Re: Holidays/Accrued leave
1994, April	Section 5.2, page 2 of 3, #6 Re: Approval of FMLA
1994, April	Section 9.1, page 2 of 2, #2 (4 th bullet) Re: Lodging, mileage and other-than-per-diem travel expense reimbursement
1994, April	Section 9.1, page 1 of 2, (Purpose) Re: Authorization and funding of travel by AACS employees and other personnel (authorized) on AACS business
1994, April	Section 9.1, page 1 of 2, #2 (2 nd bullet) Re: Claiming travel expenses
1994, April	Section 9.1, page 1 of 2, #1 (5 th bullet) Re: Travel reimbursement based on approved per diem rate
1994, April	Section 9.2, page 1 of 1, #8 Re: Travel Time
1994, April	Section 9.2, page 1 of 1, #7 Re: Travel Terminology (Per Diem Schedule)
1994, April	Section 9.4, page 1 of 1, (2 nd paragraph) Re: Claims in excess of prescribed per diem rates approved by Ex. Dir.
1994, April	Section 11.8, Re: Donations
1994, April	Section 11.9, Re: Personal Mail

1994, Dec Section 2.12, page 2 of 3, #4 (c) Re: Letter of Appointment (fringe benefits)
 1994, Dec Section 3.1, page 2 of 2, #8 Re: Compensation Committee
 1994, Dec Section 3.1, page 1 of 2, #4 Re: Salary decisions
 1994, Dec Section 3.4, page 2 of 3, #5 (Sm. bullet #6) Re: One-time adjustments for Ex. Dir.
 1994, Dec Section 3.4, page 2 of 3, #5 (Sm. bullet #5) Re: One-time adjustments for Ex. Dir.
 1994, Dec Section 3.4, page 2 of 3, #5 (Lg. bullet #2) Re: One-time adjustments
 1994, Dec Section 3.4, page 1 of 3, #3 Re: Merit awards
 1994, Dec Section 4.2, page 1 of 2, #1 [2nd bullet (b)] Re: Non-eligible employees – Health Ins.

1995

1995, Feb Section 10.1, page 1 of 2, #1 Re: Driving an agency vehicle or personal vehicle
 1995, Feb Section 10.1, page 1 of 2, #1 (3rd bullet) Re: Read and abide by safety precautions
 1995, Feb Section 10.1, page 1 of 2, #1 (2nd bullet) Re: Inform personnel office if license suspended or revoked or termed as high insurance risk
 1995, Feb Section 10.1, page 1 of 2, #1 (1st bullet) Re: Inform Supervisor if symptoms occur that may impair driving
 1995, Oct Section 13.10, page 1 of 1, (Added) Re: Years of Experience Compensation for Head Start/Child Development Staff
 1995, Dec Section 2.12, page 2 of 3, #4 (c) Re: Regular part-time employees
 1995, Dec Section 11.6, page 1 of 3, #1 [b (v)] Re: Reinstatement of staff

1996

1996, April Section 5.2, page 1 of 3, #1 (c) Re: Outside employment while on Family Leave
 1996, June Section 5.2, page 2 of 3, #6 Re: Forms to be completed for FMLA
 1996, June Section 5.8, page 1 of 2, [c (6th bullet)] Re: Employee's absence of more than 90 calendar days
 1996, June Section 5.8, page 1 of 2, [c (2nd bullet)] Re: Availability of employee's position upon return from Leave of Absence
 1996, June Section 5.8, page 1 of 2, (Purpose) Re: Unpaid leave of Absence
 1996, June Section 5.8, page 1 of 2, (a) Re: Request for Leave of Absence
 1996, June Section 10.1, page 1 of 2, #2 (1st bullet) Re: Accident/vandalism
 1996, June Section 10.4, page 1 of 1, Re: Workplace Violence

1997

1997, Aug Section 6.17, page 2 of 2, #3 Re: Contracting of vehicles for non-agency operation and/or use

1998

1998, Dec Section 2.5, page 2 of 4, #3 (4th bullet) Re: Hiring of "immediate" family members
 1998, Dec Section 3.8, page 3 of 3, #2 (c) Re: Professional staff
 1998, Dec Section 3.8, page 1 of 3, Re: AACS exempt positions

1999

1999, May Section 2.12, page 2 of 3, #4 (h) Re: HS Agreement employees
 1999, May Section 3.2, page 1 of 2, #1 (6th bullet) Re: Adjustments to HS Agreement employee's salary
 1999, June Section 3.5, page 1 of 1, (2nd paragraph) Re: HS employees pay adjustment

1999, Aug Section 6.20, Page 1 of 1, Re: Cellular Telephones
 1999, Oct Section 10.1, page 1 of 2, #2 (2nd bullet) Re: Turning off cellular phones while driving
 1999, Dec Section 5.2, page 1 of 3, #1 (b) Re: Twelve work weeks

2000

2000, Feb Section 2.5, page 4 of 4, #17 Re: Head Start Policy Council role and Responsibilities in Hiring
 2000, June Section 4.2, page 2 of 2, #2 Re: Dental and Vision Insurance
 2000, June Section 4.2, page 1 of 2, Re: Benefits approval and project funding
 2000, June Section 4.2, page 1 of 2, #1 [2nd bullet (a)] Re: Health insurance effective coverage
 2000, June Section 4.2, page 1 of 2, #1 (5th bullet) Re: Payment of premiums for paid and unpaid “leave of absence” and “family leave”
 2000, June Section 4.2, page 1 of 2, #1 (1st bullet) Re: Health insurance premiums
 2000, June Section 4.2, page 2 of 2, #4 Re: Employee Assistance Program
 2000, Nov Salary Schedule
 2000, Nov Salary Position Classification Chart
 2000, Nov Hourly Wage Schedule
 2000, Nov Hourly Position Classification Chart
 2000, Dec Section 4.2, page 2 of 2, #4 (2nd bullet) Resource for management with employees
 2000, Dec Section 4.4, page 1 of 5, #1 (8th bullet) Re: Compensation for accumulated vacation hrs.
 2000, Dec Section 8.2, page 3 of 4, #6 (a) Re: Ratings of Performance Appraisal
 2000, Dec Section 11.4, page 2 of 2, #5 Re: Ex. Dir. may order suspension as preliminary step with or without pay
 2000, Dec Section 13.4, page 2 of 2, #4 Re: Employees Agreement
 2000, Dec Section 13.4, page 1 of 2, #1, Re: Application and additional information
 2000, Dec Section 13.4, page 1 of 2, #1 Re: Cost of Criminal Records Check, Physical, and TB by Head Start
 2000, Dec Section 13.4, page 1 of 2, #1 (2nd bullet) Re: Maintaining physical exam and TB test

2001

2001, Feb Section 4.2, page 2 of 2, #3 Re: AACS pre-paid life insurance
 2001, Feb Section 13.1, page 1 of 1, (Purpose) Re: Management by the Child and Family Development/Head Start Director
 2001, Feb Section 13.2, page 1 of 1, #1 (8th bullet) Re: Reviewing or recommending goals, etc. for HS
 2001, Feb Section 13.2, page 1 of 1, #1 (7th bullet) Re: HS program evaluations
 2001, Feb Section 13.2, page 1 of 1, #1 (6th bullet) Re: Monitoring parent activity funds
 2001, Feb Section 13.5, page 1 of 1, (Purpose) Re: Corporal Punishment, Isolation & Child Safety
 2001, Feb Section 13.5, page 1 of 1, #6 Re: Leaving child unattended
 2001, Feb Section 13.5, page 1 of 1, #4 Re: Employees convicted of child abuse or neglect
 2001, Feb Section 13.6, page 1 of 1, Paragraph # 2 Re: New hire provisional while pursuing GED
 2001, Feb Section 13.6, page 1 of 1, Paragraph # 1 (Procedure) Re: GED required to retain employment for 90 days
 2001, Feb Section 13.6, page 1 of 1, (Purpose) Re: GED or High School Graduate Requirement

2001, Feb Section 13.7 (rewritten) Re: Requirement for teaching credentials of AACS Head Start and Child Care Teachers. Must hold minimum of CDA.

2001, Feb Section 13.8, page 2 of 2, #5 (a) Re: Priority of Educational funds disbursement

2001, Feb Section 13.8, page 2 of 2, #4 Re: Paid time to attend elective courses

2001, Feb Section 13.8, page 1 of 2, #1 (b) Re: Requirements to be eligible for grants for tuition

2001, Feb Section 13.9, page 1 of 2, #5 Re: Additional steps or grades advances for new employees with degrees

2001, Feb Section 13.9, page 1 of 2, #1 (b) Re: Steps earned for college hours/degree

2001, June New Salary Position Classification Chart

2001, June Section 6.11, page 2 of 2, #8 [Added] AACS abide by provisions as stated in Title 20, Employee Benefits, Section 641.322. States: "No may be used in any way to assist, promote, or deter union organizing".

2001, June Section 6.11, page 1 of 2, (Purpose) [Added] AACS abides by Title 20 (CFR641.322) regarding federal monies used in any type of union activity

2001, Aug Section 4.4, page 1 of 1, Accrued Leave Time, change in accrual of vacation leave

2001, Aug Section 13.7, page 1 and 2, Child Development Credentials, Requirements for Head Start and Child Care Teachers, RE: Child Care teachers maintain a current CDA

2001, Dec Revised Affirmative Action Plan

2001, Dec Section 2.10, page 1 of 4, #1 (b) Re: Head Start Center-based employees follow break time set forth by school district

2001, Dec Section 4.3, page 1 of 3, #1 (6th bullet) AACS contribution rate to CERS

2001, Dec Section 4.3, page 1 of 3, #1 (3rd bullet) Vesting period with CERS

2001, Dec Section 13.4, page 1 of 2, (Purpose) Hiring of Head Start-Child Care employees

2001, Dec Section 13.9, page 1 of 2, #1 (a) Re: Steps earned for "in area" of employment for college degrees

2002

2002, April Section 5.4, page 1 and 2, Jury and Witness Leave, revised

2002, August Section 6.19, page 1 of 1, Electronic Communications, added (4)

2002, Dec Affirmative Action Plan – Updated and replaced

2003

2003, Apr Section 6.1, page 1 of 1, Non-Disclosure of Confidential Information –added #5 – Head Start surveillance video recordings

2003, Oct Family Leave, Section 5.2, page 1 of 3, Clarification of benefits during Family Medical Leave.

2003, Oct Unpaid Leave of Absence, Section 5.8, page 1 of 2, (c), First bullet, clarification of benefits during Family Medical Leave.

2003, Dec Salary Position Classification Chart- Revised

2003, Dec Affirmative Action Plan- Updated for 2004

2003, Dec Section 1.10, Page 2 of 4, Re: Deletion of (IND) Introductory Ninety Days.

2003, Dec Section 2.11, page 1 and 2, Re: Introductory (90) day period changed to (9) month Introductory Period.

2003, Dec Section 2.12, Page 1 of 3, Re: Changed Introductory (90) day period to (9) month Introductory Period

2003, Dec Section 2.14, page 1 of 1, Re: Transfer Conditions changed to (9) month Introductory Period.

2003, Dec Section 3.10, page 1 of 1, Re: Explanation of mandatory Direct Deposit procedure.

2003, Dec Section 4.3, page 1 of 3, Re: Changed to (9) month Introductory Period.

- 2003, Dec Section 5.1, page 2 of 2, Re: Clarification of Holidays for Head Start “Agreement Employees”.
- 2003, Dec Section 8.2, page 1 of 4, Re: Change of (90) day Introductory Period to (9) month Introductory Period.
- 2003, Dec Section 13.4, page 2 of 2, Re: Deletion of (90) day Introductory Period changed to (9) month Introductory Period.
- 2003, Dec Section 13.6, page 1 of 1, Re: Change of (90) day Introductory Period to (9) month Introductory Period.
- 2003, Dec Section 3.3 page 3 of 3 (16), Re: Purchase of Accrued Medical (Sick) Leave Credits as a Retirement Benefit.
- 2003, Dec Section 3.3, page 2 of 3 (15), Re: Clarification if Discretionary Post-Employment Payment for Accrued Annual Leave Time.
- 2003, Dec Section 3.4 page 1 and 3, Re: (1) Revision of Salary Adjustments changed to (9) month Introductory Period, (5) Revision of One-Time Adjustments of \$1000 or Less.

2004

- 2004, Aug Added positions to Hourly Position Chart. Garage Attendant, Early Care Associates and Certified Lead Teacher
- 2004, Aug Section 4.4, Accrued Leave Time, pages 1, 2, of 5, changes in accrued annual and vacation leave time.
- 2004, Aug Section 3.8, Exempt Position, pages 1, 2, 3, updated and rewritten
- 2004, Aug Section 1.4, page 1 of 1, Key Policy and Policy-Advisory Committees. Deleted councils no longer active and added other Advisory Committees
- 2004, Aug Section 2.5, General Hiring Policies, page 3 or 4, (14) added Counseling Services and GRITS . (15) Added GRITS to pre-employment physicals,
- 2004, Aug Section 2.10, page 2 of 4 and 3 of 4, Work Schedule, (3) a, b, c, d, Flex-time/flex place employees clarified flex time work schedule. (5) Added Alternative Work Schedule
- 2004, Aug Section 3.3, page 2 of 3, (14) Previously Accrued Annual, Sick, and “Compensatory” Time Frozen. Added Agency’s year-end carryover and termination-pay limitations.
- 2004, Aug Section 3.5, Payroll Corrections changed to Time and Attendance and Corrections and section rewritten
- 2004, Aug Section 4.3, Retirement and Income Protection Benefits, page 1, 2 and 3, added change of benefit factor of KY Retirement Systems from 2.2% for current enrollee to 2.0% for employees enrolling in KY Retirement Systems after July 1, 2004
- 2004, Aug Section 5.1, Holidays, (2) changed Migrant “Agreement” holidays to 5 holidays annually
- 2004, Aug Section 5.4, page 1 of 2, Jury Leave, added benefited, full-time employees granted paid time
- 2004, Aug Section 13.1, Child/Family Development Director’s Role, page 1. Removed resource and referral.
- 2004, Aug Section 13.4, page 1 of 2, Head Start Child Development Hiring Procedures. Deleted employee’s thumbprint
- 2004, Aug Section 13.7, Child Development Policies and Procedures renamed Child Development Credentials. Section rewritten to include minimal credentials for teacher associates and early child associates.
- 2004, Aug Section 13.9, page 2 of 2, Incentive Compensation for Head Start/Child Care Workers Enhancing their Educational and Professional Credentials, deleted first sentence and revised to include early care associates
- 2004, Oct Section 13.5, page 1 Corporal Punishment, Isolation and Child Safety Policy rewritten. Added page 2 of 2

2004, Dec Revised Affirmative Action Plan – Policies and Procedures
2004, Dec Section 5.8, page 1 of 2 Unpaid Leave of Absence, revision of section (c)

2005

2005, Feb Section 5.1, page 2 of 2 Holidays, addition of Holiday Work- Incentive Pay for GRITS Staff.
2005, Feb Section 3.3, page 1 of 3, Overtime, revision of number (7) definition of standard workweek for GRITS drivers
2005, Jun Section 11.6, Terminations, pages, 1 and 2 of 4, added higher standards for retention of staff with higher qualification by lower seniority
2005, Jun Section 16, Hourly Position Classification Chart, pages 1, 2 and 3, added non-exempt staff to Hourly Position Chart
2005, Jun Section 18, Salary Position Classification Chart, whole section, deleted non-exempt staff from Salary Position Chart
2005, Oct Section 3.3, page 3 of 3, “Overtime/Travel Time/Payments for Accrued Leave Time,” (17) added Purchasing of Unused Sick Leave Credits with Unused Annual (Vacation) Leave”

2006

2006, Feb Section 3.4 pages 1, 2 of 3 “Salary Adjustments” Change one-time adjustment of \$1000 or less to \$3000 or less.
2006, Mar Section 3.3 page 3 of 3, “Purchase of Accrued Medical (Sick) Leave Credits as a Retirement Benefit”
2006, Aug Section 8.2, “Employee Performance Appraisal” changed to allow a more outcome based performance appraisals and to allow both types of appraisals during the transition to all outcome based performance appraisals.
2006, Aug Section 13.5 pages 1, 2 of 2 “Corporal Punishment, Isolation and Child Safety” removed zero tolerance for leaving child alone and made Child Safety it’s own policy number 13.12
2006, Aug Section 13.12 page 1; add “Child Safety”
2006, Nov Hourly Wage Schedule

2007

2007 January “Affirmative Action Plan – Policies and Procedures 2007” updated
2007, January “Salary Position Classification Chart” revised
2007, February “Hourly Position Classification Chart” revised
2007, February Section 6.10 “Drug and Alcohol Free Workplace” (pages 1 through 3) revised and updated.
2007, February Appendix: Tab 19 “Drug and Alcohol Policies for Audubon Area Community Services, Inc.; Safety-Sensitive Positions” revised and updated.
2007, March “Organizational Chart” and “Organizational Structure Chart” revised
2007, March “Summary of Table of Contents” revised to have Appendix documents listed with tab numbers
2007, March “Table of Contents”, page 4; revised to have Appendix documents listed with tab numbers
2007, June “Salary Position Classification Chart” revised
2007, June “Hourly Position Classification Chart” revised
2007, October Section 4.3 page 3, Kentucky Worker’s Compensation Insurance added (2b) Return to Work operational policy
2007, October Section 6.13 pages 1 and 2. Dress Code revision.
2007, Dec Revised Affirmative Action Plan – Policies and Procedures for 2008

2008

2008, February "Salary Position Classification Chart" revised
2008, February "Hourly Position Classification Chart" revised
2008, February Section 5.1, page 2 of 2 Holidays
2008, February Section 13.7, pages 1 and 2 of Child Development Credentials
2008, April Section 2.5, page 2 of 4 of General Hiring policies
2008, April Section 2.8 pages 1 and 2 of Immigration Reform and Control Act of 1986
2008, April Section 5.1 pages 1 and 2 of Holidays
2008, April Section 13.4 pages 1, 2 and 3 of Head Start Child Development Hiring Procedures
2008, April "Salary Position Classification Chart" revised
2008, June Section 2.5, page 3 of 4 of General Hiring Policies
2008, June Section 5.8, page 1 of 2 of Unpaid Medical Leave of Absence
2008, June Section 13.4, pages 1 and 2 of Head Start Child Development Hiring Procedures
2008, June "Hourly Position Classification Chart" revised
2008, June "Salary Position Classification Chart" revised
2008, August Section 1.8, page 1 of 1 of Employee Limitations
2008, August Section 4.2, page 2 of 2 of Group Insurance
2008, August Section 10.2, page 1 of 1 of Preventing Fraud, Waste and Abuse
2008, October Section 4.2, page 2 and 3 of Group Health Insurance
2008, December "Hourly Position Classification Chart" revised
2008, December "Salary Position Classification Chart" revised
2008, December "Affirmative Action Plan" revised

2009

2009, June Section 5.1, page 1 of 2 of Holidays
2009, June Section 5.4, page 1 of 2 of Jury and Witness Leave
2009, June "Hourly Position Classification Chart" revised
2009, June "Salary Position Classification Chart" revised
2009, June Appendix: Tab 19 "Drug and Alcohol Policies for Audubon Area Community Services, Inc.;
Safety-Sensitive Positions" revised and updated
2009, October Section 3.2 page 1 and 2 of Salary Payment Procedures
2009, October Section 5.1 pages 1, 2, and 3 of Holidays
2009, October Section 6.20 page 1 of Cellular Telephones
2009, October Section 13.7 pages 1 and 2 Child Development Credentials
2009, October Section 13.8 pages 1 and 2 of Grant for College Tuition and Books
2009, December "Hourly Position Classification Chart" revised
2009, December "Salary Position Classification Chart" revised
2009, December "Affirmative Action Plan" revised
2009, December Section 2.5 pages 1 and 2 of General Hiring Policies
2009, December Section 4.2 pages 1, 2, and 3 of Group Benefits/Health and Wellness
2009, December Section 4.3 pages 1, 2, and 3 of Retirement and Income Protection Benefits
2009, December Section 4.4 page 2 of 5 of Accrued Leave
2009, December Section 6.4 of Tardiness and Absenteeism
2009, December Section 6.13 pages 1 and 2 of Dress Code
2009, December Section 4.4 page 2 of 5 of Accrued Leave

2010

2010, February "Hourly Position Classification Chart" revised
2010, February "Salary Position Classification Chart" revised
2010, February Section 5.1 page 2 of 3, of Holiday
2010, April Section 4.2(6) page 3 of 3 of Group Benefits
2010, April Section 5.1 page 1 of 3, of Holiday
2010, April "Hourly Position Classification Chart" revised

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2010, June Section 13.7 pages 1 and 2, Child Development Credentials
 2010, June Section 13.12 pages 1 and 2, Child Safety
 2010, October Section 13.7 pages 1 and 2, Child Development Credentials
 2010, October "Hourly Position Classification Chart" revised
 2010, October "Salary Position Classification Chart" revised
 2010, December Section 2.5 pages 3 and 4 of 4, General Hiring Policies revised
 2010, December Section 3.3 page 3 of 3, Overtime/Travel Time/Payments for Accrued Leave Time revised
 2010, December Section 13.13 added Communication in Multilingual Environment
 2010, December "Affirmative Action Plan" revised

2011

2011, February "Hourly Position Classification Chart" revised
 2011, April Section 13.14 pages 1 and 2, Head Start Visitors Policy
 2011, June Section 5.1 pages 1 and 2, Holiday revised
 2011, June Appendix: Tab 18 "Drug and Alcohol Policies for Audubon Area Community Services, Inc.;
Safety-Sensitive Positions" revised
 2011, August Table of Contents page 1 revised
 2011, August "Chief Executive Officer's Role and Authority" revised and updated
 2011, October Section 13.7 pages 1 and 2 "Child Development Credentials" revised
 2011, October Section 13.8 page 1 "Grants for College Tuition and Books" revised
 2011, October "Hourly Position Classification Chart" revised
 2011, October "Hourly Schedule Chart" revised
 2011, October "Salary Position Classification Chart" revised
 2011, October "Salary Schedule Chart" revised
 2011, December Section 6.20 page 1 of 1, "Cell Phones" revised

2012

2012, February Section 2.11 pages 1 and 2 of 2, "New Employee Period" revised
 2012, February Section 3.4 page 1 of 3, "Salary Adjustments" revised
 2012, February Section 4.4 pages 1, 2 and 3 of 3, "Accrued Leave Time" revised
 2012, February Section 8.2 page 1 of 5, "Employee Performance Appraisal" revised
 2012, February Section 11.6 page 1 of 4, "Terminations" revised
 2012, February "Hourly Position Classification Chart" revised
 2012, February "Salary Position Classification Chart" revised
 2012, February "Affirmative Action Plan" revised
 2012, April Section 2.10, pages 1, 2, 3 and 4, "Work Schedule /After Hour Entry" revised
 2012, April Section 3.5, pages 1, 2 and 3, "Time and Attendance Reporting and Corrections" revised
 2012, April Section 3.8, pages 1 and 2 of 2, "Exempt Positions"
 2012, April "Hourly Position Classification Chart" revised
 2012, April "Hourly Position Classification Chart" revised
 2012, April "Bloodborne Pathogens Exposure Control Plan" revised
 2012, June Section 6.11 Hatch Act pages 1 and 2 of 2 renamed Political and Union Activity
 2012, August Section 5.1, page 2 of 2 of Holidays
 2012, August Section 13.10 page 1 of 1 of Head Start Year of Experience Compensation
 2012, August Section 13.11 page 1 of 1 of Head Start COLA Compensation
 2012, October "Hourly Position Classification Chart" revised
 2012, October "Salary Position Classification Chart" revised
 2012, December "Hourly Position Classification Chart" revised
 2012, December "Salary Position Classification Chart" revised

2013

2013, February "Hourly Position Classification Chart" revised
 2013, February "Salary Position Classification Chart" revised

2013, February “Affirmative Action Plan” revised
 2013, February Section 3.2 page 1 and 2 of 2, Salary Payment Procedures revised
 2013, June “Salary Position Classification Chart” revised
 2013, June Client Fair Hearing Policy and Procedure revised
 2013, August Section 6.7 page 1 and 2 of 2 of Conflict of Interest revised to page 1 of 1
 2013, October “Hourly Position Classification Chart” revised
 2013, October “Salary Position Classification Chart” revised
 2013, December “Hourly Position Classification Chart” revised
 2013, December “Salary Position Classification Chart” revised
 2013, December Section 3.3 page 1, 2 and 3 of 3, Overtime revised to page 1 and 2 of 2
 2013, December Section 4.3 page 1, 2 and 3 of 3, Retirement and Income Protection Benefits revised

2014

2014, February Section 5.9 page 1 of 1, Emergency Closings
 2014, February “Affirmative Action Plan” revised
 2014, April “Salary Position Classification Chart” revised
 2014, June “Hourly Position Classification Chart” revised
 2014, June “Salary Position Classification Chart” revised
 2014, October “Hourly Position Classification Chart” revised
 2014, October “Salary Position Classification Chart” revised
 2014, December “Hourly Position Classification Chart” revised
 2014, December “Salary Position Classification Chart” revised

2015

2015, March “Hourly Position Classification Chart” revised
 2015, March “Salary Position Classification Chart” revised
 2015, March Section 13.7 page 1 and 2 of 2, Child Development Credentials
 2015, March “Affirmative Action Plan” revised
 2015, June Section 1.10, page 1, 2 and 3 of 4, Definitions and Acronyms
 2015, June Section 2.5 page 1, 2, 3 and 4 of 4, General Hiring Policies
 2015, June “Hourly Position Classification Chart” revised
 2015, June “Salary Position Classification Chart” revised
 2015, August Section 1.4, page 1 of 1, Key Policy and Advisory Committees
 2015, August Section 3.1, page 1 and 2 of 2, Salary Administration
 2015, August Section 3.4, page 1, 2 and 3 of 3, Salary Adjustments
 2015, August Section 5.8, page 1 and 2 of 2, Leave of Absence
 2015, December Section 1.9, page 1 and 2 of 2, Employer – Employee Relations
 2015, December Section 4.7, page 1 and 2 of 2, Employee Morale Benefits (Section Deleted)
 2015, December “Affirmative Action Plan” revised
 2015, December “Salaried Position Classification Chart” revised

2016

2016, April “Hourly Position Classification Chart” revised
 2016, April “Salaried Position Classification Chart” revised
 2016, October Section 2.10, page 1, 2 and 3 of 4, Work Schedule/After Hour Entry
 2016, October Section 3.8, page 1 and 2 reduced to page 1, Exempt Positions
 2016, October Section 13.5, page 1 and 2 of 2, Corporal Punishment, Isolation
 2016, October “Hourly Position Classification Chart” revised
 2016, December Section 13.7, page 1 and 2 of 2, Qualifications and Credentials
 2016, December “Hourly Position Classification Chart” revised
 2016, December “Salaried Position Classification Chart” revised

2017

2017, February “Hourly Position Classification Chart” revised
2017, February “Salary Position Classification Chart” revised
2017, February Section 6.7 page 1 and 2 of 2, Conflict of Interest
2017, February “Affirmative Action Plan” revised
2017, August “Hourly Position Classification Chart” revised
2017, August “Salary Position Classification Chart” revised
2017, October “Hourly Position Classification Chart” revised
2017, December Section 13.4, page 1, 2 and 3 or 1, 2 and 3, Head Start Child Development Hiring Procedures
2017, December Section 13.7, page 1 and 2 of 1 and 2, Qualifications and Credentials
2017, December “Drug and Alcohol Policies” revised
2017, December “Hourly Position Classification Chart” revised

2018

2018, February “Affirmative Action Plan” revised
2018, April Section 2.9, page 1 of 1, Orientation
2018, June “Salaried Position Classification Chart” revised
2018, August Section 13.7, page 1 and 2, Qualifications and Credentials.
2018, November “Salaried Position Classification Chart” revised

2019

2019, February “Hourly Position Classification Chart” revised
2019, February “Salaried Position Classification Chart” revised
2019, February “Affirmative Action Plan” revised
2019, April “Drug and Alcohol Policy” revised
2019, April “Hourly Position Classification Chart” revised
2019, June Section 2.1, page 1 and 2 of 1 and 2, Equal Opportunity & ADAAA Policy
2019, August Section 4.2, page 1, 2 and 3 of 1, 2 and 3, Group Benefits/Health and Wellness
2019, October Section 8.1, page 1 and 2 of 2, Employee Supervision Policy

2020

2020, February Section 1.3, page 1 of 1, “AACS Board of Director’s Role and Authority” revised
2020, February “Salaried Position Classification Chart” revised
2020, February “Affirmative Action Plan – Policies and Procedures 2020” revised

GENERAL STATEMENTS

SECTION (1)

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Board of Directors' Committees/Other Committees.....	1.4
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Purpose of this Section:

The Audubon Area Community Services, Incorporated (AACS) Personnel Policies and Procedures Manual, adopted by the Board of Directors and Head Start Policy Council, communicates AACS employment "at-will" guidelines, regulations, employee rights and responsibilities.

The AACS assures to all its employees consistent, efficient, and fair personnel management.

The AACS personnel department is responsible for distributing an adequate number of the Personnel and Procedures Manual to each AACS location for employees' reference and use. An Employee Handbook summarizing these policies is provided to each employee.

Procedure:

- (1) Each AACS employee shall:
 - Read the manual or have the manual read to him/her
 - Review policy and procedure questions with a supervisor, the Personnel Manager, or Executive Director
 - Sign a Personnel Policies and Procedures (PP&P) Manual acknowledgment form confirming his/her manual review, reading and understanding. The acknowledgment form is retained in the employee's permanent personnel file.
- (2) AACS Personnel Policies and Procedures (PP&P) Manuals are agency property. Employment termination requires any manual in an employee's possession to be immediately returned to the Personnel Department. Any unreturned manual(s) in the employee's possession upon departure from the agency mandates a \$10.00 penalty to be assessed against the employee's vacation leave "buy-back", if any, which would be payable at termination.
- (3) These policies do not apply to enrollees or trainees of manpower development programs or similar programs, contractual employees, volunteers or consultants.
- (4) Enforcement of Guidelines. The agency will include grantors' minimum requirements in agreements with delegate agencies with respect to the degree of supervision, control and evaluation to be maintained by the grantee of project funds. The agency will, in any event, be held responsible for the successful execution of the programs and must exercise the degree of supervision and control commensurate with that responsibility.

Purpose of this Section:

The AACS Board of Directors, with the Head Start Policy Council's concurrence, may amend, alter, change, and/or repeal employment policies and procedures.

Procedure:

- (1) Personnel Policies and Procedures (PP&P) Manual changes require:
 - The Executive Director presenting proposed changes to the Board of Directors
 - Appropriate Board of Directors' action
 - The Board of Directors' majority vote of approval with a quorum present
 - The Executive Director communicating the Board's action to appropriate committees — including the Head Start Policy Council — and all agency personnel.
- (2) The AACS shall provide its employees with written personnel policy and procedure amendment statements. Those means shall include: the distribution of new pages for insertion (replacement) in the personnel manual; and publication of the new policy/procedure' statement(s) in the agency's monthly newsletter, The Curious Journal; or memorandums from the Executive Director.
- (3) AACS supervisors responsible for maintaining PP&P Manuals in each respective location shall:
 - Assure that each employee reads or has read to him/her, and signs a policy change acknowledgment form for the replacement of policy/policies
 - Remove old policy page(s) and replace them with new PP&P Manual information
 - Direct policy change questions to appropriate supervisor or personnel department.
- (4) AACS Amendment Procedure Disclosure Statement. No amendments are made without consideration of agency operation, programs, and employees. However, certain funding sources and regulations may supersede. These policies are adopted and endorsed by the Board of Directors and Head Start Policy Council.

All amendments to this manual must be dated and the effective date of all new or amended policies must be stated.
- (5) The Head Start Policy Council shall have authority to disapprove amendments to the AACS personnel policy manual, which shall remain invalid until both bodies concur. The Board of Directors usually initiates policy changes, but nothing shall prevent the Policy Council or management staff from initiating requested changes to the Board. No

policy change can be approved by the Policy Council until it is first adopted/approved by the Board of Directors

- (6) The Board of Directors has ultimate authority over personnel policies, issues and matters within the agency.

Purpose of this Section:

The AACS Board of Directors originates and oversees agency policy and is the ultimate governing authority. It comprises three equally divided groups, representing the consumer, private, and public sectors.

Other policy advisory committees and groups are mandated throughout the AACS agency, including Head Start, Retired Senior Volunteer Program (RSVP), Senior Companion Program (SCP)/Foster Grandparent Program (FGP), Rolling Heights Family Development Center, Eastside Terrace Family Enrichment Center and their committees and councils. These project-specific groups may function in an advisory capacity to the Board.

Procedure:

The Board of Directors:

- Serves as the AACS governing body
- Approves agency operation — but does not implement or execute policies
- Directly manages the Executive Director — his/her employment, termination, compensation, and authority for daily agency administration
- Approves, by majority vote, agency programmatic and policy changes
- Administers the functions by group action, not by individual board member authority
- Supervises and assists program planning and assists the Executive Director with key personnel recruitment and selection
- Formulates agency goals, community programming plans, and fiscal policies
- Addresses the agency's mission responsibilities and community betterment obligations
- Participates through committees (including Finance, Personnel, Executive, Human Rights, and others) as required
- Should attend board training within six months of being seated on the board (Added February 2020)

BOARD COMMITTEES

Board committees shall include the Executive Committee, and other committees as appointed by the board. Information regarding these committees, their purposes, and responsibilities, are available in the Board's Bylaws.

EXECUTIVE COMMITTEE

The Executive Committee performs the Board of Directors' responsibilities between Board meetings. The committee's membership shall follow the Board of Directors' membership guidelines, according to the agency's Bylaws.

Executive Committee actions require the Board of Directors' approval/ratification.

POLICY COMMITTEE (Program-level, project-specific)

Head Start Policy Council

OTHER ADVISORY COMMITTEES

Other advisory committees and groups may be mandated throughout the agency. Some of these will be project-specific groups and may function in an advisory capacity to the board.

CHIEF EXECUTIVE OFFICER'S ROLE AND AUTHORITY

SECTION: 1.5

Page: 1 of 1

Purpose of this Section:

The Audubon Area Community Services Chief Executive Officer administers all agency programs and operations on a day-to-day basis. The Chief Executive Officer's primary goal is to assure that agency benefits and opportunities reach agency consumers, particularly the poor, and help alleviate barriers to self-sufficiency. Within Audubon Area Community Services, Inc., the position title of Chief Executive Officer (CEO) and Executive Director shall be considered one and the same and may be used interchangeably. (Revised August 2011)

Responsibilities:

- (1) The Chief Executive Officer's role and authority:
 - Manages under the Board of Directors' delegation of authority; he/she has the authority to enforce the policies of the Board of Directors
 - Implements Board directives and coordinates AACS programs assuring efficient agency operation
 - Supervises budget and finance requirements
 - Directs all other agency staff, directs and controls personnel hiring and termination requirements, and assigns and defines job requirement (hires, disciplines, and fires all staff) assuring quality personnel performance
 - Supervises and orders personnel promotion, status changes, wage/salary adjustments, and other mandated employee-related responsibilities
 - Communicates the needs and status of agency programs to the Board of Directors
 - Defines agency systems, requirements, procedures, and needs to supervisors and employees; he/she confirms all position assignments, line authority, and responsibilities
 - Communicates agency goals and expectations to staff
 - Corrects any organizational faults which may be present
 - Mandates and confirms that all agency personnel, including enrollees in work/training programs, adhere to and abide by agency policies, procedures, and guidelines
 - Authorizes and implements standards related to programs and guidelines, service areas, service center locations, community resource contributions, policy group composition, and complaint resolution
 - Approves for policy group action all AACS funding requests, needed budget program changes, and pre-reviews Board of Directors and Policy Council presentations
 - Recommends and implements all staff personnel policies, procedures, and guidelines and monitors career development programs
 - Administers additional federal/state/local and Board of Directors guidelines mandated by law or agency requirement.

Purpose of this Section:

The AACS Personnel and Orientation Director administers assigned personnel procedures, documentation, and orientation services of the agency's personnel policies and procedures. The personnel director also provides assistance to supervisors, department heads, and employees regarding all human resources/personnel related requirements.

RESPONSIBILITIES

The Personnel and Orientation Director:

- Directs and administers the personnel department's responsibilities
- Formulates personnel policies for the Executive Director's consideration for presentation to the Board
- Implements employee disciplinary and grievance procedures
- Manages and maintains current and accurate personnel records
- Provides orientation for new employees familiarizing them with policy, agency, benefits and other pertinent information
- Assumes responsibility for advertising vacancies in accordance with set guidelines
- Monitors employee performance appraisals, improvement plans, transfers and demotions
- Assumes all other personnel department responsibilities assigned by the Executive Director and/or mandated by the Board of Directors
- Advises the Executive Director on the status of all personnel management and monitoring functions within the agency
- May propose to the Executive Director policy and procedure changes as deemed appropriate
- Assures that all required personnel documentation is obtained and on file.

Purpose of this Section:

AACS employees are assigned to, directed by, responsible to, and have their performance evaluated by supervisors, who have been delegated appropriate authority and responsibility to conduct their jobs.

Procedure:

Supervisors shall:

- Enforce the agency's rules and regulations as set forth in the PP&P Manual
- Communicate program goals, needs, and policies to their employees
- Communicate employee attitudes, suggestions, and complaints to their management
- Manage quality completion of employee assignments and duties
- Treat employees respectfully and individually
- Recognize superior employee performance
- Correct employee errors with compassion, dignity, and guidance
- Confirm subordinate staff understanding and implement workplace schedules, policies, and procedure changes
- Develop and encourage teamwork
- Acknowledge errors — theirs and their employees
- Explain unpopular decisions as warranted
- Manage by example, encourage goal attainment, demonstrate quality work, and exhibit exceptional ethical and leadership abilities
- Advise employees of advancement opportunities
- Recommend additional employee training for enhancing employees' work performance and possible advancement
- Evaluate employee performance accurately, fairly, and objectively
- Verify employee time sheets and/or payroll records
- Recommend employee promotions and salary adjustments
- Approve subordinate employees' leave requests and may forward the requests to the Executive Director for approval
- Encourage employees through guidance, direction, and instruction
- Communicate AACS' mission encouraging staff dedication and commitment to quality service
- Assume additional responsibilities assigned by the Executive Director and/or other direct line management.

See also: Section 8.1, "Employee Supervision Policy"

Objective and Procedure:

At no time shall an employee ignore prescribed procedures and go directly to the Board of Directors, the Executive Committee or other policy/policy-advisory committees of the Board or agency projects with a grievance. This limitation also precludes a staff member going to a Board member, a member on any committee sponsored by the agency, a Federal Regional Office, State Agency Office, or any other funding agency concerning a grievance or difference without first conferring with the Executive Director. If an employee violates this policy, he/she shall receive disciplinary action. Any action shall become part of the employee's personnel records.

If a staff member is approached by a member of the Board or a policy/policy-advisory committee concerning an employee's dissatisfaction and an administrative redress has not already been sought by the employee, the employee shall refer the policy member to the above-stated employee limitation policy.

This policy pertains to personnel, management and employment issues. This policy does not pertain to fraud, abuse, inappropriate conduct, and other financially related items. See Section 10.2 for policy pertaining to preventing fraud, waste, and abuse. (Added August 2008)

Employees shall assure that only eligible applicants for service are enrolled or assisted. Requests and/or pressure from policy-level persons to enroll or assist anyone not eligible for service shall promptly be reported to the Executive Director.

Purpose of this Section:

The agency is composed of many component parts, but it is the intent of the agency to be a "community of the whole" in which all employees, regardless of the funded program in which they work, may feel an integral part of one cohesive organization. The agency further intends to promote and provide an attractive workplace and a motivated group of dedicated, helpful, and service-oriented employees. To that end the agency has established this policy to enhance the overall agency welfare to the greatest practical extent. The agency communicates and confers both employment rights and obligations to its employees.

Procedure:

(1) The agency pledges to its employees to:

- Maintain a safe and healthful workplace
- Provide fair and competitive wages (within respective agency programmatic budgets)
- Provide benefits for qualified/designated employees (within respective agency programmatic budgets)
- Schedule self-improvement training to enhance employee work performance, self-esteem, and workplace morale
- Welcome constructive suggestions regarding workplace procedures, conditions, and policies
- Employ qualified people
- Assure equal opportunity and treatment regardless of race, color, creed, religion, sex, age, national origin, or disability. Some grantors also require one or more of the following to be included with respect to their funded projects: citizenship, lifestyle, ancestry, veteran status, sexual orientation, political affiliation, and belief. Past participation in any agency or civil rights complaint process is also covered in this assurance.

(2) The agency requires all employees to:

- Provide quality work and practice agency loyalty
- Maintain a considerate, cooperative, professional, and friendly attitude toward fellow employees, clients, and contractors
- Adhere to policies and procedures in the workplace and while representing the agency during outside activities
- Wear or display the agency ID badge where required

- (3) The agency may:
- Assign, reassign, supervise, discipline, or dismiss employees with or without reason and without prior notice
 - Determine and assign work schedules and/or changes
 - Transfer employees within the agency when necessary or required
 - Assign duties according to AACS needs and/or requirements.
- (4) The costs of this program are specifically allowed for private non-profit corporations under OMB Circular 2 CFR 200.437 Employee Health and Welfare Costs (OMB Circular establishes the basic cost principles for non-profit agencies receiving *federal* funds.) Employee health and welfare benefits may include production, activities, employee suggestion program [See Section 11.3], or other activities approved by the Chief Executive Officer for the improvement of employer-employee relations including general working conditions, employee performance, and employee health.

Examples of such minimal/limited-cost benefits as the Chief Executive Officer may approve include:

- Working Conditions (Break areas/coffee service/employee suggestions)
 - Select employee recognition (plaques/pins/and tokens)
 - Employee team building activities
 - Expressions of sympathy provided in the event of serious employee illness or a death in an employee's immediate family
 - Employee wellness (Agency sports teams/fitness activities)
- (5) Any employer-employee activities which may be projected to exceed a cost of \$5,000 per annum agency-wide and which receive the endorsement of the Chief Executive Officer shall be presented to the Board for approval prior to implementation.
- (6) Employee participation fees/partial employee payments (which may be allowed) will be used first to offset expenses associated with any activity.
- (7) Any business expenses related to the employer-employee relations must provide documentation as defined in the Financial Policies and Procedures Manual Section 22.10.
- (8) Exclusions: Certain activities may be excluded if disallowable by the program's funding agency/contractor.

Purpose of this Section:

The Audubon Area Community Services Personnel Policies and Procedures Manual uses specific words to communicate certain meanings and acronyms to identify certain agencies and terms frequently used.

Procedure:

(1) Key word definitions are:

- "Shall," "will," and "must" mean mandatory; and "may" means optional
- "Supervisor" is an authorized person assigning, directing, and reviewing employee work
- "Immediate family" includes a spouse, parent, child, brother, sister, in-laws, step-parents, step-children, siblings, grandparents, grandchildren, and/or other individuals residing with the employee (Revised June 2015)
- "Serious crime" is any crime or crimes for which the Courts have imposed a term or terms of imprisonment for an offense classified as a felony.
- "Protected class(es)" is/are those groups for which discrimination is prohibited by law, such as: race, color, creed, religion, national origin, sex, age, disability and genetics. (Revised June 2015)

(2) Frequently used AACS terms and acronyms are: (Revised June 2015)

- AACS Audubon Area Community Services, Inc.
- AAHS Audubon Area Head Start
- ACF Administration of Children and Families
- ACTION ACTION (The Federal Volunteer Agency)
- ADA Americans with Disabilities Act
- AIDS Acquired Immune Deficiency Syndrome
- CAA Community Action Agency
- CAK Community Action in Kentucky
- CAP Community Action Program (or) Partnership
- CDA Child Development Associate Credential
- CD Commercial Driver's License
- CERS County Employees' Retirement System
- CHFS Cabinet for Health and Family Services
- COBRA Consolidated Omnibus Budget Reconciliation Act of 1985
- CSBG Community Services Block Grant
- DHHS U.S. Department of Health and Human Services

- DOE Department of Energy (U.S.) or Department of Education (Kentucky)
- DOL Department of Labor (U.S.)
- DOT Department of Transportation (U.S.)
- DSI Department for Social Insurance (Kentucky)
- DSS Department for Social Services (Kentucky)
- EAP Employee Assistance Program
- EEOC Equal Employment Opportunity Commission
- EFRA Employee Fund Raising Account
- EOE Equal Opportunity Employer
- EOO Equal Opportunity Officer
- ERISA Employee Retirement Income Security Act
- FEMA Federal Emergency Management Agency (U.S.)
- FGP Foster Grandparent Program
- FMLA Family and Medical Leave Act
- FPP Family Preservation Program
- FY Fiscal Year
- FYE Fiscal Year End
- GRADD Green River Area Development District
- GRITS Green River Intra-Transit System
- HHS Department of Health and Human Services (alternative form)
- HRC Human Rights Commission (Kentucky, local)
- HS Head Start
- HSPC Head Start Policy Council
- IRCA Immigration Reform and Control Act of 1986
- JTPA Job Training Partnership Act
- KACA Kentucky Association of Community Action
- KERA Kentucky Education Reform Act
- KHSA Kentucky Head Start Association
- LIHEAP Low Income Home Energy Assistance Program
- LOE Letter of Employment
- M/F/D/V Male/Female/Disabled/Veteran (for job advertisements)
- NACAA National Association for Community Action Agencies
- NCAF National Community Action Foundation
- NHSA National Head Start Association
- OET Office of Employment and Training

- OSHA Occupational Safety & Health Administration (U.S.)
- OTC Over-the-Counter
- PA Program Account
- PC Policy Council (alternative form)
- PO Purchase Order
- PP&P Personnel Policies and Procedures Manual
- PYE Program Year End
- PADD Pennyrile Area Development District
- RIF Reduction-In-Force
- RSVP Retired Senior Volunteer Program
- SCP Senior Companion Program
- SEACAA Southeast Association for Community Action Agencies
- SFY State Fiscal Year
- TDA Tax Deferred Annuity
- T/TAS Training/Technical Assistance Services (Head Start Regional Training Center)
- Title III Older Americans Act— Social and nutrition services for seniors
- Title V Older Americans Act/Senior Community Service Employment Program
- UI Unemployment Insurance
- WC Worker's Compensation
- WX Weatherization

(3) Other definitions:

"Purpose" (as in the heading of each section of this manual) means the reason, premise, intent and so forth for which the respective policy/procedure is issued.

"Procedure" (under each "Purpose"[above]) means both or either policy and/or procedure set forth as a requirement of the Board for agency personnel.

"Program Account" means a budgetary account representing a funding source or program.

NOTE: All staff are hired and funded under one or more specified program accounts. Each staff person is attached to his/her program account and personnel actions, such as salary/wage decisions, are integral to their designated account(s). Actions or benefits occurring in any other program account(s) have no bearing on an employee. His/her compensation and benefits— including equipment, travel and all other fund-oriented employee support— is limited to the availability of funding and budget in his/her designated account(s).

"Optional Benefits" are those fringe benefits which are not required by law but may be provided at the option of the agency. These may be limited by policy, budget or other administrative reasons.

"Critical Incidents" means those significant events, products, and/or results— both good or bad, positive or negative— which a supervisor will record and review with an employee. The purpose shall be to: 1) instruct, 2) correct, 3) commend, and/or 4) document employee action(s). These will usually be retained by the supervisor and be used in conjunction with the employee's periodic performance appraisal. Notations shall not be filed in the employee's personnel file, but are used for supervisors' own management files and reference only. This procedure does not infer that such incidents should not be recorded or referenced on employee's performance appraisals; they should, but supervisors should view these critical incidents — good and bad — over the term of the period evaluated to determine whether such incidents are significant.

Purpose of this Section:

The AACS PP&P Manual is not a contract between the agency and the employee. The PP&P Manual confirms that AACS provides only employment "at-will" and is strictly an employer "at-will" agency.

Procedure:

- (1) The employment "at-will" policy confirms that AACS employment is not guaranteed and is not assured for any definite period
- (2) Employment is "terminable-at-will" by the employee, or the AACS at any time with or without reason, notice or cause, except as may specifically be limited by law— as in the "reasonable accommodation" requirement of the ADA.
- (3) Only the Executive Director may authorize any binding agreement with any employee either consistent or contrary to AACS PP&P Manual terms and conditions. The agency will not honor any other "agreement" whether stated or implied in its behalf.

EMPLOYMENT

SECTION (2)

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Purpose of this Section:

Equal Opportunity Policy. Audubon Area Community Services, Inc., is an Equal Opportunity Employer. Employment opportunities are extended regardless of race, color, creed, national origin, age, sex, religion, disability, or other classes, characteristics, or preferences protected by law.

Americans with Disabilities Act and amendments (ADAAA) Policy. Audubon Area complies with the Americans with Disability Act of 1990 and amendments. The ADAAA assures the disabled equity in employment and treatment in all agency programs or activities.

All employees and applicants are treated equally under the law regarding compensation, advancement, promotion, up-grading, benefits changes, retirement, educational assistance, transfers, discipline, suspension, reduction-in-force or termination provisions and practices.

Procedure:

- (1) The agency's Equal Opportunity Policies are mandated by:
 - TITLE VI and VII of the Civil Rights Act of 1964 as amended
 - Section 504 of the Rehabilitation Act of 1973
 - Americans with Disabilities Act of 1990 and amendments
 - Cabinet for Health and Family Services
 - Kentucky Civil Rights Act and amendments
 - Kentucky Pregnant Workers Act
- (2) Employees or applicants believing their protected civil rights were breached may:
 - Register a complaint with the agency Equal Opportunity Officer, or
 - Directly file a formal complaint with the Kentucky Human Rights Commission or
 - Directly file a complaint with the United States Equal Employment Opportunity Commission.
- (3) Civil rights or personal complaints are generally required within 180 days from the date of occurrence of a violation unless the filing time is extended by an applicable funding source or other responsible official.
- (4) Audubon Area will not adversely act against employees or applicants filing civil rights complaints, testifying, or participating in discrimination investigations, proceedings, or hearings.
- (5) If any accommodation is requested, Audubon Area will engage in an interactive process to review what accommodation (if any) can be provided without causing an undue hardship or work place safety concerns.

Purpose of this Section:

The AACS provides a workplace free of discrimination. Actions, words, jokes, or comments based on an individual's sex, race, age, ethnicity, religion, or any legally protected characteristic are not tolerated. Overt and subtle harassment creates an offensive, hostile, and uncomfortable work environment and is strictly prohibited. Harassment, by any employee, requires investigation and is subject to disciplinary action, including possible discharge.

The AACS prohibits sexual harassment. AACS employees, volunteers, clients, and applicants have a right to work in a discrimination-free environment, including freedom from sexual harassment.

Procedure:

- (1) Sexual harassment at AACS is strictly prohibited and will not be tolerated. It is perceived to be, but not limited to:
 - Suggesting to an employee that submitting to sexual favors enhances employment opportunities and/or advancement
 - Threatening or insinuating that refusal to submit to sexual advances will adversely affect employment evaluation, wages, advancement, assigned duties, shifts, or any other condition of employment or career development
 - Making unwelcome sexual advances or flirting
 - Using sexually degrading words
 - Making sexually suggestive or erotic comments regarding a person's body or mannerisms
 - Displaying graphically sexual depictions and/or objects in the workplace.
- (2) Supervisors shall maintain a workplace free of sexual harassment. Sexual harassment policies shall be discussed with employees assuring that insulting and/or degrading sexual harassment shall not be tolerated.
- (3) Sexual Harassment Complaint Procedure. Sexual and impermissible harassment complaints should be reported immediately to an employee's supervisor. If it is inappropriate to notify the supervisor, contact the Executive Director or Personnel Director. Sexual harassment complaints will be investigated and are confidential. Investigation results require the Executive Director's action and resolution.
- (4) Sexual Harassment Complaint Action. Sexual harassment investigations confirming allegations require prompt corrective action and disciplinary measures or possible termination against the offending party.

Purpose of this Section:

The AACS abides by the ADA and the Federal Rehabilitation Act in not discriminating against employees with Acquired Immune Deficiency Syndrome (AIDS).

Procedure:

- (1) The AACS acknowledges employee concern and pledges to maintain a safe and healthful workplace. However, employees must understand that AIDS is not transmitted by use of the telephone, rest room facilities, office equipment, or eating facilities.
- (2) Employees should understand that AIDS is transmitted by sexual contact, prenatal transmission, sharing contaminated needles, and direct contact with infected blood and certain body fluids.
- (3) The AACS provides AIDS education and awareness for employees by:
 - Allowing employees to attend annual AIDS awareness and training programs
 - Distributing AIDS awareness articles in the agency newsletter, flyers and pamphlets to employees
 - Communicating emerging medical information.
- (4) The AACS provides disposable gloves in certain facilities for general use and added safety precaution.
- (5) The AACS expects its employees to administer basic "first aid," CPR, or other assistance to employees, clients, or applicants in need. The AACS will not test applicants or employees for AIDS. The AACS does recommend that in cases of blood exposure, or body fluid contact, its employees should wear rubber gloves before rendering aid.
- (6) The AACS does not require AIDS-infected employees to disclose their illness. However, employees desiring to make their condition known should advise the Personnel and Orientation Director. All employee AIDS information is confidential.
- (7) The AACS will not tolerate employees refusing to work with employees, vendors, volunteers, or clients diagnosed with the AIDS virus or as HIV positive.

Purpose of this Section:

AACS may hire or promote from within the Agency when a vacancy occurs. A vacancy announcement will be placed in the newspaper when a pool of qualified applicants is not found with the Agency or the AACS management feels that a larger pool of applicants maybe needed.

AACS employment vacancies are advertised to promote excellent application response from the general community as well as target service areas. If AACS decides to advertise the following procedures will apply.

Procedure:

- (1) Employment vacancy advertisements are posted at various AACS centers/offices within the service area. Staff may apply for vacancy by submitting a letter of interest and resume to the designated person. Advertisements are posted at various AACS centers/offices, the local newspapers, and the Department of Employment Services serving the counties where the vacancy may occur.
- (2) In accordance with the Equal Opportunity Policy, Affirmative Action Plan, and the American with Disabilities Act, all AACS vacancy advertisement requirements will include the following reference: "An Equal Opportunity Employer M/F/D."
- (3) All employment advertisements shall be placed only by the Personnel and Orientation Director who shall assure that advertisements meet equal opportunity requirements and appropriate standards per AACS policy and procedure. Notice of newspaper advertised job openings will be posted at the Department of Employment Services serving the counties where the vacancy may occur.

Purpose of this Section:

Audubon Area assures all persons equal employment opportunities. However, vacancies will be filled by persons showing the highest degree of potential and qualifications as determined by interviews, past experience, and testing measures. These hiring measures enable the agency to continue providing quality services to its service area residents/clientele.

Procedure:

(1) Employment considerations are:

- Providing equal employment opportunity to all protected classes without discrimination as mandated by the Equal Opportunity Employment Policy and the Americans with Disabilities Act
- Granting employment opportunities to older persons exhibiting required job experience and capabilities. The Age Discrimination in Employment Act defines an older person as forty (40) years of age or older
- Granting employment opportunities to qualified, economically disadvantaged agency service area residents
- Granting employment opportunities to qualified minority persons within the agency service area
- Granting appropriate employment opportunities for applicants normally disqualified by other employers due to a criminal record or pending criminal charges.
- The agency requires its retirees who receive CERS retirement benefits to complete a break for more than six (6) full months before consideration of re-employment within the agency.
- If an Audubon Area retiree is selected, employee will return as a new employee, which means new hire date, seniority date, introductory period, accrual of leave time, and starting salary as a new employee.

(2) For employment, minimum requirements are:

- Completing an official Employment Application
- Screening (and sometimes testing) by supervisory personnel/and the human resources department
- Interviewing within a department, CEO or his/her designee. (Only applicants meeting specific job needs and criteria are interviewed)
- Approval (hiring) by the CEO and enrollment/processing by the human resources department
- Three reference checks should be reviewed. (Reference information is confidential)

(3) Employment limitations include:

- Not hiring individuals maintaining membership in an organization whose purpose includes the forceful or violent overthrow of the United States Government.
- Not hiring individuals convicted of child abuse, neglect, sexual abuse, violent crimes against children, a violent felony offense, or as an accessory to the listed charges. (Child Care Center Regulation 905 KAR 2.010)
- Re-advertising the positions if it is determined that no qualified applications were submitted
- Not hiring individuals with "immediate" family members serving on the-Board of Directors or Head Start Policy Council (except in a substitute position)
- Not hiring or promoting employees with a relevant criminal record to a sensitive position of childcare/preschool positions (see definitions in Number 6 below)
- Not hiring applicants to drive a vehicle with a capacity of sixteen or more persons — or gross weight of 26,001 pounds or more — without proof of a Commercial Drivers License (CDL). The agency may pay reasonable employee costs, e.g., the medical examination and license fee, for Audubon Area GRITS drivers who must newly acquire the CDL.

(4) Formal Education:

- Persons without the minimum of a GED will not be considered for Head Start employment,
- Formal education requirements will be specified in each agency position description.

(5) Resident Employment Opportunities. The policy is to encourage employment of the residents of the areas and members of the groups served by this agency and its delegate agencies.

(6) Sensitive Position. This is a professional or non-professional position requiring persons with a high degree of trust and integrity. Sample positions include: CEO, Department Director, CFO, and financial positions and any other position which the agency so designates because of the nature of work in dealing with the general public.

Childcare/Preschool Sensitive Position. A position requiring direct or indirect contact with children within a Child Development or Day Care center.

All other positions not meeting the above criteria are generally considered non-sensitive.

- (7) Notification of non-selectees. Persons interviewed but not selected for an agency position will be notified that they have not been selected and may be encouraged to apply for future vacancies.
- (8) Interview and Moving Expense. Audubon Area does not reimburse applicants interview expenses or new employees for moving expenses unless specifically approved by the Board of Directors.
- (9) The Equal Opportunity Officer may serve in the capacity of advisor and/or observer in the screening process. The Equal Opportunity Officer shall have the authority and responsibility to call attention to the violation of civil rights provisions. This equal opportunity guideline is designed to prevent a discrimination controversy arising out of the method of selection after the fact.
- (10) Consultations and Endorsements. In programs requiring the involvement of certain ancillary bodies or policy committees, such as Head Start, RSVP, and SCP, the appropriate advisory bodies shall be involved in the selection process consistent with all pertinent federal guidelines and regulations.
- (11) Selection of current agency employees. Employees desiring to apply for other vacated positions should do so in writing. Current employees are considered along with all other applicants. No preference is given unless the current employee is better or equally qualified compared to other applicants for a given position.
- (12) Recommendations. Individual members of the Board or Head Start Policy Council may express their opinions about applicants for any position to the Chief Executive Officer. Recommendations in writing are preferred.
- (13) Executing Employment Action. A conditional offer of employment shall be confirmed in writing only by the Chief Executive Officer in a Letter of Appointment. Such employment offer shall include the beginning date, program fund limitations, the location of the employment, hours per week/day, salary, and other relevant information.
- (14) New employees in predetermined programs, required by Federal and State law, will be hired subject to an acceptable criminal record check. Each new employee shall authorize Criminal Records checks, for all states in which the employee has resided in the last ten (10) years. The agency may designate other positions to which these requirements will apply.
- (15) Other new employment shall be conditional pending the outcome of any pre-employment physical— generally related to a selectee's ability to perform "essential job functions" per the ADA and/or a criminal records check. Drivers in the GRITS' program are required to have a pre-employment and maintain a valid and current medical examination certificate.

Audubon Area GRITS may bear the cost of the medical examination. GRITS' staff must use the Agency's designated health care providers.

(16) Rules Regarding Nepotism. Audubon Area observes certain prohibitions in employment with respect to persons whose employment is supported by federal funds or by contributions to the non-federal share. Individuals within a specified degree of relationship are prohibited from employment. These are:

(a) Members of the immediate family of a person who serves on the Board of Directors, Head Start Policy Council or any committee or council of a delegate agency, (if that committee or board has authority to order personnel action affecting the employee's job).

(b) Member of a person's family who exercises supervisory authority.

"Immediate family" members for this purpose are as described in Section 1.10, page 1, paragraph 1.

(17) **Head Start Policy Council Role and Responsibilities relating to Hiring Employees in Head Start.** The roles and responsibilities of the Head Start Policy Council, as specified in the Head Start Act and the Head Start Performance Standards, shall be observed. *Refer to Section 13.2, 13.3 and 13.4, of this Personnel Policies manual for the specific policy provision for hiring in the AACS Head Start/Early Head Start Programs.*

Purpose of this Section:

The agency shall practice and demonstrate professionalism and non-discrimination in all aspects of personnel selection.

Procedure:

- (1) The Executive Director or his/her designee(s) shall be responsible for screening, interviewing, verifying applicant qualifications, and selection; only the Executive Director can make a valid job offer and confirm that offer with a Letter of Appointment.
- (2) With regard to Head Start screening, interviewing and recommendations, representative(s) of the Policy Council or local Parent Committee will be invited to participate in the selection process.
- (3) All applications/resumes shall receive equal attention and review and consideration commensurate with the apparent qualifications of the applicant— as represented by the application/resume— for the particular position. The designated screener(s)/interviewer(s) shall perform their duties in compliance with the Personnel Policies and Procedures Manual.
- (4) An appropriate number of applicants, based on a manageable number of potentially/apparently qualified applicants from the total applicant pool will be selected for interview. Every effort will be made to include potentially qualified minority applicants in the group selected for interview.
- (5) Screening interviewing recommendations, and employee selection shall be performed within appropriate time frames. The demands of filling the job, courtesy toward applicants for a position, and the administrative (policy) requirements of the agency shall be considered.
- (6) **Prohibited Questions During an Interview.** Examples of questions the *may not* be asked include the following questions related to potential disabilities:
 - Is there any health-related reason you may not be able to perform the job for which you are applying?
 - Do you have any physical or mental defects which preclude you from performing certain kinds of work?
 - Have you been hospitalized in the last five years?
 - If so, for what condition?
 - Have you recently had a major illness?
 - Have you ever been treated for a mental condition?
 - How many days were you absent from work because of illness last year

- Have you ever filed workmens' compensation insurance?

Other topics to avoid during an interview include those concerning an applicant's:

- Children, child care arrangements, or plans to have children
- Age or birth date
- Physical characteristics, including weight/height
- Maiden name or marital status
- Citizenship
- Lawsuits against another employer
- Arrest record. (Arrests prove nothing!) *You may ask whether a candidate has even been convicted of a felony crime.*
- AIDS or HIV status. (These relate to the ADA-prohibited examples above.)

(7) Allowable Questions During an Interview:

Examples of questions that *may* be asked include the following:

- Are you able to perform the essential and marginal functions of this job, with or without an accommodation?
- Please describe the job functions and tasks performed by you at your previous employer.
- Do you have a valid driver's license? (NOTE: This could be unallowable under the ADA. It must be an "essential job function" requirement in order to ask this.)
- After providing information of regular work hours, leave policies, and special attendance needs, the applicant can be asked: Can you meet these requirements?
- Were you ever disciplined for poor attendance at a previous employer? (NOTE: This could also be problematic under ADA. *Reason:* A disabled person could have been "wrong-fully disciplined" for "excessive absenteeism" by a previous employer.)

Other examples of questions you may legally ask an applicant:

- Tell me about yourself ... why did you choose this type of work?
- You mentioned you enjoyed your last job ... what did you enjoy best? ... least?
- Why do you think this company should hire you?
- What are two things you wish to avoid in your next job?
- If you could change one thing about management at your last job what would it be?

- What at your last job did you get along with least? What did you do to improve the situation?
 - Why did you leave your last job?
 - In the past year, what have you done on your time and with your own money to make yourself more valuable to us?
 - Review with me the schedule of a typical workday for you.
 - What was the last position you held?
 - Have you held the same job through your employment with the last company? If no, describe the various jobs you had, how long, and your duties.
 - What did you like most about that job?
 - Why are you thinking of leaving? Why now?
 - What will your last supervisor tell me about you and your job performance?
- (8) Any selection procedure conducted by a designee of the Executive Director shall result only in a recommendation to the Executive Director, who has sole authority to make a selection/job offer and initiate the process of employment.
- (9) Only those applications of persons interviewed shall be retained for future consideration, and those will be retained for no more than one year from the initial date of his/her application. An unsuccessful candidate may request that *a copy* of his/her application be included in future job applicant pools within the retention period only.

Purpose of this Section:

The AACS requires applicants and employees to disclose all prior and/or current felony convictions.

Procedure:

- (1) All AACS applicants and employees shall:
 - Report any and all felony convictions and pending felony charges occurring after their eighteenth birthday
 - Upon a conditional job offer, sign a criminal records release form authorizing a record check to confirm and verify information.

- (2) Hiring and retaining persons with criminal records. The AACS requires all employees and applicants convicted of a felony to submit to a criminal conviction review, which:
 - Verifies the applicant's references
 - Evaluates the prospective employee's past work performance
 - Determines if the criminal record or conviction would likely diminish the applicant's or employee's work performance
 - Determines whether findings of prior convictions should disqualify the applicant.
 - Considers all circumstances relevant to the prospective work situation and job credential requirements.

The AACS reserves the right and obligation to request and examine all reference or criminal information about any employee or applicant. Such a request or search for information is not limited to any jurisdiction and may utilize available federal or state record/file sources.

Purpose of this Section:

The AACS reserves the right to verify all employees' and applicants' U. S. citizenships as required by the Immigration Reform and Control Act (IRCA) of 1986.

Procedure:

- (1) All AACS employees hired prior to November 6, 1986 are exempt from IRCA requirements.
- (2) With all subsequent AACS "new hires," the AACS must verify citizenship within three days of employment. Employees unable to locate verifying documents must reapply for such listed acceptable documents, show proof of reapplication and must have the original documents submitted to and on file in the personnel office no later than thirty (30) days of their proof of reapplication. Failure to comply with this procedure will result in immediate termination from the agency.
- (3) The AACS and the new employee shall sign an "attestation" contained on the IRCA Form I-9, under penalty of perjury.
- (4) New employees shall provide AACS with one document from List A *or* one document from List B *and* List C for IRCA Form I-9 verification.

LIST A (Identity and Employment Authorization)

- United States Passport (expired or unexpired)
- An unexpired foreign passport containing a temporary I-551 stamp
- An unexpired Permanent Resident Card or Alien Registration Receipt Card (Form I-551) with photograph
- An unexpired Temporary Resident Card (INS Form I-688)
- An unexpired Employment Authorization Card (INS Form I-688A, I-688B or I-766)
- An unexpired foreign passport with an unexpired Arrival-Departure Record, (Form I-94) bearing the same name as the passport and containing an endorsement of the alien's nonimmigrant status, if that status authorizes the alien to work for the employer

OR

LIST B (Identity Only)

- State-issued (or Canadian) driver's license containing photograph or information including: name, sex, birth date, height, weight, and eye color
- State-issued I.D. Card (federal, state, local, or government agency issued)
- Voter Registration Card
- Military Dependent's I.D. Card
- U.S. Coast Guard Merchant Mariner Card
- U.S. Military I.D. Card or Draft Record
- School I.D. Card with photograph
- Documentation required from persons under **18** years old unable to produce previously listed documents:
 - School records
 - Report cards
 - Day care or nursery school records
 - Medical records

AND

LIST C (Employment Authorization Only)

- Social Security Card (unless specified as unnecessary for employment)
- Birth Certificate issued by any state (or legal subdivision thereof) - original or certified copy
- Birth Certificate issued by the U.S. State Department (Form FS-545 or DS-1350)
- U.S. Citizen I.D. Card (INS Form I-197 or I-179)
- Native American Tribal Document
- Unexpired employment authorization document issued by Department of Homeland Security DHS (other than those listed under List A)

(5) The AACS will examine, review, and confirm or deny documents' validity. Document validation is attested by the Human Resources Department.

(6) The IRCA law requires completed I-9 Forms and document copies be kept for two years after termination by the employing agency.

Purpose of this Section:

The Human Resources Department and management shall conduct an employee orientation within 60-days of staff hire, to help familiarize new employees with the agency's programs, policies, procedures, and Mission.

Procedure:

- (1) The Human Resources Department shall conduct an orientation session with each employee. The orientation shall include a review of:
 - Personnel Policies and Procedures Manual and Handbook
 - Agency benefits and employee insurance programs/plans
 - Paid time off and leave policies
 - Work schedules and requirements
 - Overtime limitations
 - Reporting time and attendance
 - Pay periods and time sheet reporting requirements
 - Structure of the agency
 - Mission and programs overview
 - Introductory period and employment at will
- (2) Supervisors will then train and communicate to new employees their specific work unit policies, procedures, guidelines, requirements, duties, obligations and schedules.
- (3) New employees shall:
 - Attend scheduled orientation sessions
 - Sign and return required employment documents for placement in personnel file
 - Sign and return within two weeks the certification form concerning reading the PP&P Manual. This certification is required to be placed in the employee's personnel file.

Purpose of this Section:

Audubon Area provides workplace schedules to employees. Each employee shall have a designated schedule of work hours. Schedules and hours of work may be adjusted to meet agency operation requirements and/or client needs.

Procedure:

(1) The Audubon Area work schedule classifications include the normal workday, specified variations of the normal workday, and flex-time/flex-place employment. The agency also has a defined work week designated for wage-hour law purposes.

(2) **Work Day**

- (a) Normal Audubon Area office hours are 8:00 A.M. to 4:30 p.m., Monday through Friday.
- (b) Most regular full-time and non-exempt employees customarily work 7½ hour workdays. They are entitled to one 15-minute break each morning and each afternoon. Supervisors schedule breaks accommodating department work requirements. Breaks are paid as work time. Employees must adhere to allotted break-time schedule. Head Start Center-based employees shall follow the allotted break time set forth by the school district for the jurisdiction in which their center is located. *(Revised December 2001)*

Some agency staff work a forty-hour week. Some, depending on programmatic needs work less than 37½ hours. Each employee's specific hours and work schedule is specified in his/her Letter of Employment or subsequent directives issued by the Chief Executive Officer.

- (c) The Audubon Area grants regular and non-exempt employees no less than a one half-hour unpaid meal period, except designated Head Start center-based education employees whose lunch period is included in their workday. Audubon Area responsibilities are prohibited during non-exempt employees' designated unpaid lunch periods.
- (d) Head Start Centers operate on the same calendar as the school system in the jurisdiction in which the center is located. Audubon Area Head Start supervisors may schedule employees' hours to accommodate department work requirements.
- (e) Other variations in employee work schedules may be ordered at the discretion of the Chief Executive Officer with consideration for programmatic needs and applicable wage/hour laws.

- (f) The Chief Executive Officer may schedule work hours, breaks, and meal periods to accommodate agency and client needs.
 - (g) The Chief Executive Officer may temporarily alter employees' work schedules in consideration of inclement weather or other hazardous conditions.
 - (h) Employees who are "exempt" are not limited by Audubon Area normal work schedules. These employees are paid to *perform a function* no matter the time required. Therefore exempt employees are bound by a minimal work day plus additional time as necessary to fulfill the functions of the job. *[Revised August 2004]*
- (3) **Flex-time/flex-place employees:**
- (a) Certain Audubon Area professional employees may require flexible work schedules to best serve client referrals and needs. "Flex-time" professional employees are always "on call. *[Revised October 2016]*
 - (b) **"Flex-time/flex-place" staff** work schedules are adjusted as needed to meet client and agency needs and contract requirements. *[Revised August 2004]*
 - (c) **If "flex-time/flex-place"** employees are required in the course of their duties to work on a holiday, the employee must take such holiday off on another day during that current or subsequent pay period. Holidays cannot be carried over for more than two (2) pay periods, the current one in which the holiday occurs and the next. *[Added August 2004]*
 - (d) The CEO shall designate those "flex" employees who perform agency and project service requirements on a "flex-time/flex-place" basis.
 - (e) Typically, "flex-time" is allowed when an eligible employee must work a rather erratic schedule due to the "on call" or "emergency" nature of their work with agency clientele, not for the convenience of the agency staff person. Working a "flex" schedule is dictated by clientele-related demands and conditions; "flex-time" staff are otherwise expected to maintain the agency's regular hours. *[Added August 2004][Revised October 2016]*
 - (f) Program supervisory staff shall monitor case records, travel logs and other documentation consistency between therapists' documentation in those records relative to their time-worked claims under their "flex-time" scheduling and time reporting. Supervisors of "flex-time" employees must devise suitable means to assure that employees violate neither the intent nor the responsibilities of this privilege. *[Added August 2004]*

(4) **Work Week:**

- (a) The Audubon Area workweek begins at 12:01 a.m. Saturday and ends at 12:00 a.m. (midnight) Friday. The "workweek" frames the designated period for which employees are to record their time and attendance.

(5) **Adjusted or Alternative Work Schedule:** *[Added August 2004][Revised October 2016]*

As provided in item (2)(e) above, the Chief Executive Officer may devise such work schedules as may be in the best interests of the agency and programmatic operations. For example, some forty-hour per week employees may work four ten-hour days instead of five eight-hour days. (There may be other variations as well.) Such arrangements shall be spelled out in the employee's Letter of Appointment (for new hires) or other agreement letter (all other employees) which shall be signed by the Chief Executive Officer and the employee.

(6) **Entry to Agency Premises After Hours.** Employees may not enter agency offices/centers/property after normal working hours without the express prior approval of their supervisor or project director.

(7) **Travel Time: Work Time.** *[Added April, 1994]* Employees customarily travel on agency business during their normal working hours, usually that means 8:00 a.m. through 4:30 p.m., variations of this schedule must be cleared in advance with the employee's supervisor. All agency business travel is working time and paid time for all staff. *[Revised April 2012]*

- (b) If the agency management would have provided — and offered to provide — commercial transportation, e.g., by air, and the non-exempt employee refuses to fly but opts to use a more time-consuming mode of transportation, e.g., a personal automobile or agency vehicle for personal reasons, the agency will allow the employee only "working time" commensurate with the amount of "air time" he/she would have been entitled to had the agency-offered option been accepted.
- (c) An employee's agency-permitted and/or — paid attendance at and travel to/from a business-related training/meeting/conference is *not* considered "voluntary," but — within the provisions above — work related time according to the following standards:

- If it's job related it's "work time"
- Even if an employee might attend "voluntarily," any work activity related to their job is still "work time."
- If the employee believes the agency expects him/her to be in attendance, it's "work time"

Therefore, supervisory and management staff shall clearly designate which staff shall attend various events involving business travel. No staff person may be permitted to choose whether she/she attends *voluntarily*. No employee will presume permission to travel or attend conferences, meetings and such without written and approved travel authorizations as follows:

Local Travel: The project director or his/her authorized designee

Business Travel: Chief Executive Officer

[See Section 22 in the Financial Manual]

Purpose of this Section:

The Audubon Area requires new, re-hired, promoted, transferred, reassigned, and demoted employees to be placed in “new employee” status for an introductory nine (9) month provisional/employment “working test” training period.

Procedure:

- (1) “New” employees shall:
 - Have a nine (9) month provisional employment period (which may be extended by the number of days absent) to demonstrate job proficiency and fitness.
 - Be evaluated by their supervisor to determine their job performance, suitability, and specific needed training.
 - Attain regular status upon successful completion of the nine (9) month introductory period, that is, demonstrated proficiency and performance on the job.
 - Understand that all Audubon Area employment, whether during or after the nine (9) month introductory period, is strictly on an employment-at-will basis.
 - Complete the necessary benefit papers within one week of their successful completion of the nine (9) month introductory period or a succeeding probationary period. (Benefits, other than those required by law, are not provided until a new employee gains regular-employment status.)
 - Understand that *new* employees, who are unsuccessful at completing the nine (9) month introductory period, or any conditional extensions, will not be retained and are not entitled to pay for accrued annual leave upon dismissal.
 - Understand that a new employee may be terminated with or without cause at any point within the nine (9) months period.

- (2) The Introductory Nine (9) Month Period is considered a “working test” period. During the “introductory” period, the employee is to be evaluated at the mid-point and end of the introductory period. If this period is extended, the employee must receive a written notice at least three days prior to the extension. The supervisor may request approval from the Chief Executive Officer for an extension of this period for up to an additional three months and for no more than a maximum of three (3) extensions. Even *one* extension shall not be required unless the Chief Executive Officer deems it appropriate. [Revised February 2012]

Extension of this period may be based on one of the following:

- (a) When the position involves administrative, supervisory, professional, or technical duties and responsibility and additional time is needed to evaluate the employee's performance.

- (b) Absence due to illness of the employee or the immediate supervisor.
 - (c) A change of the immediate supervisor during the “introductory” period.
 - (d) When the work load during the “introductory (9) months has been such that true evaluation could not be reasonably made.
- (3) Upon recommendation by the supervisor, the Chief Executive Officer may terminate an employee at any time during the Introductory Nine Month period when:
- (a) The employee is unwilling or unable to perform the duties of the position in a satisfactory manner, or
 - (b) The employee's habits and dependability do not merit his continuance in the position, or
 - (c) When a misrepresentation was made on the application for or other documents in consideration of employment with the agency.

Purpose of this Section:

AACS employees are treated equally regarding employment. However, employees are categorized for job type, wage, benefits, leave time, and other specified reasons.

Procedure:

- (1) This manual lists and defines all employment classifications and employee eligibility for benefits. All "new hires" and newly promoted employees are considered Introductory Employees.
- (2) All employees within each designated class shall be equal in treatment, and employee benefits.
- (3) To satisfy federal and state wage-hour laws, employees are categorized as either:
 - (a) **Non-Exempt Employee.** These employees are entitled to overtime pay equivalent to time and one-half their normal rate of pay for any work exceeding forty (40) hours per official workweek, according to specific federal and state wage-hour law provisions; or
 - (b) **Exempt Employee.** These employees are excluded from the foregoing pay provisions of federal and state wage-hour laws. Exempt employees are paid for the job, regardless how much time is required. All exempt employees must be so classified within the legal provisions for the wage-hour law exemption. Exempt employees are salaried. [Revised April, 1994]
- (4) Within the above groupings, other Audubon Area employee categories are:
 - (a) **Introductory Employees.** A full-or part-time "new hire" who has not successfully completed the "introductory" nine (9) month introductory period is classified as "introductory." A new or promoted employee who does not attain the requirements and standards of the position can be reassigned to "introductory" status no more than three (3) times. Any extension of this "introductory" period shall be considered a conditional appointment. *(Revised December 2003)*
 - (b) **Regular Full-Time.** This category includes employees who work at least thirty hours per week and whose employment is *not* specifically time limited. (As a general rule, regular employees are those who work a 7½ hour workday, 37½ hour workweek.) Generally, these employees are eligible for the full AACS benefits package. Neither this nor any AACS employment is for a specific or definite time period unless clearly stated in the employee's Letter of Employment.

- (c) **Regular Part-Time.** This category includes employees who work less than 7½ hours per day or less than thirty (30) hours per week. This employment is not specifically time limited. Such employees working twenty-five (25) hours per week are eligible for partial benefits and are required to be enrolled in the retirement plan. No health insurance benefits are provided nor employees eligible for health insurance. [Added December 1995]
- An employee's Letter of Appointment will state whether the employee is or is not to receive partial fringe benefits, and if so specifically what benefits are to be received. Any changes from that commitment must be in writing, signed by the executive director prior to the employee's receipt of such benefits. [Added December, 1994]*
- (d) **Temporary Full-Time.** This category consists of employees who work at least thirty (30) hours per week but whose employment is limited to a predetermined and specific time period. *These employees are not eligible for benefits.*
- (e) **Temporary Part-Time.** This category consists of employees who work less than 7½ hours per days or less than thirty (30) hours per week, but whose employment is limited to a predetermined and specific time period. These employees are not eligible for benefits.
- (f) **Enrollees.** This category includes a variety of work-experience and on-the-job-training projects funded for the purpose of providing transitional employment, generally limited to no more than two years. These persons may work any number of hours as designated by the agency contract or grant under which their employment is subsidized. No benefits are provided for "enrollees" except those specifically designated in their contract or grant. This category shall not apply to those staff employed to direct and/or operate the program.
- (g) **Substitutes.** Employment on an on-call basis only. These employees are not eligible for fringe benefits.
- (h) **Head Start Agreement Employees (A written Agreement is required).** This category consists of field-based employees classified as full-time whose employment terms and benefits are negotiated and set through an Agreement. For employee benefits purposes, these employees are generally treated in the same manner as "regular" full-time employees with the level of health benefits for which they qualify is continuous (12 months per year — as long as they remain employed with the Agency). But, unless otherwise stipulated on the employee's job description, this category is not eligible for annual leave [Revised: May 18, 1999 - Owensboro]

- (i) **Contractual Positions.** This category consists of persons not employees of record by the AACS, but who are compensated for specific work and/or expertise they may render by virtue of a contract for services.
 - (j) **Stipended Volunteers.** This category includes volunteers funded under the Foster Grandparent or Senior Companion programs. These policies do not apply to these persons.
- (4) These employee classifications do not imply any employment guarantees nor assure employment for any definite period of time. The AACS and employee relationship remains employment-at-will.

Purpose of this Section:

The AACS shall maintain current position descriptions and employee classifications on all new, transferred, promoted, and demoted employees.

Procedure:

- (1) Employees' personnel files shall contain current descriptions. Position descriptions provide:
 - Position duties, responsibilities, and procedures
 - Employee classification and job type
 - Minimum position educational/qualification requirements
 - Physical, mental, and other demands as directed by the ADA
 - Other job specifications, including whether "exempt" or "non-exempt"
 - The effective date of the last revision to the Position Description.
- (2) All position descriptions shall be approved by the Executive Director. Position descriptions shall be mirrored in the employee's performance appraisal form to the extent necessary for objective evaluation of actual performance and performance-related factors.
- (3) The AACs shall amend employee position descriptions as legal and programmatic needs dictate. Also, changes in agency needs or requirements and funding sources may be factors necessitating amendments in position descriptions.
- (4) All position description amendments in any respect shall be approved by the Executive Director. Position description changes shall also be accompanied by commensurate changes in the employee's performance appraisal instrument.
- (5) Position descriptions (as well as performance appraisal instruments) are intended to be "dynamic" documents. These references shall change as often as needed to remain accurate reflections of employee's actual assigned jobs.

Purpose of this Section:

The AACS may transfer employees to different positions or work locations.

Procedure:

- (1) Transfer reasons may include:
 - Employee request
 - Department or agency changes
 - Conflicts (personal, programmatic or other)
 - Personal advancement
 - Work force reduction
 - Employee medical problems
 - Other personnel or agency needs not mentioned.
- (2) Current employees may apply for vacated positions within the agency by submitting in writing for the position. Current employees will be considered for another position along with all other applicants. The applicant deemed most qualified, whether a new applicant or current employee, shall be hired.
- (3) Transfer request conditions include:
 - Position or workplace availability
 - Executive Director, current supervisor and receiving supervisor's approval
 - Requests are not always approved
 - Employees granted transfer must work a nine (9) month “work performance verification period” where they must prove their fitness and proficiency for their new position (*Revised December 2003*)
 - Employee evaluation(s) will determine whether the employee is performing successfully in his/her new position
 - Unsatisfactory evaluation may require a return to the previous position, *if available*, or termination of employment may be necessary.
 - Possible pay rate and job classification adjustment *after* positive evaluation and proven work performance— or adverse action if the transfer is unsuccessful.
 - Other requirements mandated by the Executive Director or Board of Directors.
- (4) The Executive Director may transfer employees at any time and for any reason with or without Board approval. Employee concurrence is preferred for *transfers* out of any job in which he/she is currently performing acceptably.
- (4) For further reference: See Item (11) in Section 2.5 (Page 3 of 4).

Purpose of this Section:

While there is no legal impediment or limitation to hiring more than one person from a single family discretion is advised.

Relatives of employees will be considered for employment by the agency on the same basis as any other applicant. An employee will not be permitted to work under the immediate supervision of a relative.

Spouses of employees will be considered for employment by the agency on the same basis of any other applicant. An employee will not be permitted to work under the immediate supervision of his/her spouse.

Procedure:

- (1) Hiring multiple family members is allowable, but ordinarily done carefully, sparingly and judiciously so as to prevent concerns or problems from arising after the parties are hired.
- (2) The Executive Director shall assure that neither immediate family member supervises the other or exercises any material input to the personnel management decisions regarding the other family member.
- (3) Management or organizational concerns or difficulties arising out of conflict or other problems relating to multiple family members shall be a primary basis for terminating the employment of one, both or more multiple family members employed by the agency.
- 4) In the event two employees marry thereby causing a conflict with this policy, an attempt will be made to transfer one to another job. If a transfer cannot be satisfactorily arranged within six months, one employee must resign. The affected employees may determine between themselves which one will resign; otherwise, the employee with the more seniority will be retained.

COMPENSATION

SECTION (3)

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Purpose of this Section:

The salary/wage scales may or may not be comparable to other local public and/or private non-profit agencies. Salaries/wages are restricted by approved budget limitations and available funding.

Procedure:

- (1) Agency salaries are determined by the CEO based on the Board of Directors' position and wage/salary classification charts. No agency employee shall be paid less than the Federal Minimum Wage.
- (2) New employees are paid at "entry level" wage/salary rates deemed appropriate by the CEO. Supervisors may recommend to the CEO a rate based on employee experience and/or education.
- (3) The agency participates in periodic wage comparability studies and strives to maintain competitive wage scales.
- (4) Within the framework of the Board policy, the CEO makes all staff salary decisions, except for his own salary which is set by the Board of Directors. *[Revised August 2015]*
- (5) Salaries and wages are limited within the constraints of the agency's respective project budgets/program accounts.
- (6) The agency operates a wide variety of funded programs. Each has its own characteristics, standards, requirements and budget. These many projects are funded by several different sources. Certain projects may carry mandated salary enhancements— perhaps by Congressional mandate— and apply *only* to that project and its funded staff. Accordingly, agency staff will not, of necessity, be treated the same in salary administration/actions.
- (7) **Anniversary Date.** An employee's anniversary date coincides with his/her respective project's fiscal/budget year beginning date. This is done for the purpose of timing staff increments to coincide with the funding source/project budget year and to organize the incremental due dates of the several agency projects on a more manageable basis.

New employees are not normally eligible for "annual" increments until they have successfully completed one full year of employment. Thus, the anniversary date would normally be fixed at the next project year beginning date following the employee's completion of one full year of employment in his/her current position. The CEO shall have the discretion to alter the "one full year" rule, but only if the employee has completed his/her introductory (IND) period. The employee increment

"anniversary" date may, in exceptional circumstances, be altered at the discretion of the CEO due to fiscal/budgetary considerations.

If any employee is funded under more than one program account, the project year beginning date of the project which pays the largest share of the employee's salary/wage will dictate his/her anniversary date. This date will also be stated in the employee's Letter of Appointment.

Purpose of this Section:

AACS payrolls are issued every other Friday, **except** for the programs affected by the Davis-Bacon Act. Payroll schedules are published annually in the agency newsletter for employee reference and convenience. (Revised October 2009)

Procedure:

(1) AACS Payroll Processing Schedule (example only):

Pay Period	Employee Time Sheet Due	Date Due to Payroll Dept.	Payday
Dec. 12-Dec. 25	December 25	December 30	January 8

- The example illustrates the pay period, the employee's time sheet submission date, the date time sheets are due from supervisory staff to the Payroll Department, and the payday
- Pay periods begin at 12:01 a.m. Saturday and end fourteen (14) days later on Friday at 12:00 a.m. (midnight)
- Payday is Friday, fourteen (14) days after the pay period ends
- There are twenty-six (26) pay periods and paydays during the calendar year
- Holidays celebrated on a *payday Friday* require that the pay check issuance occur during the prior workday.
- Head Start Agreement Employee wages will be paid over a 12-month period. Adjustments to an employee's salary; e.g., unpaid absence will be made and reflected on the next pay period. (Added May 1999)
- Employees who fall under Davis Bacon wages will follow a weekly pay period. (Added October 2009)

(2) Employee Time and Attendance Report requirements include:

- A proper recording and reporting of pay period dates and hours worked
- Time sheet endorsement by the employee and the supervisor confirming the hours worked, leave taken, any time associated or relating to AACS work, and any time sheet adjustments or corrections
- Approved reports received by the Payroll Department by 4:30 p.m., the Wednesday following the end of the pay period
- Penalty of no check, a late check, or pay not issued until the next pay period in the event of an incomplete, late, or incorrectly prepared Time and Attendance Report
- Disciplinary action or discharge for falsifying any Time and Attendance Report.
- Accounting for leave on a "whole day" basis; that is, "exempt" staff do not take leave in less than full-day increments — normally 7½ hours per work day, but this figure may vary by position. [Added April, 1994] [See also Section 4.4, subsection (6), second bullet point, page 4][Moved from (3) February 2013]

(3) Exempt staff may be required by contractual obligation or other applicable regulation(s) to track activity. If applicable, Exempt Staff Activity Reports include: (Revised February 2013)

- A breakdown of categories in which an exempt employee utilizes each day
- Properly reporting dates and hours worked during the pay period
- Activity Report endorsed by the employee and supervisor confirming hours and amount of time spent on activities
- Activity Report must be completed in conjunction with the Time and Attendance Report.

(4) Payroll under the Davis-Bacon Act: (Added October 2009)

- On projects or programs where prevailing wages are in effect, payroll will be issued weekly under the Davis-Bacon Prevailing Wages Act.
- Prevailing wage determination was created and is monitored by the Department of Labor.
- Employees must receive notification of pay rates for job classifications that they may be performing, as well as pay rates by location where they may be working.

Purpose of this Section:

Overtime assignments are sometimes essential when operational and service requirements cannot be met within designated working hours. Audubon Area attempts to equitably distribute overtime assignments when funding or requirements permit. **Employees may request prior approval for overtime work, but they may work overtime only with prior approval.** Circumstances, however, may dictate that employees work overtime.

Procedure:

- (1) Overtime compensation is paid only to non-exempt employees at one and one-half times the normal hourly pay rate for all scheduled time worked beyond a forty (40) hour workweek.
- (2) Overtime pay is based on the actual hours worked. Sick, vacation, or any leave of absence is not considered actual hours worked when calculating overtime hours and pay.
- (3) All overtime requires:
 - Supervisors' confirmation of the validity of an overtime request
 - Supervisors' confirmation that the project budget can afford to pay overtime
 - A supervisory request to the Chief Executive Officer to approve overtime work for specified staff for a projected duration.
 - The Chief Executive Officer's prior approval.
- (4) Overtime limitations:
 - Head Start rules and regulations state that Head Start employees are prohibited from working *any* overtime. Prior grantor approval may be required for any compensable hours over the normal hours per week.
- (5) For proper compensation, employees shall document overtime hours on their Time and Attendance Report. (Revised December 2013)
- (6) Overtime which does not follow the required procedures as set forth above is not approved or allowed. Any employee not following the strict guidelines of these rules will be subject to disciplinary action.
- (7) The standard workweek — as defined in writing for each employee — includes all agency-related travel time, required meeting time, or other usual and customary agency position responsibilities. An exception shall occur when Audubon Area GRITS transit system drivers are required to work scheduled grantor observed holidays and/or other declared “emergency” – leave days. (See Section 5.1, page 2 of 2 (4). [Revised February 2005])

- (8) Since no added compensation is applicable for employees holding "exempt" position designations, they may work "overtime" without prior approval.
- (9) Employees altering or abusing their prescribed workday schedules (in most cases from 8:00 a.m. to 4:30 p.m., Monday through Friday) and/or attempting "overtime" without prior authorization are subject to disciplinary action.
- (10) Even if non-exempt employees want to work overtime, federal/state laws and agency rules do not allow them without specific *prior* approval.
- (11) Employees working a less-than-forty-hour workweek may work up to forty but not exceeding hours with pay at their regular rate. But, the same supervisory prior approval requirement and pay procedures as set forth for "overtime" work shall apply.
- (12) With their supervisor's concurrence, non-exempt employees shall be required to terminate their workweek in order to prevent their exceeding the forty hour workweek limitation. No employee may work— and no supervisor may permit an employee to work— over forty (40) hours without the Chief Executive Officer's prior approval.
- (13) Any travel time which creates or will create working hours in excess of forty hours per week is subject to the provisions of the agency's overtime policy. [See also Section 2.10 (7)] [Added April, 1994][Revised December 2013]

Purpose of this Section:

Audubon Area considers periodic salary adjustments appropriate and desirable for all its employees. Adjustment guidelines/limitations include available funding, employee performance, employee promotion, "cost-of-living" and other factors. All salary and wage adjustments require the Chief Executive Officer's approval and are not automatic or guaranteed. Salary increments include four categories: Annual, Merit, Promotion-Related Increment Adjustments, and one-time adjustments. [Revised February 2012]

Procedure:**SALARY INCREMENTS**

- (1) **Regular Appointment Adjustment.** The Chief Executive Officer may, upon supervisory recommendation, award step increments to a new employee who successfully completes the "introductory" nine (9) month appointment in exemplary fashion, as evidenced by a highly positive Performance Appraisal. [Revised February 2012]
- (2) Annual Increments may occur following: [Revised February 2012]
 - After Employees' employment anniversary dates and positive performance appraisals
 - Annual performance appraisals
 - Annual cost-of-living adjustments awarded program-wide
 - Increments are subject to the program availability of funds
- (3) **Merit Awards** may be awarded to recognize superior employee performance. Award decisions depend on many factors including the Annual Performance Appraisal. Supervisors shall submit any merit pay recommendations to the Chief Executive Officer for approval prior to discussing them with the employee. Merit awards will consist of an add-on of step(s) — at the Chief Executive Officer's discretion— on the wage/salary scale to the annual increment. [Revised February 2012]
- (4) **Promotion-Related Increments.** Increments may be granted when employees assume a position with increased duties and responsibilities.
- (5) **One-Time Salary/Wage Adjustment.** The Chief Executive Officer may award a one-time salary/wage adjustment to employees demonstrating superior performance and quality service. This award in accordance with the provisions of OMB cost principles is awarded only for extraordinary work and performance and is subject to the availability of funds. The following stipulations shall apply:
 - **One-Time Adjustments of \$3000 or Less.** Effective 2003, this adjustment is given at the discretion of the Chief Executive Officer, either upon his/her sole discretion or pursuant to recommendation by his/her senior management staff. [Revised February 2006]

- One-Time Adjustments over \$3,000. These adjustments must be approved by the Board of Directors. These shall originate with the recommendation of the senior management staff to the CEO, who may recommend or deny the request to the Board. *(Revised August 2015)*

Limitations on One-Time Salary/Wage Adjustments:

- One adjustment of any amount within a single program year
- One adjustment does not predict or guarantee additional bonuses
- All one-time adjustments shall be accompanied by a citation for which the award was earned and the citation becomes a permanent part of the employee's personnel file
- Any and all adjustments shall be included with the employee's regular check and listed as lump sum payment with the required taxes/withholdings deducted
- The CEO does not have authority to order a one-time salary adjustment for himself/herself, nor recommend one to the Board. *[Revised August 2015]*
- The Board of Directors may recommend a one-time salary adjustment for the CEO. *[Revised August 2015]*

(6) Salary adjustment (increment) requirements and guidelines include:

- An increment award shall follow all relevant position classifications or reclassifications, salary schedules, personnel policies, and performance appraisal requirements
- Sound agency budgetary considerations (i.e., the availability of funds) must be assured
- The CEO shall be permitted reasonable discretion in determining salary awards.
- Any annual salary increase exceeding 20% within the respective pay grades shall require the Board of Directors approval (Exception: new employees or promotion wage-adjustment). *(Revised August 2015)*

(7) Program anniversary dates are the time when salary adjustments would ordinarily occur. This means the beginning date of each respective program's fiscal year.

(8) Salary/wage increases are awarded based on both employee performance and funding/budget considerations in each funded project or agency program account which supports a given employee. Increments or supplements provided employees in one project do not indicate similar action for employees in another project. Likewise, pay increases/cost-of-living adjustments may be mandated for one project and its funded staff—often by Congressional action—but not apply to any other project or its staff.

**TIME AND ATTENDANCE REPORTING
AND CORRECTIONS**

[Rewritten and renamed August 2004]

SECTION: 3.5

Page: 1 of 3

Purpose and Procedure:

It is Audubon Area's policy and practice to accurately compensate employees and to do so in compliance with all applicable state and federal laws. Audubon Area wants to ensure that employees are paid properly for all time worked and that no improper deductions are made. Employees must record correctly all work time and review their paycheck stubs promptly to identify and to report all errors. Audubon Area will take corrective measure to correct any improper deduction.

Procedure:

(1) Time and Attendance Reporting

(a) Non-exempt Employees

Employees classified as a non-exempt employee must maintain a record of the total hours they work each day. These hours must be accurately recorded on the employee's timesheet or the electronic statement for payment. Employees must sign their own timesheet or electronically verify that the reported hours worked are complete and accurate. The timesheet or the electronic log of time worked must accurately reflect all regular and overtime hours worked, any absences, late arrivals and early departures. All work must be recorded on their timesheet or the electronic log of time and approved by their supervisor. When employees receive their paycheck, they are to verify immediately that they were paid correctly for all regular and overtime hours worked.

Employees may not work any hours that are not authorized by their supervisor. Employees cannot start work early, finish work late, work during a meal break or perform any other extra or overtime work unless they are authorized to do so and that time is recorded on their timesheet or submitted electronically. Employees are prohibited from performing any "off-the clock" work. "Off-the-clock" work means work employees performed but fail to report on their timesheet or submitted electronically for hours worked. Any employee who fails to report or inaccurately reports any hours worked will be subject to disciplinary action, up to and including discharge.

(b) Exempt Employees

Staff classified as an exempt salaried employee will receive a salary, which is intended to compensate them for all hours worked for AACCS. This salary will be established at the time of hire or when the employee becomes classified as an exempt employee. While it may be subject to review and modification from time to time, such as during salary review times, the employee's salary will be a predetermined amount and will not be subject to deductions for variations in the

quantity or quality of the work performed. Under federal and state law, exempt employees' salary is subject to certain deductions. For example, absent contrary state law requirements, exempt staff salary can be reduced for the following reasons:

- Full day absences for personal reasons.
- Full day absences for sickness or disability.
- Full day disciplinary suspensions for infractions of our written policies and procedures.
- Family and Medical Leave absences (either full or partial day absences).
- The first or last week of employment in the event the employee worked less than a full week.
- Reductions for certain types of deductions such as the portion of health, dental or life insurance premiums; state, federal or local taxes, social security; or, mandatory reductions for retirement plan or voluntary contributions to a deferred contribution or pension plan

In any workweek in which exempt staff has performed any work, their salary will not be reduced for any of the following reasons:

- Partial day absences for personal reasons, sickness or disability.
- The facility is closed on a scheduled work day
- Absences for jury duty, attendance as a witness, or military leave in any week in which the employee has performed any work.
- Any other deductions prohibited by state or federal law.

Whole Day Leave Requirement: Exempt staff shall charge leave on their Time and Attendance Report only in whole day increments — according to the requirements/provisions of the federal wage-hour law. That is, exempt staff must be "off the entire day [See Section 3.8 (2)] — before leave time is charged; thus, all forms of accumulated/acrued leave are utilized by exempt staff in full-day increments only. *[Revised August 2004] This policy applies only to exempt staff — those specified by position on classification charts. [Added April 1994][Moved from Section 4.4 to 3.5 April 2012]*

(2) Falsification of Time Worked

It is a violation of Audubon Area's policy for any employee to falsify or alter a timesheet or the electronic log of time worked. It is also a serious violation of Audubon Area's policy for any employee or supervisor to instruct another employee to incorrectly or falsely report hours worked or alter another employee's time sheet or submit electronically to under- or over-report hours worked.

If any supervisor or employee instructs an employee to (1) incorrectly or falsely under- or over-report their hours worked, or (2) alter another employee's time records to

inaccurately or falsely report that employee's hours worked, the employee should report it immediately to the Human Resources Department.

(3) Reporting Payroll Errors

If there are any questions regarding deductions or if the staff believes there has been an improper deduction or his/her pay does not reflect the hours worked, they should immediately report the matter to their supervisor. If supervisor is unavailable the employee should contact the Human Resource Department at 686-1646 or the Payroll Department at 686-1644. If the employee has not received a satisfactory response within five (5) business days after reporting the incident, the employee should call the Chief Executive Officer at 686-1610.

Every report will be fully investigated and corrective action will be taken where appropriate.

Purpose of this Section:

The Executive Director shall communicate program funding limitations to employees.

Procedure:

- (1) The Executive Director shall communicate:
 - Grantor funding requirements and budget/allowable cost limitations
 - Expected program completion date(s)
 - Possible reduction-in-force and/or termination date.

- (2) Employees are hired pursuant to program funding and are advised in their "Letter of Appointment" of critical program limitations. The "Letter of Appointment" is endorsed by the Executive Director and the employee. The employee's signed "Letter of Appointment" remains permanently in the employee's personnel file.

Purpose of this Section:

AACS payroll deductions include legally mandated federal, state, and local deductions and those benefits or deductions chosen and authorized by the employee.

Procedure:

- (1) Payroll deductions from an employee's gross pay include:
 - Federal, state, and local tax withholdings. These are, except for local occupational license fees, confirmed by the employee's W-4 federal and K-4 (state) withholding certificates
 - Social Security taxes
 - Employee-authorized benefits/subscription expenses
 - Employee-authorized charitable contributions
 - Money owed to agency by the employee (supported by an employee agreement)
 - Additional deductions mandated by law or employee authorization.

- (2) **Pay Advances.** Pay advances or any credit against *unearned* wages are not provided. The Executive Director, (at his/her discretion,) may allow a pay "advance" for an employee whose Time and Attendance Report was received too late for an employee's paycheck to be issued on schedule and the employee is unable to await the next payroll run for funds.

EXEMPT POSITIONS

[Revised October 2016]

SECTION: 3.8

Page: 1 of 1

Purpose of this Section:

Audubon Area had reviewed responsibilities of employees and from Audubon Area's understanding of the definitions of exempt staff, have classified certain positions meeting the FLSA standards of "white collar" exemptions. For a listing of Audubon Area's exempt positions, please refer to the hourly and salary classification charts.

Procedure:

Exempt employees, by definition, may *not* qualify for overtime pay. Those executive, administrative and professional employees are paid "for the job," *for a function*, notwithstanding the certainty that time worked in excess of their standard hours *will* be required to complete their job responsibilities. These salaried staff and the agency must expect that they shall commit such time as is required to assure their faithful performance of their assigned executive, administrative and/or professional obligations to the agency without the employees' expectation or the agency's obligation to provide supplemental compensation for added hours worked.

Exempt staff working additional time beyond the agency's prevailing standard work week of thirty-seven and one-half (37½) hours is the norm rather than the exception. No consideration shall be provided to an "exempt" staff person for any agency work week in which the "exempt" employee works beyond the hours in his/her normal work week. Such work may include agency-related meeting beyond normal working hours, such as Board meetings, policy advisory meetings, community meetings, association meetings and so forth if employee attendance is explicitly required by his/her job description or supervisor, or such work is otherwise implicit in the performance of his/her duties. This work may also include time spent traveling to and from out-of-area meetings [See Section 2.10 (7) for travel-time limitations and requirements], attending agency-specific conferences, client home visits and services, and working in the "local" office/community performing work relevant to his/her duties.

Staff qualify under the above monetary requirement and are serving in an executive, administrative, or professional position.

All "exempt" status determinations are based in the provisions of the Fair Labor Standards Act.

"Exempt" staff cannot be charged for partial day absences for personal reasons, sickness or disability. However, "infractions of safety rules of major significance" or "suspension of a full day or more for violations of workplace conduct rules" may result in deductions from an employee's salary, in accordance with Audubon Area's Policies and Procedures (see Section 3.5(1)).

Purpose of this Section:

Restrictions apply with regard to the hiring and compensation of immediate family members of Board members.

Procedure:

The following restrictions and guidelines shall apply:

- (1) Board members and their immediately family members— as defined in Section 1.10 (1)— shall not be hired as AACS staff members nor receive remuneration for services to the AACS.
- (2) The same restrictions shall apply with regard to any other person or immediate family member, whether policy-level (e.g., Head Start Policy Council) or agency administrator if and whenever that person has authority or material input over the hiring of such person(s) in violation of the agency's conflict of interest/nepotism policy.

Purpose of this Section:

AACS wants to assure the safe delivery and prompt payment of employees' wages. Staff hired on or after January 1, 1999, is required to have their earned wages electronically direct-deposited to the financial institution (bank) of their choice.

Procedure:

- (1) Conditions and procedures for direct deposit include:
 - Employee must have or (open) a checking or savings account at the financial institution of their choice.
 - Complete a Direct Deposit form with the necessary required attachment items for checking or savings account.
 - Return the Direct Deposit form to the payroll manager within a week from the date of hire.
 - Employees wages will be deposited in their financial institution by 8:00 a.m. each payday.
 - A summary (stub) with all information (gross pay, net pay, deductions, year-to-date, etc.) will be given to employee.
- (2) Effective January 23, 2004, all staff will be required to have direct deposit. *(Revised December 2003)*
- (3) Employees changing financial institutions are responsible for completing a Direct Deposit form with the required items and forwarding all necessary information to payroll.
- (4) Should an over deposit be made, the financial institution is authorized to debit such account and return to the Agency the amount of any such coverage.
- (5) Termination of employment will void any Direct Deposit agreement with AACS and the financial institution.

EMPLOYEE BENEFITS

SECTION (4)

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Severance Pay4.5
COBRA Health Insurance Rights4.6

Purpose of this Section:

It is the policy of AACS to provide its eligible employees with certain employee benefits. Information on the various benefits shall be explained in detail during the new employee orientation. An *Employee Handbook* also summarizes the employee's benefit package offered by the agency.

Procedure:

- (1) All benefits provided by the AACS are described in official documents which are kept on file for examination by any participating employee.
- (2) Such documents relating to the respective benefit plans and contractual agreements are the only official and binding documents concerning AACS fringe benefits.
- (3) The AACS reserves the right to modify, amend, or terminate the fringe benefits it provides.
- (4) Employees qualify for the agency's optional benefits (as opposed to those legally required) based on their employee status as defined in Section 2.12, item (3)— subject to the availability of the requisite budget authority in their respective program account.
- (5) Current employees who are transferred or promoted retain their eligibility for paid optional benefits only so long as they remain in an employee classification and program account which provides for these benefits.

Purpose of this Section:

Audubon Area provides group wellness benefits for eligible employees including Health Insurance, Dental and Vision, Employee Assistance Program, and a Wellness Program. *All benefits require prior Board approval and available project funding. [Revised June 2000]*

(1) Health Insurance guidelines:

- Single rate premiums are offered to qualified employees at a minimal cost to the employee and two-person and family health insurance premiums are available, with employees bearing the additional cost *[Revised June 2000]*
- Coverage is effective **the first of the month following thirty (30) days of full-time employment and subject to a** completed application that has been processed by the insurance provider. *[Added June 2000]*
 - (a) Full-time employees working at least thirty (30) hours per week are eligible for group single rate coverage, but this requires prior Board approval and available project funding *[Revised June 2000]*
 - (b) Non-eligible employees may not purchase Audubon Area health insurance. *[Added December, 1994]*
- Employees are issued health coverage identification cards and booklets explaining the coverage
- Health Insurance enrollment/participant changes require a thirty (30) day notice by the employee in writing
- The AACS pays the portion normally paid for health or other insurance premiums for employees only during *paid* "leave of absence" and "family leave." The employee must pay such premiums on any other *unpaid* "leave of absence" including such time as accrued leave may be exhausted (NOTE: Under the Family and Medical Leave Act (FMLA) of 1993, employees who receive FMLA leave but do not return to work will be charged for those premiums paid by the agency during their FMLA leave of absence.) *[Revised June 2000]*
- Employee termination requires the cancellation of group health insurance
- Employees may convert their group coverage, within the insurance company's guidelines and grace period, according to the Consolidated Omnibus Budget Reconciliation Act of 1985 provisions for continuation coverage (COBRA)
- Specific rules, requirements, provisions, and coverage concerning the group health insurance plan should be sought out by the employee in his/her group health insurance booklet.
- The agency's portion of the Health Insurance premium is decided annually and no employee can exceed the allotted benefit amount. *[Added December 2009]*

- (2) **KRS Retirees Re-Employment Health Insurance Options:**
[Added December 2009]

Employees that participate in the KRS retirement health insurance, and are eligible for our health insurance coverage, will have two options for health insurance coverage. Employee can elect the agency's health insurance benefit and end their KRS retirement insurance while employed by the agency or the employee can elect to stay with the KRS insurance. [Revised August 2019]

- (3) **Dental and Vision Insurance.** Audubon Area offers dental and vision insurance to full-time staff at a nominal cost to the employee. Additional coverage for family members is available with employee bearing the additional cost.

- Employees are issued dental and vision coverage identification cards and booklets explaining the coverage
- Employees may not drop or add coverage during a contract year
- Employees are responsible for their "paid" portion of dental/vision insurance cost during a Family Medical Leave or a "paid" leave of absence. If leave is unpaid, the employee is responsible for the complete cost of the premium.
- Employee termination requires the cancellation of dental/vision insurance
- Employees may convert their dental and vision insurance, within the company's guidelines and grace period, according to the Consolidated Omnibus Budget Reconciliation Act of 1986 for continuation coverage. *[Added June 2000]*

- (4) **Life Insurance.** AACS will provide a set amount of group term life insurance for full-time employees. Effective date of coverage will follow the guidelines of both health and dental/vision insurance and an accurate completed application. *(Added February 2001)*

- (5) **Employee Assistance Program (EAP).** The EAP is a confidential counseling and support service provided to help employees and their household family members deal with difficult personal or job-related problems. Anthem EAP provides the services for the entire service area. The purpose of the EAP is: *[Revised August 2008]*

- To help employees and families cope mentally and emotionally to life's difficulties and function reasonably distress free
- To serve as a resource for management if employees' personal/family problems are interfering with their work performance. The human resources director should be consulted before supervisors direct their staff to EAP for work-related matters. *(Revised August 2008)*

- (6) **Wellness Program.** The agency is interested in the health and wellness of its employees. All regular full-time employees can participate in this health and lifestyles analysis program through which the AACS strives to help its employees stay healthy by: (revised August 2008)
- Effective September 1st, 2008, AACS will reimburse full-time employees up to \$33.00 a month, to assist the employee with their monthly membership to a health and/or fitness club of their choice. (Examples of such locations are the YMCA, Curves, Weight Watchers, wellness centers or local gyms.) To receive the reimbursement the full-time employee will need to submit proof of a full month of participation. Proof of participation may be submitted to payroll by attaching to a time sheet during the following month. (For example, submit proof of January 1st through January 31st participation to payroll in February.) Participation must average at least two (2) times a week per month. Any membership that requires a deviation from this policy must be pre-approved from Human Resources. This employee benefit is taxable and will be reported as taxable income. (Revised April 2010)
 - Participating in health-risk assessments
 - Educating employees on ways to lower their health risks through better nutrition, non-smoking, managing cholesterol, and other lifestyle changes.

Purpose of this Section:

Audubon Area provides to qualified staff a range of benefit programs designed to help provide for reasonable retirement and income security.

(1) **Kentucky/County Employment Retirement Systems (CERS).** As a condition of their employment with the agency, eligible employees must enroll in the CERS retirement system after successful completion of their nine (9) month introductory period. Enrollment conditions in the retirement plan are as follows: *[Revised December 2003]*

- Employees must average at least 1,200 work hours per year (CERS requirement).
- CERS Form 2001 and Form 2035 must be completed and returned to the human resources department immediately upon the successful completion of the nine (9) month “introductory” period.
- The Vesting period with the CERS is sixty (60) months *[Revised December 2001]*
- Back service credit may be purchased for prior service with eligible employers
- 5% of the employees' gross salary is contributed toward the retirement plan and an additional 1% contribution to KRS health insurance fund. *[Revised December 2009]*
- The AACS contribution rate to the CERS is adjusted periodically by the Kentucky General Assembly; the agency adheres to the legislated contribution rate. *[Revised December 2001]*
- CERS participants who start contributing prior to January 1, 2014 will be in the “Defined Benefit” contribution group. (Revised December 2013)
- CERS participants who start contributing on or after January 1, 2014 will be in the “Cash Balance” contribution group. (Added December 2013)

(2) **Purchase of Accrued Medical (Sick) Leave Credits as a Retirement Benefit. (Eligible only upon retirement from Audubon Area, at the time of separation.)** *(Revised December 2010) [Moved from Section 3.3 (16)]*

Effective January 1, 2004, Audubon Area will purchase a maximum of 6 months of accrued “sick leave” that shall be added to the County Employees Retirement Systems (CERS) member’s service credit under the Standard Unused Sick Leave Program. An employee may receive credit for an entire month of service credit if he/she has accumulated at least 11 days or more of “sick leave” as indicated in the table below. Audubon Area will use 7 ½ hours as a calculation guide to equal one (1) medical (sick) leave day. Upon the employee’s notification of retirement, Audubon Area will certify the retiring employee’s unused accumulated sick leave balance to CERS. Such credits shall be added to the retiring employee’s service credit for the purpose of determining the employee’s annual retirement allowance. CERS’ table for crediting an employee with a month(s) of service credit shall be as follows:

Number of Sick Leave Days	Months Sick Leave Service Credit
11-21	1
32-42	2
53-63	3
74-84	4
95-105	5
116-126	6

(Added December 2003)

NOTE: If contribution participation start date in CERS is on or after January 1, 2014, sick leave hours cannot be used to purchase sick leave credit due to being a cash balance contribution group. (Added December 2013)

(3) Purchasing of Unused Sick Leave Credits with Unused Annual (Vacation) Leave.

Employees retiring from the agency have the option of “exchanging” Vacation Leave “days” (@7 ½ hours equals one day) for CERS “sick leave” days in order to obtain their maximum or desired CERS service credit allotment. For example, a retiring employee with accrued Vacation Leave time could voluntarily exchange Vacation Days for an equivalent number of “sick leave” days. The Agency would then include the exchanged hours added with the employee’s other *unused* “sick leave” hours as of his/her retirement date in its report to CERS for its calculation of Audubon Area’s liability in payment for his/her “sick leave” service credit. *(Added October 2005)[Moved from Section 3.3 (17)]*

(4) KRS Retirees Re-Employment:

[Added December 2009]

- (a) Retirees considering re-employment must notify KRS and complete Form 6751, certification regarding re-employment.
- (b) Retirees with a new participation CERS date after September 1, 2008, will not be allowed to earn a second KRS pension benefit.
- (c) Retirees will have to make a decision as to which insurance plan to participate in, KRS or Audubon Area Community Services. (Refer to Section 4.2 for further information)

ADDRESS: Kentucky Retirement Systems
Perimeter Park West
1260 Louisville Road
Frankfort, Kentucky 40601-6124

TELEPHONE: (502) 696-8800
(800) 928-4646 (Toll Free)

- (5) **Kentucky Worker's Compensation Insurance.** Audubon Area employees who are injured or disabled while performing agency duties are covered under Worker's Compensation. Workplace accidents or injuries require immediate notification of the employee's supervisor and the Company Nurse Injury Hotline at 1-855-339-1889, either by the employee or a co-worker if the employee is unable to do so. [Revised December 2013]

*Deadline for notification of insurance company: The agency **must** notify the insurance company within seven (7) days.*

- (a) Neither the agency nor the insurance carrier is liable for worker's compensation benefit payments for injuries occurring during an employee's *voluntary* participation in any *off-duty* employer-sponsored recreational, social, or athletic activity.
 - (b) The agency has a Return to Work operational policy which, in consultation with a qualified physician's certification of what any employee out on Worker's Compensation *can* do and the agency's ability to provide appropriate alternative work according to those physical abilities, all employees are required to follow. (Added October 2007)
 - (c) Audubon Area does not deduct any of the Worker's Compensation cost from an employee's wages for the Kentucky Worker's Compensation Insurance.
- (6) **Unemployment Insurance.** Audubon Area employees may be eligible for Unemployment Insurance benefits. Head Start employees are *not* eligible— by prior determination of the Kentucky Department for Social Insurance— while they are covered under a contract agreement.

Purpose of this Section:

Audubon Area provides leave benefits to eligible employees— those specified as eligible in Section 2.12(4). Audubon Area does not "owe" employees time off. It owes them only for time worked. Leave is not an employee's right. It is a benefit granted by a caring employer.

Procedure:

- (1) **Vacation Leave.** Regular full-time employees (30+ hours per week) working full year full day schedules may accumulate Vacation Leave at the following rate:

The first five years	
30 – 34 hours per week.....	6 hours per month
35 - 37 hours per week.....	7 hours per month
37½ - 40 hours per week.....	7½ hours per month
Six through ten years.....	2 additional hours
Eleven years or more.....	2 additional hours

(Rewritten August 2001)

Vacation Leave definitions, procedures and conditions:

- Staff transferring to a full-year full-day will be credited with years of employment from the initial date of full-time hire when calculating leave time. Retroactive leave time will not be granted. *[Added August 2001]*
- Vacation Leave Requests should be submitted five (5) working days before the time requested
- Requests require the *prior approval* of the immediate supervisor and the concurrence of the Chief Executive Officer
- Requests may be approved upon the assurance that the employee's "vacation" does not hinder the agency's quality work performance or client service needs
- Employees must post vacation leave time taken on Time and Attendance Reports
- Holidays occurring during an employee's approved leave do not require Vacation Leave use
- Verification is required to confirm any illness which would result in converting Vacation leave already approved and taken to Sick Leave
- Frozen vacation leave may be used only when subsequently accrued vacation leave is unavailable. Remaining archived leave shall be payable upon separation from the agency. Frozen vacation leave is not subject to forfeiture. *[Revised February 2012]*
- Employees cannot carry over more than one (1) year's vacation leave into the next calendar year. Hours in excess of one (1) year accrual will be forfeited after December 31st of each calendar year. *[Revised February 2012]*

- Employees may request their Vacation Leave accumulation status from their Cumulative Leave Record (Also, this information is regularly updated on employees' pay stubs.)
- Vacation Leave time may not be paid (in effect purchased from the employee by the agency) unless an employee resigns with appropriate notice or is terminated under the terms agreeable to the agency. [Revised February 2012]
- Employees re-hired within the period covered by the "purchased" Vacation Leave must repay the agency for the remaining amount of time paid, but in effect, not used
- Employees shall not receive Vacation Leave credits for time served in the employment of other agencies or organizations

- (3) **Personal Leave Time.** Audubon Area grants regular full-time employees three days (22½ hours) Personal Leave per calendar year. Personal Leave shall be converted from the employee's accrued Health Care Leave. Personal Leave days may not accumulate and are not carried forward to one calendar year to the next. The Personal Leave allowed in any calendar year but not used before December 31st is forfeited. Audubon Area does not define Personal Leave, but its suggested use is for personal business.

Employees not having the requisite Health Care Leave time do *not* qualify for Personal Leave.

- (4) **Health Care Leave.** Health Care Leave benefits compensate employees unable to work during a personal illness or one in his/her immediate family. An immediate family member means someone **residing** with or normally residing with the employee.

Conditions and procedures are:

- Health Care Leave benefit accrual begins immediately upon employment for eligible staff. (Upon completing 3 months of employment, eligible employees shall receive a credit to their cumulative leave record for three (3) Health Care Leave days, commensurate with their hours, but not to exceed 22½ hours.) [Revised December 2009]
- A maximum of 7½ hours may be credited per full-time employee during each month of employment. For eligible employees who work less than 37½ hours per week, this credit shall be reduced commensurate to the number of hours worked. [Revised February 2012]
- An employee shall notify his/her supervisor immediately upon being unable to work by reason of illness.
- An illness exceeding five (5) consecutive days requires a doctor's certification.
- Holidays occurring during illness of an employee whose approved Health Care Leave is in effect are not charged against an employee while on Health Care Leave
- Health Care Leave is posted on employee Time and Attendance Reports

- Health Care Leave hours accrued, used, and retained are posted in the Cumulative Leave Record
 - Employees may accrue Health Care Leave hours exceeding 540 hours within a calendar year, but shall not carry more than 540 hours beyond any December 31st.
 - Unused Health Care Leave exceeding 540 hours, shall be archived and applied only toward the purchase of accrued medical (sick) leave credits *upon retirement* from Audubon Area and the County Employee Retirement Systems, hours not to exceed 945 hours, excess hours over 945 will be forfeited. (See Section 3.3, page 3 of 3 (16). Archived medical accrued leave cannot be applied as paid medical leave. *[Revised February 2012]*)
 - Unused Health Care Leave hours shall not be paid (or "purchased") by the agency for employees who resign or are terminated.
 - Employees may request reports on their accrued Health Care Leave balance.
- (5) **Health Care Leave Retention Incentive Program.** Audubon Area employees are encouraged to use Health Care Leave in cases of true *medical need*. Staff may receive a year-end cash incentive of \$50 if they use no more than twenty-two and one-half (22½) hours of Health Care Leave within a calendar year— effective as of January 1, 1993. The incentive would be added to the employee's pay check and subject to required withholding (taxes). *The 22½ hour limit shall include any Health Care Leave time converted to Personal Leave.*
- (6) Employees exhausting Health Care Leave hours shall use other accrued leave time as may be available to remain in a paid status. After all Health Care and Vacation Leave benefits are depleted and eligible unpaid Family Leave benefits are exhausted, the employee may be considered in an "employee of record" only for an additional three months. "Employee of record" status requires the Chief Executive Officer's approval. Such approval shall reflect agency needs and is not guaranteed.
- (7) Paid leave is only applicable during an employee's paid working period. Employees in a non-pay status (for any reason) are not eligible for paid leave days.
- (8) Employees may apply for Leave of Absence without pay. Leave of Absence requests require the Chief Executive Officer's approval and are not guaranteed. *This agency complies with the provisions of the Family and Medical Leave Act.*
- (9) Audubon Area Board of Directors' leave of absence policy mandates the maximum leave allowable to include accrued Health Care and Vacation Leave hours, Family Leave Act allowed time off, and the three month "Employee of Record" consideration. *[Revised April, 1994]*
- (10) Audubon Area employees may accrue/accumulate Vacation or Health Care Leave while serving in a pay-status. No employee may earn credit for such leave while on a non-pay status for any reason. *[Revised April, 1994]*

SEVERANCE PAY

SECTION: 4.5

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Purpose and Procedure:

AACS terminating or resigning employees are not offered or granted severance pay per se.

Terminating or resigning employees may be compensated only for time worked and any accrued Vacation Leave time, subject to the proper notification requirement.

Purpose of this Section:

Enacted by Congress, the Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA) is an employee's legal protection against the individual's loss of employer sponsored group health insurance. Employers with twenty or more employees must allow departing employees to continue their *identical coverage*, i.e., single/two-person/or family, group coverage. These employees may continue to participate in the agency's health insurance plan for *at least* eighteen months (and under extenuating circumstances up to thirty-six months), *but* the former employees must pay the cost of the monthly premiums.

Procedure:

COBRA requires the plan's administrator to act within fourteen (14) days after termination— except those involving "gross or willful" misconduct, reduction in hours worked, or other qualifying events pertaining to other family members' discontinuance of coverage under the employee's policy. The latter "qualifying events" include an employee's spouse or other family member's losing coverage due to death, divorce, legal separation, dependent child(ren) ceasing coverage under plan provisions, or an employee's entitlement to Medicare. A notice of continuation of health benefits ("Election Notice") is sent to all beneficiaries upon termination of employment only. Any other "qualifying events" which would terminate the coverage of a person previously enrolled in the health insurance plan must be requested. Send such notification to the Personnel and Orientation Director.

- (1) The Election Notice will be sent by certified mail to all beneficiaries of the plan and contains information such as:
 - Clarification that each insured member of family has the right to elect COBRA
 - Date of "qualifying event" (termination, resignation, etc.— and the purpose of COBRA)
 - Length of Election Period: *Qualified beneficiaries have up to a 60-day period to elect whether to continue coverage. However, for continuing coverage, the three month or 60-day election period must be paid.*
 - Date existing coverage will end
 - Amount of employee's monthly premiums (plus an added 2% handling charge retained by the agency)
 - Date premiums are due
 - Type of coverage offered (e.g., hospitalization)
 - Maximum period coverage and ending date
 - Name, address, and phone number of plan administrator
 - Reasons that would terminate coverage prior to the expiration of the maximum time period
 - Request of signatures of all beneficiaries of the insurance plan

For employees carrying the two-person and family plan, it is the responsibility of the employee to notify the employer of the changes if COBRA needs to be elected.

Failure to pay the cost of insurance and handling cost in a timely manner [a thirty (30) day grace period] of due date results in cancellation of COBRA rights, and re-entry in the plan is canceled.

ABSENCE FROM WORK

SECTION (5)

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HOLIDAYS

SECTION: 5.1

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Purpose of this Section:

The AACS provides its employees holidays commensurate with local prevailing standards. Holiday paid time must be documented on time sheet. Holiday paid time applies to all full-time employees and exempt employees. Holiday paid time is based on employees normal scheduled work day. Employee must normally be scheduled to work on noted Holiday. *Refer to section 2.10 of the Personnel Policies and Procedures Manual. [Revised June 2009]*

Procedure:

(1) HOLIDAYS. (FOR NON-HEAD START FIELD-BASED EMPLOYEES)

The AACS observes the following holidays: [Revised June 2011]

New Year's Day (January 1)
Martin Luther King's Birthday (Observed the third Monday in January)
Good Friday
Memorial Day (Last Monday in May)
Independence Day (July 4)
Labor Day (First Monday in September)
Veteran's Day (November 11)
Thanksgiving Day (Fourth Thursday in November)
The Friday after Thanksgiving
Christmas Eve (December 24)
Christmas Day (December 25)
New Year's Eve (December 31)

- a) Holidays occurring on the weekend will be observed as follows; Holidays occurring on Saturday are observed on the preceding Friday. Holidays occurring on Sunday are observed on the following Monday. If Christmas and New Year's Holidays fall on Friday and Saturday they will be observed on Thursday and Friday or if they fall on a Sunday and Monday they will be observed on Monday and Tuesday. [Revised June 2011]
- b) Holiday time takes precedence for employees on Vacation, Health Care, and any Exempt Staff Administrative, or other leave. That is, employees are not charged for accrued leave when a holiday applies. [Revised April, 1994]
- c) Employees taking religious or any other days not itemized above are charged for accrued leave or leave without pay.
- d) The Holiday schedule may vary based upon contractual obligations as per each program's funding source. [Added June 2011]

- (2) Holidays for Head Start “Agreement Employees”: Holidays for Agreement employees will be published by the AACCS, Inc. Head Start administrative staff for each respective school system and non-school-based Head Start centers.
- “Agreement” employees working in school system center less than 190 days annually shall observe holidays designated in that school system’s (district) calendar. [Revised June 2011]
 - Non school system “Agreement” employees working less than 190 days shall observe a maximum of five (5) holidays. [Revised June 2011]
 - “Agreement” employees working at least 190 days, but less than 210 days shall observe a maximum of six (6) holidays. [Revised June 2011]
 - “Agreement” employees working 210 days to 240 days shall observe eight (8) holidays
 - Holidays for “Agreement” employees will be designated on each employee’s schedule, reported on their timesheet and subject to supervisory approval. [Rewritten December 2003]
- (3) HOLIDAYS FOR HEAD START FIELD-BASED EMPLOYEES. Head Start Center-based employees shall adhere to the school calendar and holiday schedule of the school district for the jurisdiction in which their center is located. The Head Start administrative staff shall publish the calendar for each respective school district and the holidays which each school district observes.
- (4) HOLIDAYS FOR PART TIME HEAD START EMPLOYEES. All Head Start part time employees will receive Holiday paid time based on employee’s normal scheduled work hours per day. Part time employees working in a school system center shall observe holidays designated in that school system’s (district) calendar. Part time non school system center based employees shall observe the number of holidays, referenced above (2) for agreement employees, according to the number of scheduled days. [Revised June 2011]
- (5) HOLIDAYS FOR GRITS HOURLY EMPLOYEES. The Holidays that are observed by GRITS are regulated by the HSTD guidelines. (603 KAR 7:080). [Added April 2008]
- (a) The current observed holidays are:
- New Years Day
 - Memorial Day
 - Fourth of July
 - Labor Day
 - Thanksgiving Day
 - Christmas Day
- (b) Holiday Work-Incentive Pay for GRITS Drivers. GRITS drivers required to work on a scheduled grantor observed holiday or other declared “emergency”-leave days will receive one and one-half times their normal rate of pay, including the Holiday pay for the full time drivers. [Added February 2005][Revised August 2012]

Purpose of this Section:

The AACS understands that there are times of family distress when employees may need to be excused from work for an extended period of time without having to worry about job security or benefits. (*Added October 2003*) The Family and Medical Leave Act (FMLA) of 1993 (effective August 5, 1993) sets the national standard for providing such leave.

Procedure:

- (1) **Family Leave.** This leave is provided for qualified employees. An *unpaid* Family Leave is available for a maximum (up to, but not an automatic) limit of twelve (12) weeks for an employee's own illness or in order for an employee to provide *needed* care for an immediate family member with *serious illnesses*, a newborn, newly-adopted child or foster child. (Couples employed at the agency are restricted to a total of twelve (12) weeks Family Leave for serious illnesses involving themselves and other immediate family members.) [*Revised December, 1993*]
 - (a) Family Leave (under FMLA) is granted without pay to employees who have no accrued leave time. Any accrued leave on record the date the Family Leave begins must be applied toward the Family Leave. Employees on family medical leave who have such accrued leave time will continue *with* pay, and their Time and Attendance Sheet shall be noted accordingly with Vacation or Medical leave applied until both are exhausted. When accrued leave time is exhausted, the remainder of the leave will be without pay. Single health insurance benefits will continue to the extent they are currently paid by the Agency. All other benefits remain intact during FMLA. (*Added October 2003*)
 - (b) **Twelve work weeks (continuous or intermitted leave)** (*Added December 1999*) of Family Medical Leave is allowed one time during a "rolling" twelve-month period (year) measured backward from the date an employee uses an FMLA. [*This change in the provision regarding the defined twelve-month year shall be effective as of March 1, 1994, so as to permit the sixty-day notification period required under the FMLA for material changes in an employer's policy relating to the FMLA.*] Verification of the basis for such leave shall be provided by the employee. The rule of "medically necessary" shall apply; the granting of Family Leave is *not* otherwise required or appropriate. [*Revised December, 1993*]
 - (c) The maximum allowable leave under this FMLA/Family Leave provision is twelve weeks, as provided by law. [*Added December, 1993*] *Outside employment by the employee while on Family Leave is strictly prohibited and will result in termination of employment.* [*Added April 1996*]

- (d) The agency assures the employee the opportunity to return to an equivalent (comparable) job (generally meaning equivalent pay), but does not guarantee the employee will return to the same job.
- (2) (a) Employees may qualify if they have completed at least one year of service and 1,250 hours during the twelve-month period to the agency and they work at least twenty-five (25) hours per week during their regularly scheduled working time.
- (b) Qualified employees shall be apply for FMLA Family Leave when their own personal illness/medical absence reaches seven (7) consecutive calendar days (one week). Any Medical Leave or Vacation Leave previously used during that illness may be restored when — or if — the FMLA request is processed and granted. Generally, the same provision will apply when an employee must provide needed care for a covered "immediate family member." The twelve-week FMLA limitation will begin with the first day the FMLA Family Leave approval is effective.
- (3) Unless impossible to do so, the employee should must give thirty (30) day's notice of the requested Family Leave. [Revised December, 1993]
- 4) The agency shall require that an employee use any available paid leave he/she may have accrued prior to entering a non-paid leave status. In any event, the combination of accrued leave taken and the unpaid Family Leave shall not exceed the twelve-week maximum.
- (5) In determining an employee's eligibility for a FMLA Family Leave, the agency reserves the right to demand the employee produce the certification of need provided for in the FMLA. And in all cases the agency reserves the right to seek a "second opinion" from another qualified physician other than the employee's.
- (6) The employee must at the time an FMLA is requested complete the following: *Request for Family and Medical Leave of Absence; Reason for Leave; and an Insurance Premium Recovery Authorization/Reimbursement Agreement (if applicable) and Certification of Health Care Provider (Added June 1996)* before a FMLA leave will be approved. [Added April, 1994]
- (7) Notwithstanding the definition of *immediate family* stated elsewhere in this manual, the agency shall employ the FMLA standard definition of "family member" for the purpose of considering and granting family medical leave under the provisions of the FMLA law. That definition is as follows:

Leave required to care for oneself or to attend to the serious health needs of a child, parent or spouse. The birth of a child of an employee, the adoption and placement of a child (as in the case of a state-approved foster care placement) with an employee is also covered under the FMLA.

"Child" means a biological, adopted or foster child, stepchild, or legal ward who is either under eighteen years of age or a legally dependent adult. "Parent" means a biological, adoptive or foster parent, stepparent or legal guardian. *[Subsection 7 Added December, 1993]*

- (8) A doctor's statement is required when an employee is returning from a medical leave involving his/her own illness lasting one week or longer and for which a FMLA Family Leave was requested and approved. *[Added December, 1993]*

Purpose of this Section:

The agency provides reasonable, legally required support for its staff who actively serve in the nation's military.

Procedure:

MILITARY LEAVE. AACS employees who are members of the United States Armed Forces, Kentucky National Guard, and/or active military reservists may be granted up to two weeks paid time at their usual rate for annual military service. Military Leave exceeding two weeks requires the use of Vacation Leave or Leave of Absence without pay.

- (a) Employees ordered for a military physical may be paid for time away from work but not to exceed two weeks.
- (b) Military Leave benefit payments shall be recorded on the Time and Attendance Report. Required copies of Orders must be presented with the employee's request.
- (c) Military Leave must be requested by the employee and approved by the Executive Director prior to enactment.
- (d) Paid Military Leave shall not be due to an employee if his/her military service should occur during any non-pay status.

Purpose of this Section:

To provide guidelines for the agency's reasonable and/or legally-required support for its staff members who are required to serve as jurors or witnesses in courts of law or other court-related actions.

Procedure:

JURY LEAVE. Benefited, full-time employees are granted paid time off for jury duty. Procedures and conditions include: *[Revised August 2004]*

- (a) The employee must present the summons or court document to their supervisor as soon as practicable after receipt.
- (b) If released from jury duty during the course of the day, employee is expected to work the remainder of their scheduled work day. *[Revised June 2009]*
- (c) Jury Duty should not exceed thirty (30) calendar days; jury duty exceeding thirty (30) calendar days requires prior approval of the Executive Director
- (d) Other provisions include the following:
 - An employee shall receive continued compensation, and Sick and Annual Leave shall continue to accumulate during jury duty leave.
 - Employees shall record jury duty leave time on the employee's Time and Attendance Report.
 - Paid Jury Duty shall not be due an employee if his/her leave time should occur during any non-pay status.
 - Compensation received by an employee for jury duty service shall be retained by the employee.

WITNESS LEAVE/OTHER COURT-RELATED ACTIONS. Employees who are subject to a subpoena, or otherwise compelled as a witness, for AACS-related business must notify their supervisors, and immediately notify the Personnel Director.

- (a) The guidelines stated above for jury duty leave applies to witness duty leave.
- (b) AACS reserves the right to operate according to the best interests of the agency with respect to other issues that may arise as a result of an AACS employee being required to serve as a witness in court or a court-related action with regard to agency business, in particular, with respect to its duty to maintain confidentiality

JURY AND WITNESS LEAVE
(Revised April 2002)

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Employees called to testify in court or another court-related action for reasons not related to their capacity, as an AACS employee must utilize personal leave time for such non-business related court actions and/or appearances. In these cases, immediate notification of an employee's supervisor is still required.

Purpose of this Section:

There may be reasons of inclement weather, unsafe driving or working conditions, or other reasons deemed appropriate by the Executive Director.

Procedure:

Excused Absence. The Executive Director or his/her designee(s) may excuse employees they supervise for reasons such as:

- Unsafe working conditions
 - Hazardous road conditions
 - The purpose of blood donation
- (a) An excused absence will normally not exceed two to four hours and will not be charged to Vacation Leave.
- (b) The Executive Director must be consulted and must approve excused absences for employees for the reason cited or for any other as he/she may deem reasonable.

Purpose of this Section:

It is the policy of AACS to grant employees reasonable bereavement time without loss of pay when a death occurs in their immediate family.

Procedure:

FAMILY BEREAVEMENT LEAVE. AACS full-time and part-time employees scheduled to work at least 20 hours per week may be granted *up to* three consecutive calendar days for a death in their immediate family. "Immediate Family" is defined as a spouse, parent, child (natural or adopted), brother, sister, mother-in-law, father-in-law, daughter-in-law, son-in-law, brother-in-law, sister-in-law, grandparent, grandchild, step-parent, step-children, a person who is legally acting in one of the above capacities, or another relative living in the employee's residence.

- (a) Employees shall notify their supervisors of the bereavement and shall indicate Family Bereavement Leave on their Time and Attendance Reports.
- (b) Employees exceeding the granted bereavement time shall communicate their absence and reason to their supervisor, and any additional time will be charged to Vacation Leave, if available, or Leave Without Pay
- (c) Bereavement time extended beyond the three-day limit requires the Executive Director's prior approval and the use of other accrued leave
- (d) To qualify for this leave benefit, AACS may require the employee to provide confirmation of the bereavement.
- (e) The policy only confers *up to* three days leave for bereavement in the immediate family. Each case is decided according to its own circumstances, and three days time off are *not* assured in any instance.
- (f) As a general rule employees are expected to return to work the day following the family member's funeral/burial, regardless of an abbreviated length of time the employee may have taken off for the bereavement.

Purpose of this Section:

The agency encourages and supports its employees in the free exercise of their civic duty to vote.

Procedure:

TIME OFF TO VOTE

- (a) Time-Off-To-Vote is not posted on Time and Attendance Reports. In order to assure adequate agency staffing at all times, AACS supervisors may schedule *up to* two hours leave during a morning or afternoon shift for AACS employees to vote.
- (b) Employees not registered to vote are ineligible for "Voting Leave."
- (c) Employees who choose to vote before or after AACS work hours are not entitled to receive additional time off under the "Voting Leave" provision.
- (d) No employee is assured a full two hours leave for voting; supervisors shall take into consideration what is reasonable and may grant employees less than two hours leave to vote.

Purpose of this Section:

Occasions are likely to arise which do not fit any of the foregoing classes of leave or those subsequent to an employee's depletion of accrued leave. Except in cases of work related injury or a Family Medical Leave, leave without pay may only be granted once an employee has exhausted all other leave time.

Procedure:

LEAVE OF ABSENCE. Leave of Absence requests may be granted to regular full-time employees. Leave shall not exceed ninety (90) calendar days. Reasons may include, but not be limited to, individual or family illness, personal, maternity, and/or educational needs. Procedures and conditions include:

- (a) The employee must *submit in writing to the Human Resources Department a request for a Leave of Absence* and provide a full explanation of need for the leave
- (b) The supervisor, Department Director and the CEO must concur in approving the request
- (c) Other provisions include:
 - Benefits do not accrue during an unpaid Leave of Absence. (unless leave is protected by the Family Medical Leave Act.)
 - The employee's position *or comparable position* will remain available for the employee's return to duty only if his/her return is not later than the approved date specified in leave approval
 - Any extension of a Leave of Absence shall require CEO's prior approval
 - Audubon Area may temporarily fill the position of an employee while he/she is on an approved Leave of Absence
 - Leave of Absence extension requests may include educational opportunities enhancing employees' value to agency, extended, Medical or Maternity Leave, lengthened Military Leave requirements beyond the employee's control, or other circumstances not mentioned. All types of leave, paid and unpaid, added together shall not exceed an employee's cumulative absence from work of more than *90 calendar* days, unless the CEO grants a waiver of this limitation for the employee. In the absence of such waiver being granted, the employee's employment with the agency would be terminated.

UNPAID LEAVE OF ABSENCE FOR PART-TIME EMPLOYEES. An unpaid leave of absence *may* be granted on a limited basis to part-time employees. Employees request shall be evaluated and *may* be approved on a case by case basis at the discretion of the CEO. All leaves (personal and medical) may be approved up to 60 calendar days in a “rolling” twelve month period, unless the CEO grants a waiver of this limitation for the employee. Reason may include but not limited to vacation or employee/family’s serious illness.

Procedures and conditions include:

- (a) Part-time employees must submit a request in writing, if foreseeable, thirty (30) days in advance to the Human Resources Department or any absence that would exceed two (2) weeks. Failure to submit such request may result in termination.
- (b) The supervisor, Department Director and the CEO must concur in approving the request.
- (c) Failure to request leave will result in discharge from the agency.
- (d) The employee’s position *or comparable position* will remain available for the employee’s return to duty.
- (e) All types of leave, vacation, personal or medical, must not exceed 60 calendar days, without a waiver.
- (f) A Return to Work Release from the employee’s physician (if leave is for employee’s personal illness) *must* be given to the supervisor before employee can return to work. The Return to Work Release *must* then be forwarded to the Human Resources Department for placement in the employee’s confidential file.
- (g) Any extension of a leave of absence shall require CEO’s prior approval.
- (h) Failure to return to work on the date the approved leave expires will result in termination from the Agency.

Purpose and Procedure:

Emergencies such as severe weather, fires, earthquakes, epidemics, power failures, and other dire occurrences may disrupt agency operations and/or schedules. These circumstances may require the Chief Executive Officer to close certain worksite locations and thus cancel operations for a specified period.

If such emergencies should occur during non-working hours, supervisors will communicate directly to staff the agency's plans and procedures. When appropriate, local media will be asked to broadcast pertinent information on agency closings or amended schedule of operations.

In the event of a full day work site closing, full time employees will be paid for missed time. Full time employees who are present at the time of a partial day dismissal will be paid for the remaining work hours.

On emergency closings, full day Head Start centers field based staff will adhere to procedure in the Head Start Plans and Procedures manual.

Non-Paid Days

Head Start field-based employees under contract agreement shall adhere to the calendar of the school district in which their center is located. Days designated in the school calendar which are not child days, professional days, and holidays designated (i.e., non-school days) shall be considered non-paid days. Employees shall not be eligible for use of sick or personal leave days on such non-paid days.

EMPLOYEE CONDUCT

SECTION (6)

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Purpose of this Section:

AACS employees may have access to certain sensitive and confidential information. While some agency information is on the public record and open to public inspection, other information is confidential and may not/shall not be disclosed except to other agencies with which the AACS has binding confidentiality agreements.

Procedure:

- (1) All AACS employees must sign a Statement of Confidentiality. A copy of the agreement is filed in the Appendix to this personnel manual. Employees disclosing bona fide confidential information are subject to disciplinary action, including dismissal and subsequent legal action, even if they do not benefit from the disclosure.
- (2) Examples of information which must always be held in strict confidence are:
 - (a) Information on specific clients, their families, income, resources and virtually anything else concerning their personal circumstances, eligibility for benefits, and agency services rendered; and
 - (b) Personal and personnel information concerning the staff members and/or policy makers associated with the AACS, Inc.
- (3) Employees should consult their supervisors when uncertain about the confidentiality of any information.
- (4) Head Start employees are also subject to the provisions of the Family Rights and Privacy Act (Public Law 93-380), and specifically the "Buckley Amendment." This law deals with the confidentiality of student records over which, in general, parents exercise proprietary rights. All Head Start staff are provided training on the requirements for handling Head Start student records and complying with this law.
- (5) Head Start surveillance video recordings are subject to Family Education Records Privacy Act (FERPA). *(Added April 2003)*

Purpose of this Section:

To assure orderly operation and provide the best possible workplace and service, the AACS expects employees to follow certain rules of conduct that protect the interests and safety of all concerned. To list all forms of unacceptable behavior is impossible. Following are *examples* of rule infractions that may require disciplinary procedures including suspension or termination from work.

Procedure:

The "Standards of Employee Conduct" are in keeping with ethical and prevailing community standards. Rather than describe what an employee can do, it is perhaps better to itemize those things AACS employees must *not* do. This listing should also be paired with those listed in Section 11.6, page 2 of 3, "Typical Grounds for Involuntary Termination." (The listings are not all-inclusive, so employees should exercise good judgment.)

(1) Attendance, Performance, and Safety:

- Excessive absence and/or tardiness
- Seat belts not being worn in all agency vehicles
- Absences and/or tardiness not reported in a timely manner
- Poor work quality and/or quantity
- Wasteful time and material management
- Failure to follow job instructions
- Poor employee communication efforts and skills
- Demonstrating a poor attitude about work and toward coworkers
- Failure to observe policies set forth in the Personnel Policies and Procedures Manual
- Failure to report personal injury, damage or loss involving agency property, and/or accidents involving agency staff, equipment or property.

(2) Misconduct:

- Violating agency work rules, policies, and procedures
- Harassing employees, clients, agents, or the general public
- Disregarding the agency dress code
- Using telephone excessively for personal calls
- Falsifying agency reports, documents, and/or records
- Leaving the workplace without notifying the supervisor
- Using abusive, obscene, and/or profane language in the workplace
- Using prohibited corporal or isolation-type punishment with children at agency childcare facilities
- Sleeping on agency time
- Smoking in prohibited areas

- Stealing or mistreating agency property or fellow employees' property
 - Dispensing, manufacturing, or using illegal drugs or alcohol in the workplace
 - Damaging the agency reputation
 - Refusing work assignments
 - Soliciting unauthorized contributions (The agency has an established fund-raising policy. Please consult the Executive Director for clearance to solicit gifts/contributions in behalf of the agency.)
 - Possessing a weapon at the workplace, or during work hours— at any time or while serving as an authorized agency representative
 - Failing to report one's use of prescribed medications included on the controlled substance list
 - Deliberately or carelessly damaging agency property, equipment, and/or supplies
 - Threatening, coercing, intimidating, or interfering with fellow workers, agency clients, or the general public
 - Failing to report arrests, violations, warrants, and convictions
 - Disclosing confidential agency, personnel, or client information
 - Falsifying employment application information
 - Planning, participating, picketing, or protesting in unlawful demonstrations
 - Violating other misconduct activities identified within this manual.
 - (See also: *Principles of Ethical Conduct* located in the Appendix to this manual.)
- (3) Employees who violate these rules are subject to disciplinary procedures and actions. The AACS shall determine appropriate discipline and/or discharge actions.
- (4) An employee who is dissatisfied with a personnel action concerning himself/herself should present it in writing to the Executive Director. Should a disagreement, complaint or misunderstanding arise among/between employees, he/she/they should present it orally or in writing to the immediate supervisor. If the matter is not resolved in a satisfactory manner, the employee should present it either orally or in writing to the next highest supervisor in line of authority. If the matter is not resolved, the Executive Director should be informed. No employees shall be deprived of going directly to the Executive Director.

Purpose of this Section:

AACS employees shall maintain a high degree of loyalty to the agency. Employees shall be faithful to and respect the agency's Mission, policies, procedures, and goals.

Procedure:

- (1) The AACS maintains open employee conflict resolution (Section 11.5) procedures and avenues (Section 6.2, paragraph [4]) and procedures for personal expression. These policies and procedures shall be strictly followed, so as to enable efficient problem resolution.
- (2) AACS employee/policy problems and differences shall remain *within* the agency. Employees violating this policy may be reprimanded.
- (3) Unless discrimination involving a legally protected class and grievable action is involved, all complaints are expected to be resolved within the agency's internal administrative procedures.

Purpose of this Section:

AACS employees are expected to be reliable and punctual in reporting to work. This includes meetings, training seminars, interviews, and appointments while representing the agency. Absenteeism and tardiness burden other employees and reflect poorly on the agency.

Procedure:

- (1) Employee absence and tardiness at AACS work locations are occasionally unavoidable. AACS supervisors may excuse an occasional absence from duty or tardiness, not exceeding one hour. Excused absences and tardiness should be unavoidable, occur sparingly, and shall not be employed merely to shorten the workday.
- (2) Procedures and conditions:
 - With respect to their assigned work hours, employees shall notify their supervisor of absence or tardiness, indicating where the employee is and estimated time of arrival.
 - Absence and tardiness shall require the employee to charge the time off against his/her accrued Vacation Leave, “personal leave” (see Section 4.4 subsection 3), or absent Without Pay on their timesheet.
 - Health Care Leave is intended for a personal illness or one in his/her immediate family.
 - Failing to notify the supervisor of absence or tardiness may result in the employee being placed in a non-pay status until circumstance(s) is resolved.
 - Excessive absence may result in disciplinary action.
 - No call and no show for three (3) consecutive work days may result in termination of employment.

Purpose of this Section:

AACS clients shall be provided with the best possible quality service. Employees shall treat clients, vendors, co-workers and the public with courtesy, appropriate distance, and respect.

Procedure:

- (1) AACS employees shall:
 - Respond to and treat clients, fellow staff members, vendors, volunteers, and the public in a polite manner
 - Remember that serving clients is their first and foremost duty
 - Seek to schedule clients so as to prevent waiting for unreasonable lengths of time
 - Grant complaining clients attention as soon as possible; assist them as needed in understanding formal grievance procedures, and assist them with their complaint filing— if they so desire
 - Avoid responding to clients with simply, "I don't know"
 - Locate proper information and/or refer clients to those persons who can resolve client's questions or problems
 - Refer argumentative or abusive clients/vendors or volunteers to supervisors.
- (2) AACS employees should abstain from "intimate" physical contact and involvement with clients, including parents of children in child development programs. Employees shall avoid any unwelcome advances and intimate acts.
- (3) AACS employees shall abstain from any personal (less-than-arm's length) dealings or involvement in clients' financial affairs. No employee may use his/her agency position to ingratiate himself/herself with a client in such a way, intentionally or otherwise, as to become a material beneficiary or exercise any control over the client's resources.

Purpose of this Section:

Employees may hold outside jobs *if* they do not jeopardize their AACS employment performance standards.

Procedure:

- (1) All employees are appraised according to consistent standards. Employees will be asked to terminate any outside-the-agency employment if AACS job performance or quality deteriorates.
- (2) Outside employment which might constitute a conflict of interest is prohibited.
- (3) Outside employment requirements:
 - Employee notification to the AACS Executive Director in writing about any outside employment they may desire, with a description of the job, their responsibilities and work schedules
 - Determination by the Executive Director whether a second job conflicts or interferes with their agency responsibilities
 - The Executive Director or supervisor will communicate in writing to the employee whether the second-job request is approved or disapproved. If the outside job request is not approved, employees may jeopardize their AACS position if they accept the supplementary employment.
- (4) Outside employment shall not be an excuse for:
 - Poor work performance
 - Consistent tardiness and/or absenteeism
 - Refusal to travel, work overtime, change work hours, or meet other required job responsibilities.
- (5) Employees violating the outside employment procedures shall:
 - Receive a "Warning" which communicates the required procedures and outlines possible consequences
 - Experience loss of pay or be dismissed for ignoring the policy or subsequent disregard for the policy.
- (6) Absences caused by outside employment may not be covered by accrued AACS leave benefits. Vacation Leave may be applicable only at the Executive Director's discretion. (One case in point where Vacation Leave is appropriate and shall be applied occurs when Head Start staff participate in OSPRI validations in other grantee programs.)

- (7) Outside employment problems which interfere with one's AACS position responsibilities shall require an employee's AACS resignation or termination from their second job.

Purpose of this Section:

Audubon Area employees shall conduct agency business within guidelines prohibiting conflicts of interest. A conflict of interest occurs when an employee directly or indirectly has a personal or financial interest that compromises or could compromise their independence of judgement in exercising their responsibilities to the agency.

Procedure:

The following guidelines provide general direction:

- (1) A conflict of interest occurs when an employee influences (or seeks to influence) a decision resulting in personal gain or advantage to oneself or for an immediate family member.
- (2) Employee must immediately disclose all real or perceived conflicts of interest to the Chief Executive Officer if one of the following conditions occur.
 - (a) An employee or immediate family member has an outside business/ownership interest that is a purchaser or supplier of goods or services to the agency. An Ownership Interest means that an individual owns at least 5% of the ownership interests (for example, shares of stock or partnership or limited liability company interests) or assets of an entity or, in the case of a publicly held corporation, at least 1% of the corporation's outstanding capital stock.
 - (b) An employee has an outside business involvement or employment that interferes with the ability to devote necessary attention to the responsibilities at the agency. [See: Section 6.6; "Outside Employment"]
- (3) All Audubon Area-acquired and developed materials, products, designs, plans, ideas, data, and computer programs are Audubon Area intellectual property. They shall not be shared with outside agencies or individuals without proper authorization. Improper transfer of any such material or information constitutes unallowable and prohibited behavior.

Additional conflicts of interest include, but not limited to:

- Hiring "immediate family" members of the Audubon Area Board of Directors or Head Start Policy Council are prohibited. (See also: Section 3.9, "Restrictions Regarding Board Members' Immediate Family")
- Accepting gifts or services from clients or vendors with whom the agency has a business relationship are prohibited. Gifts of more than nominal value of \$50 should be tactfully declined or returned to avoid any appearance or suggestion of improper influence.

- Accepting and approving applications for cash (or equivalent) assistance from relatives without specific approval from the management are prohibited.
- Applying for and receiving agency assistance while also an Audubon Area employee. If an employee becomes an agency client, assistance applications shall require approval by two Audubon Area supervisory staff members.
- Employees may not accept an honorarium for speaking or teaching assignments in which they represent the agency, and/or if such assignment(s) occur during regular work hours. If such honoraria are received, they must be turned over to the agency.

Employees are required to report conflicts of interest immediately upon discovery or suspicion to the Chief Executive Officer.

Employees disregarding or failing to comply with such activities may be disciplined, possibly discharged, and subjected to legal action.

In the event that a Board of Directors member has a vested interest, such as it is his/her organization or immediate family members are involved, in a vote that Board member must recuse from deliberations where conflict may arise and refrain from voting.

When inconsistent with the conflict of interest policy, the policy is superseded by grant or contract, which may have more stringent requirements.

Further guidance on conflict of interest can be found in Section 4 of the Financial Policies and Procedure Manual.

Purpose of this Section:

AACS employees may use business telephones at their supervisor's discretion, but they should keep their personal conversations brief and to the necessary minimum.

Procedure:

- (1) An employee's personal long distance calling— in an emergency only— shall require supervisory approval. Long distance call expenses shall then be reimbursed to the agency or they may be deducted from the employee's payroll. Employees shall reimburse the AACS for all personal toll (long distance) telephone and FAX charges.
- (2) Postage is agency property and is not available for personal use.
- (3) Any abuse of telephone and postage usage policies requires disciplinary action at the Executive Director's discretion.

Purpose of this Section:

Effective AACS telephone communication includes properly greeting the caller, using courteous and professional manners, confirming information received, and hanging up after the caller hangs up.

Procedure:

Effective AACS employee telephone communication guidelines:

- Identifying the department and employee's name when answering the phone
- Identifying the agency when operating the switchboard
- Advising a caller if the person being called is busy on another call, not available, or other possibilities not mentioned
- Offering the caller the options of holding, having his/her call returned, or asking if another person may assist
- Confirming a caller's name, message, and phone number when calls need returning
- Verifying all messages received for the exact department or employee the caller desires.

Purpose of this Section:

Drug and alcohol use in the workplace is illegal and detrimental to employee safety and productivity. AACS employees shall not use or be under the influence of alcohol or drugs in the workplace, during work hours, while attending agency related activities, or while operating a leased or agency-owned vehicle, in accordance with the Drug-Free Workplace Act of 1989.

Procedure:

- (1) The Drug-Free Workplace Act of 1989 (P.L. 100-690) declares that the employer must maintain a drug-free and alcohol-free workplace for employees, clients, visitors, volunteers, vendors, and guests. Failure to comply jeopardizes the agency's government grants and project funding. Unlawful manufacture, possession, transfer, purchase, sale, use, or being under the influence of alcohol, controlled or illegal substance influence while on AACS property is prohibited. Employees may be disciplined, suspended without pay, or discharged for violating this policy. Employees may also be referred for counseling or rehabilitation.

Businesses receiving government grants or funding must comply with the Drug-Free Workplace Act.

- (2) Employees charged, indicted, or convicted of a drug or alcohol-related crime occurring at or away from the workplace shall notify their supervisor, Human Resource Director, or the Executive Director within five (5) calendar days. Employees shall communicate to the agency all information relating to any drug/alcohol-related legal action. The AACS will immediately notify all appropriate agencies.
- (3) Employees found to be abusing drugs, but not convicted of any drug statute violation, will be subject to appropriate personnel action up to and including termination or be required to participate satisfactorily in AACS Employee Assistance Program (EAP) or a drug abuse rehabilitation program approved for such purposes. All employees of AACS have available at no cost to them an Employee Assistance Program. AACS is not required to pay for additional rehabilitation not covered under the EAP.
- (4) All federal, state, and local illegal substance abuse and alcohol laws apply.
- (5) AACS employees and others working on behalf of the agency who are convicted of illegal drug activity may be terminated regardless of:
 - AACS employment position
 - Local, state, or federal court jurisdiction
 - Other extenuating circumstances

- (6) It is a violation of our drug-free workplace policy to use, possess, sell, trade, and/or offer for sale alcohol, illegal drugs or intoxicants.
- (a) **Prescription and over-the-counter drugs** are not prohibited when taken in standard dosage and/or according to a physician's prescription. Any employee taking prescribed or over-the-counter medications will be responsible for consulting the prescribing physician and/or pharmacist to ascertain whether the medication may interfere with safe performance of his/her job. If the use of a medication could compromise the safety of the employee, fellow employees or the public, it is the employee's responsibility to use appropriate procedures (e.g. notify supervisor, request change of duties) to avoid unsafe workplace practices.
- (b) **DRIVING PERSONAL OR AGENCY VEHICLES.** If employees are operating an agency or personal vehicles for business purposes, AACS requires employees to report physician prescribed and over-the-counter (OTC) medications to the Human Resource Department. No employee will be permitted to drive either an agency vehicle or his/her own vehicle on agency business while taking OTC or prescribed medication unless any side effects have been duly considered and non-impairment can be assured. All prescribed and OTC medications shall be researched in the *Physician's Desk Reference* and/or other references to assure that the side effects of the medication do not impair the driving ability or endanger the safety of the employee and passenger(s). The Human Resource Director will check out any medication for any employee or supervisor upon request.
- (c) The Human Resource Department shall confidentially file prescribed and OTC medication reports which will include:
- Employee name, work location, and date
 - Medication name with dosage, milligrams, side effects, and applicable warnings
 - The physician's name, address, and phone number (if prescribed)
 - The employee's signature verifying the receipt of correct information.
- (d) The Human Resource Director will use the *Physician Desk Reference* and/or other sources to confirm medication side effects. Employees whose medications indicate adverse side effect warnings that could interfere with employee performance and/or their position requirements may *not* be permitted to:
- Operate agency or personal vehicles on agency business
 - Engage in other activity deemed hazardous by AACS management
- (e) The Executive Director reviews all side effects research prescribed and OTC medication reports and shall determine the employee's position/duty status. Employees will be notified regarding any AACS management decisions based upon the employee's use of prescribed and OTC medications.

- (f) If an employee objects to restricted duty or job activity based on the Human Resources Director's report, he/she must obtain a pharmacist's or physician's statement to counter the agency's medication side-effects research report and, thus, being able to assure the agency that the medication poses no agency/employee risk in their usual and customary performance of duty.
 - (g) Prescribed medication reports are confidential. The AACS will not release any employee's information related to his/her prescribed medication.
- (7) The illegal or unauthorized use of prescription drugs is prohibited. It is a violation of our drug-free workplace policy to intentionally misuse and/or abuse prescription medications. Appropriate disciplinary action up to and including termination will be taken if job performance deterioration and/or other accidents occur.
 - (8) AACS requires employees, volunteers, agents, and others acting on behalf of the agency to maintain their work areas free of drug and alcohol abuse. Federal, state, local, and AACS policies concerning controlled substances and alcohol apply to all individuals associated with the agency.
 - (9) Violations of the Drug-Free Workplace Act, including voluntary disclosure of legally-prescribed medications, shall require disciplinary action up to and including termination.
 - (10) AACS provides employees with current drug and alcohol policy information during its payroll and/or newsletter distributions.
 - (11) Employees may be subject to drug/alcohol testing. A program of random drug/alcohol testing may be ordered under an agency grant/contract— such as the DOT-funded transit system (GRITS), or directed by the Executive Director upon suspicion of an employee's illegal drug/alcohol use. Employees involved in an automobile accident in an agency vehicle *may* be required to have drug/alcohol testing. The refusal of any employee to submit to any of the above required testing will result in immediate removal from their position and disciplinary action up to and including termination from agency employment.
 - (12) The agency's Drug and Alcohol Policies for Safety-Sensitive Positions is included in the Appendix of this manual.

Purpose of this Section:

As a recipient of federal funds, Audubon Area abides by the federal Hatch Act [42 USC 9851(b)] with regards to the partisan and nonpartisan political activities of the agency and its employees.

Procedure:

- (1) Audubon Area is prohibited from engaging in any political activities, including local, state, and federal partisan elections and affiliations with candidates, groups, associations, and factions or causes:
 - Agency funds will not be used to make contributions to political campaigns, political parties, or political action committees
 - Agency personnel, materials, supplies and equipment will not be used in any political activity, partisan or nonpartisan.
- (2) During their on-duty hours, agency employees, agents, board members or other persons paid or acting on behalf of the agency shall not:
 - Campaign for causes or candidates
 - Use agency facilities, machinery, equipment, materials, or other agency property for political activities
 - Transport campaign and/or poll workers assisting in elections
 - Use agency property to enhance voter registration
 - Run for partisan elective office or make campaign speeches
 - Distribute political materials, collect, or solicit political contributions or services.
- (3) Under limited circumstances, certain agency employees may be exempt from this policy and may participate in nonpartisan political activities, but only as required by contract. In no event shall an employee paid by a funding source specifically delineated in 42 USC 9851 be permitted to participate in such activities.
- (4) During their non-working hours, acting as private citizens and outside their representation of the agency, employees, agents, board members and other persons paid or acting on behalf of the agency may:
 - Register and vote for any candidate, cause, or referendum
 - Assist in voter registration
 - Contribute money and/or time and campaign for or against candidates, causes, referendums, ordinances, and/or constitutional amendments, whether partisan or non-partisan
 - Hold membership and office in political parties, clubs, organizations and conventions

- Be a candidate in a nonpartisan election for public office
 - Assist in providing transportation to polling places.
- (5) Employees shall not use agency funds or identify the agency during their off-duty political activities.
- (6) Employees must resign or apply for unpaid leave of absence prior to running for partisan office. Paid accrued leave cannot be used for partisan political activities.
- (7) In addition to the prohibitions on political activity, Audubon Area places similar restrictions on union activity. Specifically, no funds provided in whole or in part by the federal government may be used in any way to assist, promote, or deter union organizing.

Purpose of this Section:

AACS strives to encourage healthy employees' lifestyles and maintain a healthy work environment. To contribute toward achieving this goal, the AACS permits smoking only in facilities and areas designated by the Executive Director.

Procedure:

- (1) The AACS smoking policy includes:
 - Designating facilities and areas restricted from smoking as well as those in which smoking is allowed
 - All agency vehicles are non-smoking
 - Posting "No Smoking" signs on designated buildings or in offices
 - Declaring certain offices, meeting rooms, vehicles, or buildings as non-smoking
 - Not allowing smoking at any facilities where children are present, including those facilities' kitchens, food storage areas, and all other areas.
- (2) Violations require disciplinary action.
- (3) At the Executive Director's discretion, AACS buildings, offices, vehicles, meeting facilities and other areas may be declared "smoking-permitted" or "non-smoking."

Purpose of this Section:

The AACS strives to create a **positive professional agency image** within the area and profession it serves. Acceptance as a peer with other human service and educational agencies requires high personal and professional standards of appearance. [Emphasis added December 2009]

Procedure:

- (1) Employees may not wear inappropriate dress for a professional environment. First and lasting impressions develop when employees are presented to the community they serve. AACS employees shall be aware of their professional and agency image and always present themselves well groomed and neatly dressed. The AACS stresses that staff not be burdened with undue clothing expense or variety, but they shall assure that their clothing and appearance meet reasonable and customary standards for their profession, job, responsibility, setting, and peers.
- (2) The AACS dress code and grooming policy includes:
 - Maintaining good personal hygiene (bathed, clean, well groomed)
 - Maintaining tasteful beards, which are permissible
 - Maintaining hair appropriately trimmed (safe — as when one works around power equipment — and professional looking according to the staff position held) and neatly maintained.
 - Wearing properly fitted and repaired clothing
 - Wearing proper and appropriate underclothing
 - Choosing and wearing appropriate shoes consistent with position responsibilities, "Flip-flops" are unacceptable. Acceptable shoes are those polished and in good repair.
 - If wearing make-up and jewelry, doing so conservatively and tastefully
 - Dressing professionally (under- and over-dressing can be equally distracting). *[SUB-SECTION 2 REVISED December 1993 and December 2009]*
- (3) *FOR WOMEN:* The AACS dress, skirt, skort, top, blouse and dress shorts standards include:
 - Maintaining conservative hemlines and visible thighs, i.e, proper knee length is less than 3 inches above mid-knee.
 - Avoid wearing revealing necklines or exposing one's abdomen or back.
[SUB-SECTION 3 REVISED December 1993]

- (4) *FOR MEN AND WOMEN:* AACS dress pants/slacks, dress/sport shirt, and suit/sport coat requirements include:
- Maintaining proper fit and good repair
 - Wearing appropriate length and style. [SUB-SECTION 4 REVISED December, 1993]
- (5) Inappropriate professional dress for **all work** days other than officially designated "jean Friday" days (see paragraph 8 below) shall include (but not be limited to):
- Jeans or painters pants (Due to the nature of their work, custodians, bus/van drivers, maintenance workers, weatherization crew workers, security, and delivery personnel may be excluded from this provision.)
 - Tee-shirts/tank tops as outerwear.
 - Sweat pants or sweat shirts. [SUB-SECTION 4 REVISED December 2009]
- (6) All AACS employees are asked to dress appropriately for particular work situations. The dress code shall be flexible concerning employees during designated periods. For example, Head Start Field Staff may wear jeans when appropriate for designated planning days or work days as determined by the supervisor. Such clothing is inappropriate and unacceptable for professional trainings, parent-teacher meetings, etc. The dress code for Head Start Staff may be modified in accordance with local school district policy for respective counties *with the Executive Director's approval*. [SUB-SECTION 8 Revised December 2009]
- (7) Employees who violate the dress code may be disciplined.
- (8) "Jean Fridays." At the discretion of the Executive Director, certain work days *may* be designated as "Jean Friday" day on which wearing more *casual* attire is allowed. Employees, still, should understand what is and is *not* acceptable and dress accordingly.

Purpose of this Section:

The AACS requires orderly and clean work areas to preserve a professional appearance.

Procedure:

- (1) Agency work areas, including classrooms and office facilities, are to be cleaned and well maintained daily. Employees of the AACS will keep dishes, glasses, cups, soda can/bottles, food containers, and/or any other items creating an unpleasant odor in their rightful place.
- (2) Employees are responsible for cleaning special facility rooms (conference rooms) after their use.
- (3) Employees shall properly use and maintain AACS property, equipment, and vehicles.

Purpose of this Section:

AACS employees shall maintain their respective workplaces free of illegal drugs, alcohol, firearms, explosives, or other improper materials. The control, possession, transfer, sale, or use of such materials is prohibited.

Procedure:

Desks, locked files, and storage areas are provided for employee and work convenience. They are AACS property. Accordingly, they may be inspected by AACS officials or law enforcement agents at any time with or without notice.

Purpose of this Section:

The AACS provides employees with desks or areas to store their personal belongings while at work. However, AACS assumes no responsibility for personal property loss or damage.

Procedure:

- (1) Employees are advised not to carry valuables, or large amounts of money, or valuable items to work.
- (2) Employees are personally and individually responsible for unattended purses, wallets, rings, watches, and other valuable items.
- (3) The AACS assumes no responsibility for any damage to personal vehicles on agency property unless such damage is caused by an agency-owned vehicle.

Purpose of this Section:

All tools and equipment are properties of AACS and therefore are not intended for private use. Any employee taking unauthorized liberty with AACS property will be reprimanded. This includes taking any merchandise bought with AACS monies.

Procedure:

- (1) AACS buildings or conference rooms may be used by other non-profit agencies or organizations. However, such rooms must be reserved and the areas cleaned after use.
- (2) In some instances, employees *may* be allowed to borrow certain agency tools or equipment for their own personal use while on our premises. In no instance may this be done off our premises, or without prior management approval. Employees understand and agree that agency is not liable for personal injury incurred during the use of company property for personal projects. As an agency employee, they accept full responsibility for any and all liabilities for injuries or losses which occur, or for the malfunction of equipment. They are responsible for returning the equipment or tools in good condition, and they agree they are required to pay for any damages that occur while using the equipment or tools for personal projects.
- (3) Vehicle Use. Unless specifically authorized in advance by the AACS Board of Directors or the executive director (he/she cannot authorize for himself/herself) within the applicable rules and requirements for the administration of AACS grants and contracts, Internal Revenue Service (IRS) rules and requirements, or specific dispensations from AACS grantors and contractors, AACS-owned vehicles are *not* available for private (personal or otherwise) use by any employee, associate, or private interest. Should any such other than incidental use occur, then the employee, associate, or interest shall reimburse the AACS on a cents-per-mile basis according to the approved AACS mileage rate for that use.

In certain instances when it is deemed to be in the interests of the agency to do so, AACS employees may be authorized or required to regularly commute between the AACS office and their home in an agency-owned vehicle. For regular and continuing commuting purposes only, the IRS-required "commuting value" of the agency-owned vehicle shall be *a)* valued at IRS-specified rate as *fringe benefit income* or *b)* deducted from the employee's pay.

(According to current IRS rules the [1997] rates are: \$1.50 per one-way commute; \$3.00 per day for each two-way commute.)

See also: Operational Memorandum # 16, Section D, "Vehicles"

In certain instances AACS vehicles *may* be contracted for non-agency operation and/or use; however, such use shall be by contractual agreement only and all such contracts must

receive the approval and signature of the executive director. Examples of approved use include the contracting of school buses purchased by the AACS Inc./Head Start to local school boards in lieu of fee-for-service transporting of Head Start and KERA At-risk (where the AACS has the management contract) preschool children and summer-use contacting of available vehicle(s) to Girls Incorporated for meeting their program needs. In all such cases the contractors assume all operational costs for the AACS-owned vehicles so contracted for the duration of the contract period. *(Added August 19, 1997)*

Purpose of this Section:

The AACS licenses the use of computer software from a variety of outside companies. The Agency does not *own* this software or its related documentation and, unless authorized by the software manufacturer, does not have the right to reproduce it.

The law protects the exclusive rights of the copyright holder and does not give users the right to copy software unless a backup copy is not provided by the manufacturer. Unauthorized duplication of software is a federal crime. Penalties include fines of as much as \$100,000 and jail terms of up to five (5) years.

Procedure:

The AACS does not condone the illegal duplication of software. The copyright law is clear. The copy right holder is given certain exclusive rights, including the right to make and distribute copies. Title 17 of the U. S. Code states that "it is illegal to make or distribute copies of copyrighted material without authorization" (Section 106). The only exception is the users' right to make a backup copy for archival purposes (Section 117).

- (1) With regard to use on local area networks or on multiple machines, agency employees shall use the software only in accordance with the license agreement.
- (2) AACS employees learning of any misuse of software or related documentation within the company shall notify their project director or the Executive Director.
- (3) According to the U.S. Copyright Law, illegal reproduction of software can be subject to civil damages and criminal penalties, including fines and imprisonment. AACS employees who make, acquire or use unauthorized copies of computer software shall be disciplined as appropriate under the circumstances. Such discipline may include dismissal.

Purpose of This Section: *(Section added February, 1995)*

The electronic communication devices provided by the AACCS to its employees are the property of the Agency. The agency expects that all employees will conduct themselves with honesty and integrity in their use of electronic communications.

Procedure:

- (1) Employees with access to InterNet, E-Mail, modems, faxes, computers and other electronic communications shall utilize the equipment within the Agency for the following:
 - **Business use** — The purpose of the electronic data is to facilitate transmittal of business-related information within the Agency.
 - **Non-offensive messages** — The use of any Agency electronic communications that may be disruptive, offensive or harmful to others is strictly prohibited.
 - **No Private/Personal gain** — The use of any electronic communications to solicit others for commercial ventures, religious or political causes, outside organizations or other job-related solicitation is disallowed.
- (2) Further purchase or expansion of electronic communications for the agency will likewise be agency property and therefore subject to the same conditions as set forth in this section.
- (3) Employees violating the prescribed standards for using electronic/computer equipment in or belonging to the Agency shall be subject to disciplinary action and possible termination.
- (4) Employees are strictly prohibited from surreptitiously electronically recording the words, actions or other types of employee/management activities without the prior agreement and/or knowledge of all parties involved. *[Added August 2002]*

Purpose of This Section:

AACS may provide agency-owned or a cell phone reimbursement allowance for employee-owned cell phones for specific positions determined to be needed for non-compensatory business purposes and approved by the Chief Executive Officer. The provision of a cell phone or allowance to an eligible employee is contingent upon the availability of funds and must be approved by the department director. This policy and the policy included in Section 7.10 of the Financial Policies and Procedures Manual outline specific conditions and guidelines for cell phone provisions and usage.

Procedure:

- (1) Employees assigned an agency-owned cell phone must observe the following:
 - Employees who are issued cell phones for business use are responsible for the proper care and use of the cell phone, including general maintenance; battery charging; and protection from theft, damage, and abuse. If it is determined that loss or theft of the phone was due to gross negligence or reckless conduct, the employee will be required to reimburse the agency for the prorated replacement cost for another phone.
 - Employee's personal use of an agency-owned cell phone shall be infrequent and of short duration, must not count as work time, and must not result in any additional charges to the agency.
 - Employees may not incur unauthorized carrier charges for ringtone, games, music, video, or other applications on an agency-owned cell phone. If such charges should occur, the employee shall reimburse the agency for such charges.
 - Agency-owned cell phones are for assigned employee use only.
- (2) Employees approved to be assigned an agency-owned cell phone may elect to receive a standard cell phone reimbursement allowance for use of their employee-owned cell phone for non-compensatory business purposes in lieu of assignment of an agency-owned cell phone. A cell phone allowance shall be subject to the approval of the department director and the conditions and guidelines outlined in Section 7.10 of the Financial Policies and Procedure Manual.
- (3) The agency shall not be responsible for reimbursement of cell phone costs incurred by an employee who uses their employee-owned cell phone to make calls, send texts or emails, and browse the web for work-related reasons unless such employee has obtained prior written authorization from the Chief Executive Officer for such business use.
- (4) Refer to *Safety Rules, Section 10.1, page 1 of 2, (2)*.

COMPLAINTS OF DISCRIMINATION

SECTION (7)

Equal Opportunity Officer Responsibilities.....7.1

Purpose of this Section:

The AACS designates Equal Opportunity Officer(s) handle internal discrimination complaints, based in federal or state human rights legislation and civil rights protection. When warranted, employees may file discrimination complaints. Before initiating formal complaints, employees are encouraged to communicate with an Equal Opportunity Officer, who may provide appropriate guidance and assistance or mediation of the complaint.

Procedure:

- (1) The Equal Opportunity Officer shall:
 - Attempt to resolve the problem and assist with an equitable solution
 - Not identify the complainant without his/her written authorization
 - Attempt to resolve the complaint informally and within the agency
 - Communicate complaints to the appropriate supervisor, department head, the Executive Director, and the respondent; and direct action toward resolving the discrimination problem
 - Access all needed information regarding the complaint
 - Not withdraw the complaint without written approval from the complainant
 - Be free of undue agency or departmental constraint or interference while performing his/her equal opportunity responsibilities.

- (2) If the discrimination complaint is not resolved by the Equal Opportunity Officer, the employee may ask for an agency-level "conciliation panel" to review his/her complaint. Conciliation panel members shall:
 - Not have a conflict of interest
 - Consider complainant and respondent information
 - Render a judgment within a reasonable time limit
 - If the judgment— within the scope and means of agency policy— is agreeable to all parties, incorporate their solution into a conciliation agreement which may be used for future reference of similar matters
 - Provide a copy of the settlement agreement to the complainant, respondent, Equal Opportunity Officer, the Board's Human Rights Committee Chair, and the Executive Director.

- (3) Employees choosing to file formal discrimination complaints should address their charges to the Kentucky Human Rights Commission, the federal Equal Employment Opportunity Commission or another human rights agency with legal authority to act on his/her behalf.

The formal complaint shall include:

- Name and address of the complainant
- Name and address of the respondent
- Pertinent facts confirming the complaint of discrimination
- A copy of the Conciliation Panel's recommendations, if any.

EMPLOYEE DEVELOPMENT

SECTION (8)

Employee Supervision Policy 8.1
Employee Performance Appraisal..... 8.2
Employee Career Development 8.3
Professional And/Or Organizational Career Development 8.4

Purpose of this Section:

All staff shall receive regular supervision from their respective supervisor. Periodic weekly contacts and, at a minimum, monthly meetings should occur between the employee and his/her supervisor to review:

- Concerns about program participants
- Questions about policies
- Questions about specific incidents requiring action
- Feelings of discomfort about anything
- Actions which have produced outcomes contrary to expectations
- Questions about job duties
- Clarification of staffer's professional role in relation to participants
- Actions that have produced commendable outcomes
- Impressions of program functioning
- Concerns about job performance
- Concerns about anything.

A supervisor of a management level staff member, must visit staff members work site quarterly for outreach and support. A supervisor of a front line staff member, must visit staff members work site monthly for outreach and support. (Added October 2019)

Procedure:**(1) The supervisor is responsible for:**

- Setting the tone of the supervision
- Extending himself/herself more than 50%— in a way that meets the employee more than half way in terms of listening and being understanding
- Making the expectations of the job clear to the employee
- Informing the employee of the things he/she is doing particularly well and reinforcing good performance
- Pointing out to the employee areas of concern in his/her performance and helping the employee to seek solutions that would make it easier for the employee to do the job as expected
- Explaining to the employee the functioning of the agency, the chain of command and the methods by which the employee has input into agency policy and decisions
- Using the chain of command appropriately, bringing employee input to the next level of supervision, making decisions based on employee input and communicating the decisions back to the employee
- Keeping notes of critical incidents and should be signed by the employee. Supervision notes are used in filling out the annual performance appraisal for each employee.

- Listening carefully to the employee and being alert for actions which at first may appear insignificant, but really have a tremendous impact in terms of the Mission and goals, client safety or rights, agency functioning and community perceptions.

(2) The employee is responsible for:

- Bringing to supervision meetings all concerns related to those areas listed above
- Making an honest effort to inform the supervisor of anything that feels confusing, uncertain or uncomfortable to the employee
- Accept the fact that the job for which the employee is hired is the employee's own responsibility and not attempt to make it the supervisor's.

(3) Both the supervisor and employee are jointly responsible for:

- Cooperate with each other during the performance of agency work (Added October 2019)
- Communicating honestly with each other
- Not withholding information
- Accepting responsibility for their own actions, feelings and behaviors
- Being alert for occasions when both have differing perceptions of what is going on.

- (4)** Supervisors are cautioned and directed not to make "commitments," implied or otherwise, or demands on subordinate staff which are not clearly appropriate under the policies stated in the agency's Personnel Policies and Procedures Manual. All employees, including supervisors, should understand that only the Chief Executive Officer can enter the agency into any binding agreement with the employee unless it is expressly stated in this personnel manual. No other "agreement" whether written, verbal, or implied can exist.

Within this limitation, supervisors are empowered to command their employee's performance of duty for which the employee is hired and compensated by the agency. Supervisors further have the authority and obligation to objectively evaluate their subordinates' performance and suitability in the job for which they are employed.

- (5)** Being an AACS supervisor is a position of great authority and responsibility. While supervisors can — and should where warranted — recommend employee disciplinary action including termination, they should never attempt or threaten to discharge an employee other than through the procedures outlined in this manual. Supervisors shall avoid implied promises to employees concerning job security or tenure, positive performance appraisal outcomes, or salary. *The Chief Executive Officer has sole authority for executing binding personnel actions.*

See also: Section 1.7, "Supervisors' Roles and Responsibilities"

Purpose of this Section:

Audubon Area employees shall receive formal Performance Appraisals at least annually. These appraisals provide Audubon Area supervisors time to review each employee's strengths, limitations, goals, and needs and assess job performance levels. If skills, training, or other employee development is necessary, such needs are specified in the annual appraisal.

Procedure:

- (1) New Audubon Area employees are designated as “Introductory” employees for nine (9) months. Introductory Employees are formally appraised at the mid-point and end of their first nine (9) months. Some new employees *may* receive an extension of up to ninety (90) calendar days as a “probationary appointment” period if their nine (9) month performance appraisal is unsatisfactory but the Chief Executive Officer believes the employee has good potential and promise. These employees are appraised at intervals of thirty (30) days after their “introductory” period. After a period of three (3) introductory/probation periods, new employees with continuous unsatisfactory Performance Appraisals shall be terminated. To gain the status of "regular employee," a new employee must successfully advance through the introductory period. [Revised February 2012]
- (2) Audubon Area employees changing positions through a transfer shall serve a nine (9) month “introductory” period in the new position, and be evaluated at the mid-point and the conclusion of the nine (9) month “introductory” period. Unsatisfactory performance in a new position following a transfer may result in a subsequent demotion, assignment for up to ninety days extension in the new position as a "conditional appointment," or termination (discharge) if the former position in which the employee had demonstrated competency (or a reasonably comparable position in the same program) is unavailable. The Chief Executive Officer discretion shall be the prevailing factor in each case. [Revised February 2012]
- (3) Performance Appraisals enable employees to assess their performance and improve the quality of their work/contributions to the Audubon Area service area and clients. Employee Performance Appraisal guidelines:
 - The supervisor should prepare the appraisal thirty (30) days prior to program year end (PYE); or fifteen (15) days prior to the end of an introductory period or probationary milestone.
 - Nothing shall preclude performance appraisals being conducted more often than the policy dictates; these requirements set forth only *minimum* standards.
 - The supervisor and employee shall review, discuss, and sign the appraisal form.

- The employee shall read and sign the appraisal to acknowledge that it was reviewed with him/her, not to indicate agreement per se:

Appropriate employee response choices are:

- a) "I have reviewed the Performance Appraisal and agree"
- b) "I have reviewed the Performance Appraisal and disagree" (He/she may attach comments in support of his/her position)
- (c) "I have read the Performance Appraisal."

- The Executive Director shall review all employee performance appraisals
- AACS shall provide employees with a copy of the appraisal within two weeks of the performance appraisal review meeting
- The signed appraisal is placed in the employee's personnel file.

(4) Introductory employee guidelines:

- The supervisor shall evaluate the employee's performance during his/her introductory nine month period and the subsequent thirty (30) days if the introductory period is extended via "probationary" action.
- The Executive Director shall review each new employee's performance appraisal performance and potential shall determine whether a new employee is retained or terminated.
- The choice of alternative personnel actions shall relate directly to the employee's performance appraisals, supervisor's reports and recommendations, and the Executive Director's judgment and discretion.
- Supervisor shall recommend to the Executive Director whether a "new" employee should be retained, continued on "probationary" appointment (no more than three [3] "probationary" periods of any assigned duration may be granted), or dismissed [*REVISED December, 1993*]
- AACS shall notify the Introductory Employee in writing of decisions relating to his/her employment status
- Performance Appraisals are to be placed in the employee's personnel file.

(5) The Executive Director reviews all Employee Performance Appraisals. The Executive Director shall sign and order final disposition of each appraisal. Appraisals other than those he/she performs shall be reviewed and signed by the supervisor and the subject employee before the Executive Director reviews them.

- (6) Employee performance appraisals shall include:
- Assessing and addressing an employee's overall job performance
 - Confirming that employee's position description fits the job he/she is actually charged to perform
 - Comparing the employee's position performance and knowledge with the agency's expectations
 - Appraising the employee's work quality and quantity
 - Addressing the employee's personal work habits including subjective and objective areas such as initiative, punctuality, reliability, attendance, dependability, cooperation, friendliness, and attitude.
- (7) The following items apply to the Standard Employee Performance Appraisal:
- (a) The Employee performance appraisal instrument shall rate each performance element as: **Acceptable:** employee meets the acceptable job requirements; **Unacceptable:** employee does *not* meet minimum job performance requirements. These ratings shall be scored as follows: Acceptable: "1;" Unacceptable: "0."
- (b) The respective appraisal elements shall also be ranked on a scale from "1" to "4," with "1" being an element of "lower" rank, "2" being an element of "material" (important) rank, "3" being an element of "serious" rank (weighty importance), to "4" being an element of "critical" rank. The employee score on each appraisal element shall be the job performance rating points earned times the element ranking points.
- (c) Employee performance appraisals receive numerical scores and indications of acceptable/unacceptable performance. Scores and satisfactory ratings determine promotion potential, relative performance level among like positions, and whether the employee needs any special supervision or monitoring. Low scores and unacceptable ratings on three or more items may confirm the need to demote or discharge an employee.
- (d) Performance Appraisals require supervisors to address these questions asking, "How well does the employee work with others?" and "Does the employee have the ability to perform more important tasks?"
- (e) Supervisors *shall* candidly write their subordinates' performance appraisals so as to contain appropriate documentation, their truthful observations, and recommendations. Employees receiving unfavorable appraisals may feel the need to seek a redress on an appraisal by communicating his/her concern with the supervisor. Both the supervisor and employee may request involvement and assistance of the Executive Director and/or Equal Opportunity Officer. The

employee may appeal an unacceptable appraisal by following proper grievance procedures *if* a charge of discrimination is alleged.

- (f) Employees receiving at least three "Unacceptable" points on their performance appraisals are candidates for intensive counseling, close supervision, and adverse personnel action. Employees receiving five "Unacceptable" points on their performance appraisals are subject to summary suspension or termination (discharge).
- (8) The following items apply to Outcome-based Employee Performance Appraisals:
- (a) The Employee performance appraisal instrument shall rate each performance element as: **Exemplary:** Significantly exceeds requirements of the job; **Acceptable:** Meets the job requirements; **Marginal:** Must improve to meet job requirements; plan of corrective action is required to meet acceptable job requirements; **Unacceptable:** Does *not* meet minimum requirements of the job. Some performance elements will have only acceptable and unacceptable job ratings, as designated for each element. The employee shall prepare and present evidence to support their level of accomplishment of job competency.
[REVISED August 2006]
 - (b) Employee performance appraisals receive ratings of performance. Satisfactory ratings determine promotion potential, relative performance level among like positions, and whether the employee needs any special supervision or monitoring. One or more unacceptable and/or marginal ratings may confirm the need to demote, discipline, or discharge an employee.
 - (c) Employees receiving one or more unacceptable and/or marginal ratings on elements in their respective performance appraisals are given a specified time to correct problems in accordance to their corrective action plan or suffer disciplinary action or termination (discharge). (This corrective action requirement procedure does not apply to new employees who have, thus, failed to demonstrate job proficiency and are candidates for immediate dismissal.)
- (9) At the Executive Director's discretion, employees receiving "unacceptable" ratings in one or more job element(s) may be appropriately disciplined. Such action(s) may range from assignment to "conditional appointment" in the employee's current position for a period not to exceed ninety (90) days (*renewable at the Executive Director's option*) up to and including demotion (*if an appropriate position is available and the Executive Director so elects*) or termination (discharge). *[ADDED December, 1993]*

- (10) Exemplary Performance Appraisals *may* warrant an employee's pay increase and/or promotion. An employee's cumulative Performance Appraisal score may bear on the Executive Director's decisions and actions regarding pay increment or promotion. As always, such potential action is subject to agency limitations, for example, the availability of budget flexibility and requisite funds and appropriate/available positions. Any and all decisions relative to the potentialities herein stated are at the sole discretion of the Executive Director— and restricted by the limitations previously enumerated.
- (11) The agency's *Guide to Performance Appraisal* and examples of appraisal forms are included in the Appendix to this manual. All employee Performance Appraisal instruments are tailored to the requirements, circumstances and performance criteria; all should closely mirror employee position descriptions.

Purpose of this Section:

The AACS provides for and conducts training and workshops intended to enhance employees' career development. The agency may encourage or mandate program and workshop attendance (inside and outside agency's area), relating to employee improvement, upgrading, and/or career development and advancement.

Procedure:

- (1) Career Development guidelines and procedures include:
 - Notifying employees by personal contact, memorandum or other means of programs and workshops deemed appropriate for their personal development
 - Communicating to employees when program attendance is mandatory
 - Reimbursing employees for travel participation expenses (within agency guidelines) when various training and staff development offerings are required
 - Allowing employees to attend educational, vocational, and other programs directed toward enhancing their career improvement. The employee normally pays the tuition. The Executive Director *may* adjust the employee's work schedule if classes occur during work hours. Employees shall not exceed six (6) hours enrollment per semester.
- (2) The AACS pledges to help employees raise their achievement levels by promoting their participation in relevant education and training programs.
- (3) Most training and career development programs occur during agency work hours. Employees may be paid at their usual pay rate while attending AACS sanctioned training, classes, and workshops.
- (4) AACS training and workshop offerings are communicated to employees by the Executive Director and management staff. The advisories include training schedules, allowable travel expense reimbursements procedures, program topics, and other pertinent information, including whether employees are required to attend. Circumstances may require that the Executive Director cancel or change training programs and workshops or employee authorizations to participate.

Purpose of this Section:

AACS offers training and development programs assisting employees to achieve required position performance and goals. These programs compliment the agency's mission and stimulate employee and service improvement. Most, but not all, are provided through the professional development and "trade" groups/associations in which the agency holds membership.

Procedure:

- (1) The AACS promotes employee and agency improvement by:
 - Encouraging professional growth through participation in professional/trade associations
 - Communicating and interpreting employee responsibilities and the agency's mission
 - Stressing excellence and quality job performance
 - Identifying and developing employee skills and strengths.
 - (a) The AACS defines training as providing participants with the knowledge and skills necessary to perform current and future agency assignments and needs.
 - (b) The AACS defines development as relating to employees personal growth and long term career advancement through training opportunities and various position assignments and responsibilities.
- (2) The AACS classifies training and development into four categories:
 - Organizational Development
 - Required Employee Training/Development/Improvement
 - General Professional Development.
 - Career Development
 - (a) Organizational Development program:
 - Supervisors constantly analyze organizational conditions, staff feedback, improvement needs, working conditions, equipment, policies, procedures and other "environmental" needs
 - Management staff and supervisors provide organizational assessment and improvement programs by utilizing all resources available, including other staff, consultants, and packaged training programs
 - The agency constantly assesses, evaluates and seeks to improve the

organizational climate to ensure a pleasing, productive working environment for all employees.

- (b) Required Employee Training/Development/Improvement program:
- Communicating to each employee his/her position performance requirements and the supervisor's expectations for his/her performance
 - Continually consulting with employees on job-related areas requiring improvement
 - Advising employees how to achieve their position standards and improve their personal performance
 - Providing training through available and relevant training/personal development course work, instruction self-study possibilities, workshops/seminars, job-sharing, and/or on-the-job-training
 - Supervisors may, with the Executive Director's concurrence, order subordinate staff to avail themselves of needed personal development opportunities as a condition of continued employment.
- (c) General Professional Development program:
- Promoting staff participation in professionally related training opportunities
 - Staying abreast of current changes, issues, and research within one's profession or project domain
 - Communicating with professionals in an employee's field/program exchanging ideas, experiences, and needs.
- (d) Career Development program:
- Self-study (expected of all professional-level staff)
 - Long Term Educational Leave (without pay)
 - On-the-job Educational Enhancement Activities.
- (3) The AACS encourages employee self-improvement. Information regarding educational improvement opportunities are communicated as available to employees. Employee questions about staff/personal improvement and development programs, seminars, training sessions, and self-studies are to be answered to the extent pertinent information is available to AACS managers, including supervisors, the Personnel Department, or the Executive Director.

EMPLOYEE TRAVEL

SECTION (9)

Travel Regulations/General Policies 9.1
Travel Terminology 9.2
Allowable Transportation Expenses 9.3
Subsistence Expenses 9.4
Travel Advances..... 9.5

Purpose and Procedure:

The agency's travel policies apply to all AACS employees— and other personnel traveling on official AACS business — whose travel is authorized and funded under the agency's programs. Persons employed intermittently as consultants or experts who receive compensation on a lodging and/or per diem basis when actually employed and persons serving without compensation are included in this procedure. *[Revised April, 1994]*

- (1) **Travel Authority.** All travel must be authorized or approved by the Executive Director or by his/her designee.
 - An authorization shall be issued before a traveler incurs travel expenses, and the travel to be performed must be specified, unless circumstances prevent such action
 - Travel outside the seven county Green River area (or the Green River and Pennyriple area for Head Start-related travel) may not be taken unless properly authorized in advance
 - Odometer readings before and after travel, and destination and purpose of travel must be recorded on the travel reimbursement request form
 - Meal allowances for intra-area travel are non-reimbursable
 - Travel will be reimbursed based on the approved per diem rate schedule for "meals and incidental expense" (M&IE) in addition to actual lodging costs. (Exceptions may be made at the Executive Director's discretion for *high-rate* requirements that exceed the customary levels provided in the per diem schedule.) *[Revised April, 1994]*
 - Travel must follow regularly-traveled routes, unless the official necessity is established and is determined to be advantageous to AACS
 - Persons travelling on interrupted travel or by an indirect route must bear the extra expense.

- (2) **Out-of-Area Travel.** An employee shall be reimbursed for travel outside the area of his/her principal work station. Out-of-area travel and reimbursement requires the following:
 - A Request for Out-of-Area Travel form must be completed by the person who will travel and be approved by his/her supervisor and the Executive Director
 - Travel expenses claimed shall reflect lodging costs per diem (M&IE: meals, tips, etc.) and other allowable charges *[Revised April, 1994]*
 - An Out-of-Area Travel Expense Statement shall be prepared promptly upon the return of the traveler

- Lodging mileage and other-than-per diem travel expenses are reimbursed at actual costs; per diem ("M&IE") shall be reimbursed according to the agency's approved per diem standards (schedule). *[Revised April, 1994]*
 - Support documentation for claiming per diem shall be available, e.g., hotel bills; in addition, parking garage receipts, ticket stubs from common carriers and toll receipts must be attached to claims vouchers (Even if most expenses are covered by some other agency or source, the traveler *must* submit a copy of a room receipt or similar document to prove their attendance before *any* remaining expense can be charged to the AACS.)
 - Supervisory approval of all travel reimbursement claims
 - Reimbursement, if due, will be made by agency check
 - Travel claims for reimbursement should be submitted to the Finance Department within seven (7) days following the traveler's return
 - Any travel overpayment must be cleared, that is, repaid to the agency within seven days of the traveler's return; all overpayment returns shall be payable to the agency— preferably by personal check, and the amount due supported by the employee's completed Out-of-Area Travel Expense Statement.
- (3) **Out-of-State Travel.** All Out-of State travel must be approved by the Executive Director. Approval is granted only when he/she feels that the individual's attendance of the requested meeting/conference would be advantageous and beneficial to the agency. The employee must be capable of using and passing pertinent information gained at such meetings/conferences to other employees. A number of state agencies and departments require that they grant their approval prior to out-of state travel expenses being charged to their grants/contracts. The Executive Director will handle these on a case-by-case basis.
- (4) **Travel Forms.** Standard forms, approved by the Executive Director, will be used for all travel expense claims. Any recovery of the cost of travel by other methods is not allowed. Travel forms must show in detail the times of arrival and departure, and certain expenses (specified above) must be accompanied by receipts.
- (5) **Administrative Rules.** Additional procedural rules on how to complete travel forms, the prescribed per diem and mileage rates— as adopted and updated by the Board, and other directives within the scope of the foregoing policy are issued by the Executive Director. Those directives are issued in the form of "Operational Memorandums" and are filed in the *Operations Manuals*, which are placed in each AACS location.

Purpose of this Section:

Certain common terms have specific meaning relative to agency travel. Following are some of those terms commonly used when referring to agency travel:

- (1) **Reimbursable Expenses.** Travel costs which are limited to those expenses *essential* to transacting one's official agency business.

Examples of expenses which are *not* reimbursable are personal telephone calls, movies charged to one's hotel room, beverage bills and virtually everything other than those items listed below under "subsistence."

Also *not reimbursable* is mileage incurred by Head Start employees traveling to and from college classes. (See Section 13.6)

- (2) **Official Work Station.** The location of an employee's designated station of duty assignment.
- (3) **Employee Traveling Expenses.** Employees traveling on official business are expected to provide themselves with sufficient personal funds to cover their trip expenses.
- (4) **Leave of Absence While Traveling.** An employee's exact hours of departure from official duty and return to duty status while engaged in official travel must be shown on a travel voucher.
- (5) **Use of Government-Owned or Leased Transportation Equipment.** All government-owned or leased transportation equipment (vehicles) shall be limited to essential official purposes and are *not* available for private use.
- (6) **Subsistence.** Basic living costs while on official travel. "Subsistence" costs are generally limited to room, meals, and reasonable tips.
- (7) **Per Diem Schedule.** The agency adheres to the federal Government Travel Regulations per diem schedule (M&IE: meals and incidental expense). However, some state-funded programs restrict their funded personnel, by contract, to the state (Kentucky) per diem schedule. [*Revised April, 1994*]
- (8) **Travel Time.** [Added April, 1994] See the "Work Schedule" policy provisions in Section 2.10, subsection 7. [Also: Section 3.3 (13) in the "Overtime" section.]

Purpose of this Section:

AACS reimbursement allowances are based on the federal Governmental Travel Regulations and directives approved by the Board of Directors.

Reimbursement for official travel and/or travel expenses is based on expenses incurred in travel on behalf of the agency. That includes the following expenses:

- (1) **Private Conveyances (Automobiles, Motorcycles, etc.).** Odometer readings shall be recorded at one's departure and return to their official work station. These are recorded on the AACS Travel Log; the reason for travel must be indicated and the voucher shall be signed by his/her supervisor in order for a traveler to receive reimbursement.
- (2) **Common Carriers (Taxis, Limousines, and Similar Conveyances).** Reimbursement for taxi or limousine fares from a common carrier terminals to or from the place of lodging or business will be allowed only if advantageous to AACS and not in excess of the approved limits for federally-funded grantees. When two (2) or more employees are traveling by the same means, the name(s) of accompanying person(s) must be stated on the travel voucher(s) if one party paid taxi/limo fees for both/all travelers.
- (3) **Miscellaneous Reimbursements.** Expenses for parking fees, ferry fares, and bridge/road/tunnel tolls will be allowed and receipts must be attached to the travel voucher. The fee for parking an automobile at a common carrier terminal or other parking area while the traveler is away from his/her official station will be allowed only to the extent that the fee, plus the allowable mileage reimbursement to and from the terminal or the parking fee does not exceed the estimated cost for the use of a taxicab to and from the terminal. The use of rental vehicles may be reimbursed, but prior clearance to rent a vehicle for agency business use must be obtained in advance from the Executive Director.

Purpose of this Section:

Subsistence expense normally includes all charges for meals, lodging, fees and tips to food servers and hotel staff. These are reimbursable as per diem expenses. Lodging does not include accommodations on airplanes, trains, or steamers.

Subsistence costs are factored into the federal per diem rates employed by the agency. Any claims in excess of the prescribed per diem rates for each given city must be approved by the Executive Director. *[Revised April, 1994]*

Non-subsistence expenses may also be reimbursed to the traveler to the extent that costs were actually incurred and for which documentation is provided by the traveler.

These include transportation expenses by personal vehicle or common carrier. Business related telephone/fax/telegraph, copier, and other allowable business-related expenses only may also be reimbursed upon proper documentation.

Purpose of this Section:

Agency business travelers may receive advancements of agency funds to help offset the costs of required travel. Travel advances are subject to regulatory limits and must be cleared within seven (7) days of a traveler's return to his/her official duty station.

Procedures:

- (1) Certain requirements and limitations apply:
 - Advancements will be approved only on the basis of the traveler's financial need for an advance of funds
 - A traveler may receive only eighty percent (80%) of his/her projected trip expenses for per diem and transportation costs
 - "Advancements" include the traveler's use of the agency credit card(s) for which copies of *all* charges made must be submitted immediately upon the traveler's return
 - Advancements must be reconciled to the traveler's actual allowable claim immediately upon his/her return from travel; any overpayment must be repaid to the agency within seven (7) days of the return.
- (2) The traveler must submit a timely, properly completed and approved Request for Travel Advancement to the Finance Department in order to receive a travel advance.
- (3) The traveler must submit within seven (7) days of his/her return from travel an Out-of-Area Travel Expense Statement detailing his/her reimbursable expenses; all required supporting documentation must be attached.
- (4) The traveler's claim must be reconciled against the travel advancement (whether by check or credit card charge.) Underpayments (advance amount relative to actual reimbursable claims) will be paid in the agency's normal "payables" cycle; overpayments received by travelers must be repaid to the agency by the traveler in cash or, preferably, by personal check.
- (8) Failure to submit timely close-outs on travel advancements and clearing travel advancement overpayment(s) will result in disciplinary and/or legal action. Funds advanced but, in effect, not due to the traveler remain federal/state funds, not the property of the traveler.

SECTION (10)

Safety Rules10.1
Preventing Fraud, Waste, and Abuse10.2
Reduction in Environmental Waste10.3
Workplace Violence 10.4

Purpose of This Section:

Safety is everybody's business. Safety is to be given primary importance in every aspect of planning and performing all agency activities. The agency's safety measures are intended to protect the employee against injury and minimize the potential loss of production.

Procedures:

- (1) Before driving an agency vehicle or personal vehicles for agency purposes, all employees must: *(Added February 1995)*
 - Inform their supervisor if they are experiencing any pain that may inhibit their ability to drive such as chest, stomach, head, back or other unexplained symptoms such as dizziness that may cause harm to the driver, passengers or other drivers on the highway *(Added February, 1995)*
 - Inform the personnel office if their licenses have been suspended or revoked or any traffic violations that may term him/her as a high-risk on the insurance policy *(Added February, 1995)*
 - Read and abide by the safety precautions placed on the visor of each agency vehicle *(Added February, 1995)*

- (2) Safety rules include:
 - Filing a police report when agency vehicle is involved in accidents/vandalism *[Added June 1996]*
 - Cellular phones should not be used while operating an agency vehicle. It is recommended that the phone be turned off while driving in order that driver may be distracted. *(Added October 1999)*
 - Reporting accidents, whether due to personal injury and/or damage to agency equipment or vehicle
 - Wearing seat belts in all agency vehicles
 - Not wearing earphones at anytime while driving any agency vehicle
 - Keeping agency premises and vehicles inspected for:
 - First-aid kits in all locations and agency vehicles
 - Fire extinguishers in all agency vehicles and locations
 - Keeping all areas free of debris and trash

- (3) Employees shall report all injuries (no matter how slight) to their supervisor immediately. Employees should also report to their supervisors anything that needs repair or is a safety hazard. Below are some general safety rules. Your supervisor or project director may

post other safety procedures in your office, center, or work area. Supervisors will ask employees to:

- Avoid overloading electrical outlets with too many appliances or machines
- Use flammable items, such as cleaning fluids, with caution
- Walk — don't run
- Use stairs one at a time
- Report to your supervisor if you or a co-worker becomes ill or is injured
- Ask for assistance when lifting heavy objects or moving heavy furniture
- Keep cabinet doors and file and desk drawers closed when not in use
- Sit firmly and squarely in chairs that roll or tilt
- Wear or use appropriate safety equipment as required in your work
- Avoid "horseplay" or practical jokes
- Start work on any machine only after safety procedures and requirements have been explained (and you understand them).
- Wear appropriate personal protective equipment, like shoes, hats, gloves, goggles, spats, hearing protectors, etc., in designated areas or when working on an operation which requires their use.
- Keep your work area clean and orderly
- Stack materials only to safe heights
- Watch out for the safety of fellow employees
- Use the right tool for the job, and use it correctly
- Wear latex gloves whenever handling blood/body secretions, e.g., soiled diapers, oral care, open cuts, flaky skin/eczema or weeping lesions
- Operate motorized equipment only if authorized by your immediate supervisor. All operators of agency vehicles must be approved by agency's insurance company— following a driver's license check.

Remember, failure to adhere to these rules will be considered serious infractions of safety rules and will result in disciplinary actions.

(4) Safety rules when operating machines and equipment:

- Machine guards must be in place while machines are in operation
- Loose clothing, jewelry or rings must be removed before operating machinery
- You must have steel toe shoes and (if necessary) prescription eye protection to start the job
- Required personal protective equipment, except for prescription glasses and steel toe shoes, will be issued to you by your supervisor.

- (5) The agency will continue to provide clean, safe and healthy place to work and will provide the best equipment possible. Employees are expected to work safely, to observe all safety rules and to keep the premises clean and neat. Carelessly endangering oneself or others may lead to disciplinary action, including possible dismissal.

Purpose of this Section:

As a federal grantee, agency associates are required to report fraud, waste, abuse, and expose corruption under Federal Grants, Cooperative Agreements and Government Contracts.

Procedure:

- (1) Allegations and reports of fraud, waste, and abuse are kept confidential, and those who report suspected or alleged misdeeds may decline to give their names if they choose to remain anonymous.
- (2) AACS staff and associates are encouraged to first report suspected fraud, waste, and abuse (or corruption) within the agency to the Executive Director or Chairperson of the Board. (This is intended to permit the agency's administration to investigate, verify, and resolve the allegations, and take corrective/disciplinary action as needed.)
- (3) Reports may also be submitted to the Inspector General of the Department of Health and Human Service (1-800-368-5779) for federal grants/contracts or to the Kentucky Attorney General's Frankfort office (502-564-7600) for state-funded grants/contracts. The Kentucky Auditor of Public Accounts also maintains a toll-free fraud, waste, and abuse hotline (1-800-592-5378), "KY-ALERT."
- (4) Employees who raise allegations of fraud are protected by the Sarbanes-Oxley Act about whistle blowing. The agency will neither threaten nor take any action against the reporting employee as a reprisal for making a good-faith complaint. HR will conduct an appropriate follow-up interview if an employee reports retaliation. (Added August 2008)

Purpose of this Section:

AACS staff shall endeavor to reduce environmental waste and conserve energy use in support of the agency's commitment to environmental concerns.

Procedure:

- (1) The AACS is committed to:
 - Help reduce landfill demands
 - Monitor and improve agency waste disposal practices
 - Help reduce energy demands.

- (2) The AACS shall:
 - Employ appropriate internal recycling programs
 - Promote employee and community environmental understanding
 - Seek to improve agency conservation practices
 - Monitor environmental technological improvements and adapt agency practices accordingly
 - Purchase environmentally conscious, durable and non-disposable, recyclable, and fewer toxic component products.

- (3) The AACS encourages solid waste awareness and promotes the recycling and reuse of valuable environmental/natural resources.

- (4) All AACS staff are encouraged to be environmentally-conscious and strive to keep solid wastes to a minimum and to conserve energy usage insofar as practicable.

WORKPLACE VIOLENCE

[Section Added June 1996]

Section: 10.4

PAGE: 1 OF 1

Purpose of This Section:

Workplace violence has become a major concern to AACS. The agency's workplace violence procedures are intended to protect its staff and participants against harm from violence in the workplace.

Procedure:

- (1) Workplace violence includes:
 - Hitting, slapping, shoving, threatening, or coercive behavior
 - Cursing, loud disagreements
 - Throwing object at another person
 - Other types of behavior which may constitute violent behavior
- (2) AACS strictly prohibits the carrying of concealed or unconcealed weapons on agency's property by employees, clients, visitors, vendors and/or other persons.
- (3) Violation of this policy will result in disciplinary action and possible termination of an employee.

ADMINISTRATIVE PROCEDURES

SECTION (11)

Personnel Records	11.1
Personnel Information (Changes)	11.2
Suggestions Procedures	11.3
Disciplinary Procedures	11.4
Conflict Resolution Procedures	11.5
Types of Terminations	11.6
Visitor's Policy	11.7
Donations	11.8
Personal Mail	11.9

Purpose of this Section:

The AACS maintains personnel files on current and past employees. Personnel records are confidential and may not leave the Personnel Department.

Procedure:

- (1) Present or past AACS employees may examine their personnel files in the presence of the Executive Director or the Personnel and Orientation Director.
- (2) Employees may examine and request copies of information in their files by:
 - Writing a request to the Executive Director
 - Scheduling an appointment with the Personnel and Orientation Director
 - Paying the cost of copying the required information
 - Signing a statement reflecting the review date/time, fees charged, and document(s) copied.

Generally speaking, the Courts have interpreted the *information* in one's personnel file to be the property of the employee, but the paper/files on/in which the information is recorded belongs to the agency. Thus, employees *must* have access to their information and must clear its release. But the agency is permitted to restrict its viewing and charge an individual for copying his/her records.

- (3) Employee personnel files contain information required by federal, state, and local laws. Additional information may include:
 - Employment application
 - Employment status changes
 - References (References remain confidential and separate from the employee's personnel file. These are not available for employee review.)
 - Improvement plans
 - Training certificates and/or graduation degrees
 - Performance appraisals
 - Tax withholding documents
 - Disciplinary actions
 - Other documents mandated by law or agency needs.

- (4) General personnel inquiries should be directed to the Personnel and Orientation Director.

- (5) All reference checks— whether employment verification, credit check, or other— shall be referred to the Personnel and Orientation Director for handling.
- (6) Personnel files are AACS property, and the employee's confidential information is restricted. Organizations requesting employee reference information must inquire in writing. Employees shall sign a release of information waiver enabling information to be released by mail, telephone, or fax. Otherwise, only dates of employment, wage information, position titles, and job descriptions are ordinarily confirmed on outside reference requests.
- (7) Letters of admonishment shall be destroyed after serving their purpose for which they were intended (usually 6-12 months). Disciplinary notices and reprimand letters will be retained for two (2) years before they may be removed and destroyed on employee requests. All other documentation resides permanently in the employee's personnel file.

Purpose of this Section:

The agency requires the cooperation of its employees to promptly notify the Personnel Department to report changes in their personal data and information-of-record.

Procedure:

- (1) Accurate employee information on a change in name due to marriage, divorce, or change in dependents requires completing new state and federal tax forms.
- (2) Marital status, mailing addresses, telephone numbers, insurance status, retirement, number and names of dependents, individual(s) to contact in an emergency, educational accomplishments, and other personal information are required to be maintained in AACS personnel files.

Purpose of this Section:

The AACS encourages employees to submit constructive suggestions for improving agency operations, programs, services, and/or facilities.

Procedure:

- (1) Constructive suggestions may include:
 - Improving agency policies, procedures, guidelines, and/or benefits
 - Improving use of agency facilities
 - Reducing agency supply, material, and operating expenses
 - Preventing fraud, waste, and abuse
 - Motivating improved employee performance
 - Reducing environmental waste and energy consumption
 - Addressing ideas that best fulfill the agency's Mission.
- (2) Employees should address their suggestions to their supervisor or the Executive Director.
 - (a) Suggestions may be anonymous.
 - (b) Written suggestions shall ultimately be forwarded to the Executive Director for consideration and possible implementation.
- (3) The agency has a *Suggestion Box* in the Owensboro Central office. The locked box is located in the back entrance hall of the Central Office. This is provided for staff who wish to make confidential *suggestions* and is not to be used for any other purpose. The Executive Director shall hold the Suggestion Box key and periodically check the box.

Purpose of this Section:

Employees violating AACS policies, procedures, guidelines, standards of conduct, and behavior are subject to disciplinary action up to and including termination from agency employment.

Procedure:

- (1) Before proceeding with disciplinary procedures, supervisors should:
 - Monitor employee performance
 - Confirm that all possible improvement plans were attempted
 - Assure that disciplinary action shall be taken privately
 - Advise and consult with the Executive Director.
- (2) Supervisors should not wait until a problem becomes serious. Whenever a specific problem develops, the supervisor should document problems, notify the employee with written warnings, and submit warnings to the Personnel Department for placement in the employee's personnel file.
- (3) Continued employee problems shall be communicated to the Executive Director. The Executive Director may advise the program director and/or supervisor(s) to:
 - Meet with the employee(s) to communicate the unacceptable behavior
 - Communicate the required action corrections and consequences if the employee fails to respond
 - Supply the employee(s) with written performance appraisal(s), warning(s), and directives for required improvement and require the employee and supervisor to sign and date documents for permanent placement in the employee's personnel file
 - Schedule a conference with the employee and the Executive Director to review "last recourse" corrective options prior to termination proceedings.

(These procedures are guidelines and are not all-inclusive, and they may not apply to every situation.)
- (4) AACS employment is "at-will" according to Kentucky law. The AACS retains the right to discipline employees for any reason and may by-pass any or all disciplinary policy procedures. Reasons for employee discipline or discharge mentioned in this manual [See Section 11.6, Item (3)] are only illustrative. The AACS reserves the right to discharge or

discipline employees for such reasons as the agency considers appropriate at the discretion and judgment of the Executive Director.

- (5) The Executive Director may also order a suspension (release from duty **with or** without pay) pending investigation as a preliminary step toward termination of employment. The employee **may** be ineligible for pay during the suspension period if he/she is subsequently terminated. However, "back pay" for the suspension period *may* be allowed if the employee is exonerated. *(Revised December 2000)*

Purpose of this Section:

While the AACS employs staff only on an "at-will" basis, the agency does endeavor to be humane and professional in its relationships with staff. The AACS recognizes the importance of individual employees to the organization and the prompt disposition of problems affecting their status and/or welfare. The AACS has established procedures for the orderly hearing and handling of employee conflict and dissatisfaction.

Procedure:

- (1) A senior management-level review may be based on:
 - Unsatisfiable salary/wages
 - Hours of work
 - Perceived unfair treatment in the administration of discipline
 - Perceived unfair or unpleasant conditions relating to employment
 - Any personnel action perceived to be unreasonable or unfair by the employee.
 - (a) Employee review requests shall be given prompt and fair consideration.
 - (b) Employee "dissatisfaction" under this policy shall *not* be construed to mean or relate to allegations or charges of discrimination involving protected classes; that is, those acts of prohibited discrimination based in federal or state law and complaints of discrimination are covered in Section 7 of this manual.
- (2) Review Procedure.
 - (a) Employees should address their supervisors orally or in writing about any conflict or dissatisfaction regarding personnel action(s) or other problem/ misunderstanding taken against or involving him/her.
 - (b) If the employee feels that the matter is still unresolved, then the same matter should be addressed to the Executive Director. *(All AACS employees have the opportunity to address concerns or problems related to their employment to the Executive Director at any time).*
 - (c) An employee may choose a designated representative to present his/her problem, but such designation should be in writing unless that representative is an attorney licensed to practice law in the Commonwealth of Kentucky.

- (d) The employee should present his/her problem within thirty (30) calendar days of the event which caused the employee's concern, unless he/she can show that the 30-day time limit is prevented by circumstances beyond employee's control.
- (3) A request for conflict resolution or review of dissatisfaction may be filed only by a "regular" employee, that is, one who has successfully completed his/her 9 month Introductory Period. (Any employee, "regular" or "introductory," may only file complaints of discrimination, if applicable, based in federal/state law. See Section 7.)
- (4) **Formal Appeal and Procedures.** Regular employees whose problem is not substantially resolved through the informal review procedure may file a formal written appeal. The Executive Director may opt to forward employee problems/dissatisfactions received via the formal appeal process for a policy-level hearing, but only in exceptional cases. An example would be those cases where the Executive Director or a Head Start employee is involved in the employee conflict or dissatisfaction.

To file a formal, written conflict resolution or employee dissatisfaction review:

- (a) A written notice of request must be served to the Executive Director within thirty (30) days of an adverse employee action/decision/situation.
- (b) A date shall be set within ten (10) working days for a review of the employee's problem or dissatisfaction.
- (c) The employee, his/her supervisor, and the policy-level review committee, if any, shall be notified of the review date.
- (d) The Head Start Policy Council *may* designate a committee to participate in conflict resolution/employee dissatisfaction reviews or hear special appeals. The Policy County Committee shall be composed as required by Head Start.
- (e) Decisions on employee conflict/dissatisfaction reviews shall be rendered within five (5) days of the review meeting, and all parties shall be notified of the decision in writing by the supervisor— or the Executive Director for those reviews reaching his/her level or the policy level.

Purpose of this Section:

Audubon Area is strictly an "employment-at-will" agency. The agency's hiring/firing policy assures that management shall not illegally discriminate and that all employees shall be treated with fairness, honesty, and respect.

Procedure:**(1) Types of terminations:**

- (a) **Voluntary Termination.** Employees may terminate their employment anytime with Audubon Area. Exempt staff is requested to submit a written notice of resignation one month in advance from their date of departure. A minimum two (2) week written notice shall be given by any employee. The notice shall contain the effective date of termination and reason for leaving. Insufficient resignation notification may result in payment forfeiture of Vacation Leave time. The Chief Executive Officer may waive the standard resignation notice requirements. [Revised February 2012]
- (b) **Reduction-In-Force.** Involuntary terminations may arise due to cutbacks in agency funding and/or programs. Efforts will be made to offer the employee any vacant position for which he/she qualifies.
 - (i) Every effort will be made to keep staff on payroll as long as budgetary possible and to provide the employee a thirty (30) day notice of termination.
 - (ii) Primary considerations in the event of staff reductions will be given to supervisory staff. Secondary consideration will be given to seniority.
 - (iii) Introductory staff will not be given priority over regular staff; regular staff on disciplinary status will be given lower standing for retention than all other regular staff not currently on disciplinary report.
 - (iv) In a reduction-in-force of a Head Start Lead Teacher position, a lead teacher with a current Interdisciplinary Early Childhood Education (IECE) certification from the Kentucky Department of Education shall be given a higher standing for retention than other lead teachers with lesser qualifications but higher seniority. *(Added June 2005)*
 - (v) "Consistent with federal Head Start requirements for hiring and maintaining degreed staff in early childhood education in Head Start classrooms and with the requirements of the Kentucky Department of

Education for hiring and maintaining IECE certified staff in Head Start/KERA blended classrooms the following consideration will apply in a reduction-in-force of a Head Start Lead Teacher position or of an Early Head Start Infant Toddler Nurturer position . In such an event, a current lead teacher or infant toddler nurturer with the following qualifications shall be given a higher standing for retention than other lead teachers or infant toddler nurturers with lesser qualifications but higher seniority. Higher standing will be given in the following order of priority: a lead teacher or infant toddler nurturer with 1) a current Interdisciplinary Early Childhood Education (IECE) certification from the Kentucky Department of Education; 2) a Bachelor's Degree or above with a Preschool Letter of Exemption from the Kentucky Department of Education; 3) a Bachelor's Degree in Early Childhood Education; 4) an Associate Degree in Early Childhood Education; and 5) an Associate Degree with a minimum of 18 qualifying hours in Early Childhood Education." *(Added June 2005)*

- (vi) Reduction-in-force termination decisions will also be based upon regular employee's Performance Appraisal scores; all other factors being equal, Performance Appraisal scores will (in inverse order) determine the order of reduction/termination.
 - (vii) Staff recalled to work within six months after a reduction-in-force, lay-off or a voluntary resignation may be restored to their full seniority. If the position in which they return is full-time, the employee's seniority and all accrued leave — except Vacation Leave already “purchased” back by the Agency — may be reinstated. *[Added December 1995]*
- (c) **Involuntary Termination.** All involuntary terminations are ordered by the Executive Director upon the recommendation of supervisory staff.
- (2) **Summary Removal.** The Executive Director may order the summary termination and/or removal of any employee who in his/her considered judgment represents a clear and present danger or threat to other employees, clients, or agency property.
- (3) **Typical Grounds for Involuntary Termination:**
- (a) Misconduct — Unacceptable conduct during working hours or off-duty. These may include a serious violation of the agency's Code of Conduct (see Section 6.2 and the *Principles of Ethical Conduct* in the Appendix of this manual), a violation specifically prohibited under AACS orders, insubordination, and other deviations from acceptable standards of employee behavior.

- (b) **Malfeasance in Office** — Wrongfully using one's position with AACS. This includes using one's position for unauthorized or illegal employee financial gain or using one's position to promote disorder or violence within the agency or community.
- (c) **Personal Unsuitability** — Emotional instability, poor attitude, breach of confidentiality, falsification or misuse of records, or use of alcohol/drugs on premises/vehicles/agency time. (This list is limited and non-inclusive.) Generally, this would include any employee behavior which limits one's effectiveness and tends to discredit the employee and/or the agency.
- (d) **Unsatisfactory Performance of Duty** — Deficiencies in job performance that may have been documented for a short-term or over an extended time. Failure to demonstrate one's proficiency and effectiveness in the job, as reflected on their Performance Approval is material evidence of this provision. Other examples under this heading would include misrepresentation, falsifying or misusing records, violating employee/client confidentiality, violating the Drug-Free Workplace requirements (see the "Drug-Free Workplace" policy in the Appendix), inability to get along with fellow staff, pattern absenteeism/tardiness, or repeat violations of the dress code or basic standards of professionalism. (Once again, this list is presented only for the purpose of providing illustrations of unacceptable employee behavior and is not intended to be all-inclusive.) *Cross Reference: See Section 6.2, "Standards of Employee Conduct."*
- (4) **Consultations and Concurrence.** Some projects require the involvement and/or concurrence of policy committees — in Head Start, for example — pertaining to the involuntary termination of project staff. AACS shall adhere to all such regulatory requirements
- (5) **Termination Explanation.** The reasons for an employee's termination may or may not, at the Executive Director's discretion, be stated. There is no legal requirement regarding advising employees *why* they are being terminated. At the point of employee termination, the Executive Director's objective is quite clearly and simply to protect the interest of the agency in all respects.
- (9) **Exit Interview/Conference.** Each employee shall have an exit interview or conference. At that face-to-face conference with his/her supervisor, project director or other designee, any agency keys, PP&P Manuals, employee badges or other agency property in the possession of the employee shall be retrieved. Unless "impossible" or otherwise

- (6) prohibitive, the employee should receive his/her last pay check and sign a General Release Form (see the Appendix.)

Whenever possible, the Executive Director (or personnel director or other designee) shall conduct an employee "Exit Interview." Its purpose is:

- (1) to ascertain insights into how the agency's working environment, management, policies and procedures are perceived;
- (2) to obtain terminating employee's assessment on agency strengths and needs—including training needs— and recommendations for agency improvement;
- (3) to seek to resolve/prevent conflict, when present; and
- (4) to seek to assure that all persons leaving the agency, whether voluntarily or not, leave with their best possible regard for the agency.

Purpose of this Section:

It is in the interest of the agency to regulate access to agency premises and records. Staff generally have reasonably free access, while visitors do not.

Procedure:

- (1) Visitors are required to "check in" with the supervisor, secretary or receptionist at each AACS location or place of business. Visitors are not permitted free access to agency premises nor any access to agency records except through formal, legally-mandated request procedures (see Section 12.1 regarding the public availability of records).
- (2) A person who is not a *current* employee is a visitor. A former employee — one no longer employed by the agency — is a visitor. All non-staff persons are subject to the Visitors Policy.

Purpose of this Section:

The agency's IRS 501 (c) (3) tax-exempt status and designation is the legal basis for the tax-deductibility of all private donors' contributions to the agency, its Mission and plan(s) of work. Therefore, any and all contributions for which donors seek, expect or desire supporting evidence of such contributions for tax purposes shall be made to the agency, not an/any agency program or sub-group. The agency is under no obligation to provide supporting evidence of its tax-exempt status or the receipt of donor/taxpayer — presumed tax-deductible gifts unless such gifts are appropriately presented by the donor/taxpayer and received on behalf of the agency by the executive director — who shall be responsible for providing donors' the IRS-required documentation for eligible gifts under this policy. This policy does not preclude donors from earmarking gifts for designated purposes so long as the executive director concurs in writing at the time such gifts are accepted.

- (1) Donations, gifts, bequests, etc. shall be made to *Audubon Area Community Services, Inc.* in all cases where the donor or benefactor intends, desires, or requests to claim the contribution as a tax deduction. The U.S. Internal Revenue Service (IRS) has strict requirements regarding the documentation and use of tax-deductible contributions to 501 (c)(3) tax exempt corporations.
- (2) The AACS, Inc executive director or his/her designee(s) shall be responsible for receiving *eligible* (for tax exemption) gifts, explaining the transaction and documentation requirements pursuant to this policy, and (where appropriate) providing the donor(s) appropriate verification of the agency's receipt and (if known or designated) the proposed use of the gift(s).
- (3) Donors may earmark or designated gifts for specific purposes according to their desire, but such restrictions will only be binding if agreed in writing on behalf of the agency by the executive director. Donors will be encouraged to allow the agency Board of Directors flexibility in determining the usage of contributions and gifts.
- (4) Donations of any kind made directly to any agency program but not through the central administration and accounting shall not be eligible for treatment as a legitimate tax-deductible gift received by the agency. *Only the agency is tax-exempt, not its sponsored projects; therefore, only gifts made to and received by the agency qualify for tax deductibility.*
- (5) All funds, property, securities, or other tangible assets received by the agency shall be safeguarded, handled through and accounted for by the agency's financial and accounting systems in accordance with approved procedures and requirements.

- (6) **Non-Federal Share Contributions.** This policy is not intended to hamper or interfere with the acquisition, accounting and use of non-federal share "matching" share contributions — including "in-kind" — which are required by most of the agency's federal and federal-state pass-through grants. The executive director shall take care to ensure that this policy does not deter the agency's ability to generate required matching share monies for its grants.
- (7) Staff shall advise donors of the requirements and limitations of this policy and its potential impact on the treatment of their gift(s) with respect to federal-state tax consequences, that is, the potential deductibility of their contributions.

Purpose of this Section:

On occasion, certain pieces of so-called "personal" mail may arrive at the agency post office box(es) or address(es); sometimes it is labeled — such as "personal," "confidential," etc.; sometimes not. It is the agency intent to respect *private* communications; however, staff are advised that the agency address is *not* the place to receive such mail and *all* mail received at an agency address is deemed to be agency-related mail. Any mail received at an agency address may be opened and distributed accordingly to usual practice. In most cases, that means that a secretary or clerk will open and distribute all mail received. All staff should take prior care to see that "private" or "personal" mail is sent to other than an agency address *if* they would object to its being opened, seen, or known by other co-workers.

- (1) All mail — including E-Mail (electronic mail) received at an agency address is considered on face value to constitute agency and business mail.
- (2) All staff shall give their agency address for the receipt of agency/business mail; *if* they should receive personal or private mail at the business address, it will be handled the same as any other piece of business mail.
- (3) Staff shall provide correspondents their desired non-agency address should they wish to receive mail of a personal, private, or confidential nature.
- (4) The agency staff will not blatantly disregard restrictive notations on mail addressed to its staff. If observed or noted, these will be respected, but the fact is that in practice most pieces of mail are opened before being reviewed, sorted, and distributed. The agency will assume no responsibility for such mail opened "by mistake" or for the unintentional disclosure or observation of the contents therein.
- (5) The agency assumes no responsibility for forwarding mail sent to individuals at an agency address.
- (6) If is our understanding that this general issue has been tested in the highest courts of the U.S. and that by case law decision, and thus by definition, *all* mail received at a business address is in fact *always* deemed to be "business mail."

Therefore, any and all staff with concern over their "personal" mail being opened at the agency address should take prior care that their private correspondence be sent elsewhere.

PUBLIC INFORMATION POLICY

SECTION (12)

Public Information Policy12.1

Purpose and Procedure:

- (1) **Public Availability of Records.** The business of the agency will be enacted publicly and available to the public as soon as possible after its enactment. Communications, personnel information, and internal memoranda concerning operations are considered confidential. AACS is a private, non-profit agency operating federal/state government contracts. Thus, it is bound by its many public access/"sunshine law" regulations. Information concerning the use of public funds, including staff salaries/wages, will be made available to any bona fide member of the press upon request. Any private citizen wishing information, such as described above, must address his/her written Freedom of Information Act request to the Executive Director stating the reason for such data.
- (2) **News Releases.** The agency will see that newsworthy (non-confidential) information is presented to the attention of the press. All news releases will meet the Executive Director's approval and shall be structured in such a way to create credibility. If a mass media entity fails to respect the release date of an article, this will be considered a violation of the agency's confidence. This may constitute a basis to cease voluntarily providing news releases to the offending entity.
- (3) **Agency Spokesperson.** The Executive Director is the designated official who shall speak authoritatively for the agency. No other staff person is authorized unless specifically delegated to do so by the Executive Director. Employees approached by the news media should inform the Executive Director and refer news media inquiries to him/her.

CHILD DEVELOPMENT POLICIES AND PROCEDURES

SECTION (13)

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Purpose of this Section:

The AACS Director of Child and Family Development/Head Start Director manages the agency's child and family development operations, including Head Start, child care services, family child care, and related child care services. *[Revised February 2001] [Revised August 2004]*

RESPONSIBILITIES:

The Child and Family Development/Head Start Director's responsibilities include:

- Assuring that all agency child development programs meet federal, state, and local license requirements
- Administering, directing, and managing each unit in accordance with pertinent regulations and grant contract requirements.
- Advocating and assuring continued staff development and improvement
- Establishing programs and procedures required to meet operational goals
- Determining, with the support of the policy council, advisory boards, community areas where Head Start/child care services need to be placed
- Negotiating contracts with school systems in conjunction with the KERA pre-school program and others.
- Coordinating center and class locations
- Planning and utilizing community resources
- Composing policy groups and methods for committee recruitment
- Hearing and resolving Head Start programmatic complaints
- Directing daily Head Start/child care staff operations
- Assuring that program/center/staff equipment and supply needs are met
- Administering career development plans, grievance procedures, hiring and firing, and other staff management in accordance with approved agency policies and procedures
- Communicating AACS personnel policies and procedures to staff, assuring that employees understand and abide by agency policy and procedures
- Preparing funding and work program proposals/requests for AACS Board and Policy Council review
- Making changes in the budget and work programs as needed to assure current operational plans for staff action
- Providing to the Policy Council information as requested or needed
- Managing other Head Start responsibilities, requirements, and needs mandated by law or authority.

Purpose of this Section:

The Head Start Policy Council statutorily supports and assists the Child Development/Head Start Director in the operation of the Head Start Program. Certain other *advisory* boards assist the Director with the operations in one or more child care centers.

Procedure:

(1) The Policy Council responsibilities:

- Initiating suggestions and ideas to improve Head Start programs.
- Receiving and reviewing local suggestions and ideas .
- Planning, coordinating, and organizing, agency-wide parent involvement activities— with staff assistance.
- Recruiting and mobilizing volunteer services of parents and community residents
- Generating community resources to meet program needs.
- Monitoring Parent Activity Funds distributed to local Parent Committees.
(*Revised February 2001*)
- Participate in Head Start program evaluations. (*Revised February 2001*)
- Reviewing or recommending Head Start goals, service areas, child selection committee, and Policy Council guidelines; noting needs and services required from the central office; assisting the agency with resolving community complaints, personnel policy, program changes, AACS pre-review information, and required budget and program changes. (*Revised February 2001*)
- Administering other responsibilities mandated by law, Head Start program requirements and/or needs.

(2) Advisory Boards' responsibilities:

- Serve in an advisory role to the Board, staff and management in the operation of child care facilities
- Promote and enhance community awareness, marketing and fund raising
- Review, evaluate and recommend areas/ways for improvement in child care operations
- Assist in carrying out the purposes and functions of the agency's respective child care facilities.

Purpose of this Section:

The AACS Head Start Policy Council must handle certain personnel matters as directed by Head Start Performance Standards. Accordingly, the Policy Council may designate a Personnel Committee out of its membership to review personnel actions and make recommendations to the Policy Council.

Procedure:

- (1) The Policy Council — in accordance with must approve or disapprove Head Start staff hiring and termination and Head Start personnel policies. It also establishes career development plans and handles programmatic employee grievance.
- (2) Hiring and/or terminating the Head Start Director and/or staff requires Policy Council approval.
- (3) The Policy Council Personnel Committee's responsibilities include:
 - Assisting the Executive Director and Head Start Director or other designated line management staff with screening applicants
 - Reviewing and recommending agency personnel policies and procedures
 - Presenting personnel recommendations to the Executive Director
 - Monitoring the personnel selection process and affirmative action program with the Equal Opportunity Officer's assistance and guidance
 - Presenting its personnel recommendations to the Policy Council for review and action
- (4) The Executive Director administers all employment actions and procedures, but his/her actions to hire or fire Head Start staff must have the concurrence of the Head Start Policy Council in order to become effective.

Purpose of this Section:

Audubon Area Head Start hires employees consistent with state and federal child care laws, regulations, and guidelines— including the Head Start Performance Standards and the Head Start Act.

See Selection Procedure 2.5 for the agency's general hiring procedures.

Procedure:

- (1) Audubon Area Head Start employees must provide a completed agency employment application and additional information including:
 - Criminal Record Checks
 - A documented initial physical exam (including a screening for tuberculosis) must be in the employee's confidential file maintained in the Human Resources office

Criminal Records Check

All new employees must agree to state criminal record checks for all states where the employee has resided in the last ten (10) years and the Cabinet for Health and Family Services, Department of Community Based Services, Division of Protection and Permanency Central Registry Child Abuse and Neglect (CAN) record check, FBI and Kentucky fingerprint criminal record checks, National and State Sex Offender Registries as part of the initial employment process.

Before a person is hired, directly or through contract, including transportation staff and contractors, a program must conduct an interview, **verify** references, conduct a sex offender registry check and obtain one of the following:

- State or tribal criminal history records, including fingerprint checks; or,
- Federal Bureau of Investigation criminal history records, including fingerprint checks.

A program has 90 days after an employee is hired to complete the background check process by obtaining:

- Whichever background check listed that was not obtained prior to the date of hire; and,
- Child abuse and neglect state registry check, if available.

Audubon Area must review the information found in each employment application and complete background check(s) to assess the relevancy of any issue uncovered by the complete background check including any arrest, pending criminal charge, or conviction and must use Child Care and Development Fund (CCDF) disqualification factors described in 42 U.S.C. 9858f(c)(1)(D) and 42 U.S.C. 9858f(h)(1) or tribal disqualifications factors to determine whether the prospective employee can be hired or the current employee must be terminated.

After reviewing the background checks, the CEO, or his designee shall either qualify the individual for final employment status or terminate the employment process. Reasons for terminating the employee on the basis of the background checks may also include, but are not limited to:

- Past or present criminal behavior threatening to the welfare of children, other employees, school district employees, or the community.
- Any behavior or patterns of behavior inappropriate for the position in which they are employed are revealed.
- Background checks indicating criminal activity including but not limited to, fraud, embezzlement, or other misbehavior involving the handling of funds.

Criminal record checks and CAN check will be conducted every five (5) years, or more often if warranted, for existing Audubon Area Head Start employees.

The initial employment process for any new employee is not complete until the CEO, or his designee, receives the results of all background checks and verifies the employee is qualified for final employment.

Audubon Area Head Start bears the cost of the Criminal Records Check, the initial physical exam and the TB skin test. The agency must assure that each Head Start staff member has an initial health examination (that includes screening for tuberculosis) and a periodic re-examination (as recommended by their health care provider or as mandated by State or local laws). Head Start employees must use the Agency's designated health care providers, unless otherwise approved by CEO. Staff electing to use other health care providers will bear the cost of the required test and exam.

- (2) Personal and employment references are verified prior to and contribute toward the decision to employ the person. Head Start applicants must provide a thorough personal and employment history. Audubon Area shall research applicant information, confirming references, the person's work and personal history.
- (3) Audubon Area Head Start will hire the best qualified applicant for the position. If all else is equal, Head Start will grant preference to a parent or past parent.
- (4) Most Audubon Area Head Start employees work by an agreement. Applicants and/or employees refusing agreement employment for those positions where it applies shall not be employed or retained.

- (5) New Head Start employees initially serve only as conditional employees. Their employment approval requires a positive confirmation of their personal and work history, their reference reviews, a positive response from the Cabinet for Health and Family Services child abuse neglect/criminal conviction investigation, FBI and Kentucky fingerprint criminal record check, National and State Sex Offender registries, and other requirements.
- (6) The Board of Directors and Policy Council shall approve the written personnel policies and procedures including policies and procedures pertaining to hiring, evaluation, compensation, and termination of the CEO, COO, CFO, CHRO, Head Start Director and any other person in an equivalent position within the agency.

Purpose of this Section:

Federal, state, local, and Audubon Area/Head Start standards, policies and regulations forbid corporal punishment and isolation as a disciplinary measure with children and outline other child safety measures. The Kentucky Administrative Regulation (905 KAR 2.010) prohibits hiring or retaining employees of child care facilities who have been convicted of child abuse or neglect.

Procedure:

- (1) Implement positive strategies to support children's well-being and prevent and address challenging behavior;
- (2) Do not maltreat or endanger the health or safety of children, including, at a minimum, that staff must not:
 - a. Use of Corporal punishment; which is a physical interaction as a disciplinary measure. It is unallowable.
 - b. Use of Isolation; which is a separation of a child from normal association and activities within the classroom as a disciplinary or punishment measure. It is unallowable.
 - c. Bind or tie a child to restrict movement or tape a child's mouth;
 - d. Use or withhold food as a punishment or reward;
 - e. Use toilet learning/training methods that punish, demean, or humiliate a child; or denial of a basic need;
 - f. Use any form of emotional abuse, including public or private humiliation, rejecting, terrorizing, extended ignoring, or corrupting a child;
 - g. Physically abuse a child;
 - h. Use any form of verbal abuse, including profane, sarcastic language, threats, or derogatory remarks to the child, about the child or child's family; or,
 - i. Use physical activity or outdoor time as a punishment or reward;

- j. Respect and promote the unique identity of each child and family and do not stereotype on any basis, including gender, race, ethnicity, culture, religion, disability, sexual orientation, or family composition;
 - k. Comply with program confidentiality policies concerning personally identifiable information about children, families, and other staff members;
 - l. No child is left alone or unsupervised by staff, consultants, contractors, or volunteers while under their care.
- (3) Childcare employees are forbidden from using these measures within a child care facility or during other Head Start/Child Care activities.
- (4) When a report is made that a child has been subjected to corporal punishment or Isolation the following steps will be taken:
- a. The immediate supervisor in consultation with Human Resources will investigate the incident.
 - b. The employee(s) responsible for the incident will be given the option to take an unpaid suspension or to remain on the job without any classroom duties and no children will be left in their care. The employee(s) will not be allowed to return to the classroom or be responsible for any children until the investigation is complete and appropriate disciplinary action has been taken.
- (5) Employees permitting, condoning, failing to report or performing corporal punishment, use of isolation as disciplinary measures for any reason, or violates the child safety policy is subject to immediate dismissal from AACS/Head Start employment.

Purpose of this Section:

The AACS requires all employees performing child and/or Head Start services to be a high school graduate or to complete the General Educational Development Program (GED).
(Revised February 2001)

Procedure:

AACS Head Start/Child Care employees who have not graduated from high school or completed the GED program and who are hired for child care and/or Head Start shall not be retained past the “introductory” nine (9) months. *(Revised December 2003)*

Any Head Start/Child Care staff person hired without a high school diploma or a verified G.E.D. may be hired only on a provisional basis for nine (9) months while pursuing their G.E.D.
(Revised December 2003))

Purpose of this Section:

Audubon Area requires that teachers, home-based educators, assistant teachers and teacher associates, early care associates, and child caregivers in the Head Start, Early Head Start, or Migrant Head Start programs, must hold minimum credentials or obtain such credentials in accordance with timelines specified in this policy. Staff must complete a minimum of 15 clock hours of professional development per year, in accordance with Head Start performance standards and the Head Start Act. Such employees who have completed a qualifying early childhood degree shall be considered in compliance with these minimum credentials. Determination of a qualifying degree shall be the decision of the Chief Executive Officer upon recommendation from the Head Start Director.

Procedure:

(1) Head Start Lead Teachers and Migrant Lead Teachers

- a) All Head Start and Migrant Head Start Lead teachers must hold a minimum of a qualifying associate degree in early childhood education or an associate degree in a field related to early childhood education and coursework equivalent to a major relating to early childhood education, with experience teaching preschool-age children, in accordance with the Improving Head Start for School Readiness Act of 2007, prior to employment.
- b) All Head Start Lead teachers in blended programs with KERA preschool children shall be subject to the minimal certification requirements of the Kentucky Department of Education. Head Start Lead teachers in blended programs who fail to maintain current certification shall be terminated.

(2) Early Head Start Lead Teachers and Migrant Early Head Start Lead Teachers

All Early Head Start and Migrant Early Head Start Lead Teachers must hold a minimum of a qualifying associate degree in early childhood education or an associate degree in a field related to early childhood education and coursework equivalent to a major relating to early childhood education prior to employment.

(3) Early Head Start Child Care Partners (EHS-CP)

All Lead Teachers for Early Head Start Child Care Partners (EHS-CCP) must have a degree in early childhood education or a minimum of a current, valid (not expired) infant/toddler Child Development Associate (CDA). Teachers who fail to maintain the required qualifications shall be terminated.

(4) Home-Based Educators (Revised August 2018)

Home-Based Educators must obtain and maintain *one of the two following* educational requirements.

- a) Minimum education or a related field and a minimum of a valid (not expired) Family Services credential. Credential must be obtained within eighteen months of the date of initial date of employment. All transfers will start a new eighteen month deadline beginning on the transfer date for obtaining the appropriate certification.-Bachelor's degree in early childhood preferred.
 - b) Minimum of an associate degree in social work, human services, family services, counseling or a related field and a must hold a valid (not expired) Home Visitor Child Development Associate (CDA) credential upon employment.
- (5) Assistant Teachers, Teacher Associates, Child Caregivers and Early Care Associates
- a) All Head Start, Early Head Start and Migrant Head Start assistant teachers must have a degree in early childhood education or a minimum of a current, valid (not expired) Child Development Associate (CDA) credential appropriate to the age of the children being served. Assistant teachers who fail to maintain the required qualifications shall be terminated.
 - b) All Head Start, Early Head Start and Migrant Head Start teacher associates, child caregivers and early care associates must obtain the minimum of a current, valid (not expired) Child Development Associate (CDA) credential appropriate to the age of the children being served or must submit a complete CDA application within one (1) year of their initial date of employment.
 - c) When a Teacher Associate transfers to an Early Care Associate, they will have one year from the initial date of hire or transfer to the Teacher Associate position to obtain the minimum of a current, valid (not expired) CDA Credential appropriate to the age of the children being serviced or must submit a complete CDA application within one (1) year of the date of initial date. All other transfers will start a new one year deadline beginning on the transfer date for obtaining the CDA appropriate to the setting.
 - d) Teacher Associates will assume the position of assistant teacher upon agency receipt of documentation of a current CDA credential or of a degree in early childhood education.
 - e) Head Start, Early Head Start and Migrant Head Start teacher associates, child caregivers, and early care associates who fail to obtain the required credential within the one (1) year period; who fail to maintain a current, valid (not expired) credential; who fail to submit a complete CDA initial or renewal application within the specified period shall be terminated.
- (6) Family Advocates and Family Advocate/Program Assistants
- Family Advocates and Family Advocate/Program Assistants must have a degree in social work, human services, family services, counseling or a related field or a minimum of a current, valid (not expired) certification must be obtained within eighteen months of the date of initial date of employment. All transfers will start a new eighteen month deadline beginning on the transfer date for obtaining the appropriate certification.

Purpose of this Section:

To provide assistance for tuition and books to AACS Head Start employees to further their education to become more self-reliant and better serve Audubon Area Head Start. Assistance is provided based on a budgeted amount and the availability of funds.

Procedure:

- (1) Eligibility for Grants:
 - (a) AACS Head Start employees must have a high school diploma or GED and be committed to furthering their education.
 - (b) AACS Head Start employees must have successfully completed their introductory period with the following exceptions; staff enrolled in an -IECE program or working toward a CDA or CDA renewal.
 - (c) AACS Head Start employees must be a regular, full-time or part time employee (not temporary).
 - (d) AACS Head Start employees on probation are not eligible for tuition assistance.

- (2) Application Process:
 - (a) AACS Head Start employees must submit a complete College Tuition Request Form within the prescribed timelines for each semester in order to be considered for tuition assistance.
 - (b) Before approval of additional college hours, enrollees continuing in the tuition program must have on file in our office a copy of grades for all past course work and/or a copy of transcript of college work dated within one year.
 - (c) Priorities for approval of complete application will be determined based on program needs and requirements that shall be outlined in the procedure for application for tuition assistance. [Revised October 2011]
 - (d) All enrollees must sign a contract for repayment of assistance received for tuition and books. [Revised October 2011]

- (3) College/Universities:

Institutions of higher education must be an accredited college or university approved by the agency. State sponsored colleges or universities will be approved. Private institutions may be submitted for approval.

- (4) Limited Funding:

As with any and all agency compensation and increment provisions, this policy is only applicable subject to the availability of funds. Should requisite available funding not be available within any Head Start/Child Care/Child Development budget (program account), no tuition assistance will be allowed.

Purpose of this Section:

The AACS/Head Start and related child development programs deem it in the interest of children/families served and the agency to promote and reward the advancement of educational attainment and professional credentialing of its child development staff.

Procedure:

- (1) Incentive compensation may be awarded for education, family services, and coordinating staff for each level of educational attainment and/or recognized professional certification earned while employed in any of the agency's child development programs— Head Start and/or child care/child development centers.
 - (a) The recognized degrees covered in this provision are: Family Service Associate (FSA); "Associate" (AA) degree; Bachelor's (BA or BS) degrees; or Master's Degree (MA or MS) in the area for which the employee is currently employed by the agency. Determination whether a particular degree is "in area," and therefore eligible for an increment, shall be the decision of the Executive Director upon recommendation from the Head Start Director. *(Revised December 2001)*
 - (b) Covered employees only (as noted above) may receive a one-step increase for each degree earned while employed in the agency. Covered employees working toward college degree "in area" may receive a half-step increase for completion of thirty (30) college hours and may receive a one-step increase upon the satisfactory completion of sixty (60) semester hours at an accredited/approved college or university. Employees may not earn more than three and one-half steps-in-grade over their total period of employment with the agency. *(Revised February 2001)*

The following staff may qualify for an advance in a specified grade.

- Lead Teachers with certification in early childhood in accordance with requirements of the Kentucky Department of Education.
- Lead Teachers with an Associate Degree in Early Childhood Education.
- Family Advocates with a degree in Social Work or in a related human services field.

Staff receiving advance in grade shall not be eligible for additional incentive compensation for degrees earned. *(Added February 2001)*

- (2) Teacher assistants/associates or early care associates may also earn additional step-in-grade increments in pay upon receipt of a C.D.A. credential or another recognized degree (as specified in (1)(a) above). *[Revised August 2004]*
- (3) The incentive provisions apply equally to all Head Start and child care personnel unless precluded by other agreements or conditions.
- (4) As with any/all agency compensation and increment provisions, this policy is only applicable subject to the availability of funds. Should requisite available funding not be available within any Head Start/Child Care/Child Development budget (program account), no salary incentive award can be allowed.
- (5) New employees for covered positions who already have attained specified degrees may receive additional steps or advance in grade for starting salary as appropriate and upon presentation of required documentation. *[Added February 2001]*
- (6) Incentive compensation increases shall not be awarded until all required information (transcripts, certifications, etc.) has been received by the agency and approved by the Executive Director.
- (7) Whether salary incentives funding is available or not, all staff are encouraged to upgrade their educational attainment and professional qualifications.

**YEARS OF EXPERIENCE COMPENSATION FOR
HEAD START/CHILD DEVELOPMENT STAFF**

(Added October 1995)

SECTION: 13.10

Page 1 of 1

Purpose of this Section (*New Section Added October 17, 1995, Owensboro*):

Audubon Area Head Start and related child development programs deem it essential to retain qualified and experienced staff in its child development programs. In order to encourage and retain staff in the competitive work environment with public schools and other agencies, years of experience compensation will be provided to staff to ensure quality and excellence in our program.

Procedure:

- (1) “Years of Experience Compensation” may be awarded to each regular Head Start/Child Development staff upon the third year anniversary of employment or each third anniversary of the previous increment awarded for years of experience.
 - (a) Years of experience shall be based on the number of full calendar years of continuous employment with AACCS between the date of hire and August 1st of the fiscal year in which payment will be made.
 - (b) The Years of Experience Compensation shall be awarded in a *one-time lump sum payment* based on the staff’s projected annual salary as of August 1 of the fiscal year in which the payment is to be made. (Revised August 2012)
 - (c) Lump sum payment will be made on or before the last pay period in September. (Revised August 2012)
 - (d) Lump-sum Years of Experience Compensation may be made only on each third year anniversary as described in (a) above.
- (2) As with any and all agency compensation increment provisions, the policy is only applicable subject to the availability of funds. Should the requisite funding not be available within any Head Start/ChildCare/Child Development program accounts/budgets, no salary incentive award will be allowed.
- (3) Years of Experience Compensation, in one-lump sum payments, shall not be awarded until all required forms and information have been received and approved by the Chief Executive Officer.

**COST OF LIVING ADJUSTMENT (COLA)
COMPENSATION FOR HEAD START**
(Revised August 2012)

SECTION: 13.11
PAGE 1 OF 1

Purpose of this Section:

Audubon Area Head Start and related Child Development Programs deem it necessary to set forth procedures in instances in which a required COLA is awarded after the beginning of the Head Start fiscal year.

Procedures:

- (1) When a Head Start COLA is awarded after the beginning of the fiscal year, the COLA incentive will be provided in a lump sum payment. Calculations will be based on actual hours worked between the period from the beginning of the fiscal year and the effective date of payment.
- (2) COLA compensation in excess of the standard annual increments may be paid in quarterly lump sum payments.

CHILD SAFETY

[Rewritten August 2006]

SECTION: 13.12

Page: 1 of 2

Purpose of this Section:

Safety is defined as the condition of being safe from undergoing or causing hurt, injury, or loss. Under this policy, it is *unsafe* to leave a child or children unattended for *any* length of time. It is the duty, as an AACS/Head Start employee to assure that no child will be left alone at any time, for any length of time. Every child will be accounted for while in the Agency's care.

Procedure (Child Safety):

- (1) Employees permitting, condoning, or failing to report any child being left unattended for any length of time for any reason are subject to disciplinary action up to and including termination from the AACS/Head Start employment.
- (2) When a report is made that a child was left unattended the following steps will be taken:
 - a. The immediate supervisor in consultation with Human Resources will investigate the incident.
 - b. The employee(s) responsible for the unattended child will be given the option to take an unpaid suspension or to remain on the job without any classroom duties and no children will be left in their care. The employee(s) will not be allowed to return to the classroom or be responsible for any children until the investigation is complete.
 - c. If the incident is found to be of a severe nature the employee(s) will be immediately terminated.
 - d. If the incident is not found to be severe the employee(s) will be allowed to return to regular duties, but will be subject to disciplinary action up to and including termination.
- (3) Any violation of this policy is grounds for immediate dismissal from AACS/Head Start employment. AACS reserves the right to implement this policy using its discretion, taking into consideration mitigating factors in any situation, including but not limited to the degree of threat of potential harm to the child/children left unattended and the circumstances surrounding the conduct resulting in the incident.

- (4) Report Suspected Child Abuse or Neglect [Added June 2010]
- a) In accordance with Kentucky Revised Statutes, KRS 620.030, it is the responsibility of any person and therefore any employee who knows or has reasonable cause to believe that a child is neglected or abused to immediately report such suspected child abuse or neglect to the child protection hotline at 1-800-752-6200, to their county's Department of Community Based Services, and/or to local law enforcement.
 - b) Any person who intentionally violates the provisions on reporting, as required by KRS 620.030, shall be subject to penalty for failure to report in accordance with KRS 620.990(1) which states that such person shall be guilty of a Class B misdemeanor which carries a penalty of up to 90 days in jail and/or a fine of up to \$250.
 - c) Any employee making a report of suspected child abuse or neglect shall *also* notify their immediate supervisor. In the event that the immediate supervisor is the subject of such reporting, the employee shall notify the next highest supervisor in line of authority. No employee shall be deprived of notifying the Chief Executive Officer directly. The agency will neither threaten nor take any action against the reporting employee as a reprisal for making a good-faith report.

If applicable, any occurrence that is substantiated by the Department of Family and Children will result in immediate termination.

COMMUNICATION IN MULTILINGUAL ENVIRONMENT

[Section Added December 2010]

SECTION: 13.13

Page: 1 of 1

Purpose of this Section:

In accordance with the Head Start Performance Standard (1304.21), AACS Head Start will respectfully honor and preserve the home language of every child and family that we enroll while expanding their knowledge of English and their ability to participate fully in the community. Staff will make every effort to communicate clearly with children, families and other staff in a multilingual environment.

Procedure:

- (1) Communicate with children to support their home language while facilitating the acquisition and continued development of English, and
- (2) Communicate with parents in their preferred language, using interpretation if necessary, and
- (3) Communicate with all staff and community members through a common language with interpretation if necessary. Staff should not exclude monolingual staff from conversations regarding provision of services to family and children.
 - a) To provide for the children's safety and compliance with all performance standards and policies and procedures, business communication should include all staff members present, and therefore, should be carried out in a language common to all staff members present.
 - b) In emergency situations, staff shall use all necessary languages for the safety of everyone involved.
 - c) Monolingual staff members must not be excluded from conversations related to provision of services for children and families. Interpretation may be necessary if a monolingual staff member does not speak the language being used.
 - d) Some staff and child interactions will not necessarily involve all staff; therefore, these conversations do not require interpretation.
 - e) Documentation in child and family records should be written in a common language, usually English, in order to insure that all staff and reviewers can understand the records. Staff will assist each other to document in English as needed.
 - f) In group (two or more) all work related communication shall be conducted in a common language, usually English (either oral or written), in order to facilitate exchange of ideas, clarify instructions, and ensure proper supervision.

Other Provisions

Bilingual staff members are highly valued and are compensated for their ability to serve in both languages. Bilingual staff will serve as impromptu interpreters for staff, children and parents when necessary.

Staff may conduct private conversations in any language; however, these non-business conversations should be reserved for times when not engaged in providing services to the children or parents.

Staff should extend the courtesy of speaking in a language common to all present when it is possible.

Purpose of this Section:

Audubon Area Head Start encourages parents, community volunteers and others who have legitimate interests pertaining to the Head Start program to visit our centers and classrooms. We make every effort to welcome visitors into our program.

Procedure:

Where Audubon Area Head Start is blended with the school system and when there is a specific policy of the school system Audubon Area Head Start will adhere to the school system policy and procedure. References pertaining to AACS visitor's policy see Section 11.7.

Visitors to Centers:

- (1) **Local Citizens:** We encourage all persons who have legitimate interests pertaining to the Head Start program to visit our centers. To ensure staff is aware of a visitor's presence, all visitors must "check in" to the supervisor/designee upon entering the center and identify themselves as well as declare their purpose for the visit.
- (2) **Registrants:** No registrant, as defined in KRS 17.500, nor any person residing outside of Kentucky who would be required to register under KRS 17.510 if the person resided in Kentucky, shall be on clearly defined grounds of a Head Start center, except with the advance written permission of the Local Area Manager, Administrative Team Manager or Head Start Director that has been given after full disclosure of the person's status under KRS 17.510 as a registrant or sex offender from another state and all registrant information as required in KRS 17.500.

A registrant is defined as:

- a) Any person eighteen (18) years of age or older at the time of the offense or any youthful offender, as defined in KRS 600.020, who has committed:
 - (i) A sex crime; or
 - (ii) A criminal offense against a victim who is a minor; or
- b) Any person required to register under KRS 17.510; or
- c) Any sexually violent predator; or
- d) Any person whose sexual offense has been diverted pursuant to KRS 533.250, until the diversionary period is successfully completed.

A registrant who is the parent/legal guardian, or person designated by the parent/legal guardian to have access to a student, must request and receive prior permission from the Local Area Manager to come onto the premises of the Head Start center for the following reasons:

- To pick up or drop off their child each day.
- To pick up the child who is injured or ill.

HEAD START VISITORS POLICY

SECTION 13.14

Page 2 of 2

- To confer with Head Start staff concerning programmatic issues involving the child, including matters required by federal or state law.
- To attend a center activity, including parent meetings or programs in which the child is participating.

Depending on the facts of the particular request, the Local Area Manager's response options may include, but are not limited to the following:

- Requiring the registrant to provide additional information needed;
- Specifying check-in and check-out requirements;
- Requiring the registrant to be directly supervised by an individual designated by the Local Area Manager while on the premises of the center;
- Restricting the registrant to a designated location on the premises of the center;
- Limiting the time the registrant will be permitted to be on the premises of the center; and
- Denying the request to come to the premises of the center.

The Local Area Manager shall notify the Head Start Director/designee of each request from a registrant and the response made to the registrant. If questions arise about a request, the Local Area Manager shall consult with the Head Start Director/designee concerning requests from registrants, and the Head Start Director/designee may seek further advice from the Audubon Area Community Services, Inc. Attorney.

For all other reasons and for all individuals making a request other than parent/legal guardian/designee, the Local Area Manager shall consult the Head Start Director/designee before making a final determination.

- (3) **Visitors:** Professionals and other citizens who are from other communities who wish to observe at the centers and/or classrooms are welcome. Arrangements for such visits must be made in advance with the Head Start Director/designee. No salespersons or peddlers shall come onto the premises of the center without prior approval of the Head Start Director/designee.
- (4) **Conduct:** All visitors to the schools must conduct themselves so as not to interfere with the daily operation of the program.
- (5) **Accommodation:** Visitors with disabilities may request an accommodation.

References:

KRS 17.500; KRS 17.510, KRS 600.020; KRS 533.250, Kentucky Division of Licensing Child Care Standards. Section 504 of the Rehabilitation Act of 1973.

FAMILY PRESERVATION/REUNIFICATION COURSE TUITION

(SECTION 14.1)

Grants for College and Graduate Tuition14.1

Purpose of this Section:

To provide grants for tuition to staff to further their education to become more self-reliant and better serve Audubon Area Family Preservation/Reunification Programs. Tuition for continuing education is subject to the availability of funds.

Procedure:

(1) Eligibility for Grants:

- (a) Staff must have a BA or BS and be committed to furthering their education.
- (b) Staff must have worked for the AACS FPP/FRP for more than one year and must not currently be on a “conditional appointment or disciplinary report.”
- (c) Staff must be a regular full-time employee (not temporary or part-time).

(2) Procedure for Attendance:

- (a) New enrollees must contact the FPP Director two (2) weeks prior to registration about their intention to enroll in class and the type of classes to be taken.
- (b) Before approval of additional college or graduate hours, enrollees continuing in the tuition program must have on file in our office a copy of grades for all past course work and/or a copy of transcript of college work dated within one year.
- (c) Approval will be granted for college hours only if degree program is “in field” based on current job responsibilities as determined by the FPP Director.
- (d) All enrollees must sign a contract for repayment of grant fees for tuition, if they should drop the course or resign employment within one year of completion on course work.
- (e) Enrollees failing to maintain a “C” average will be responsible for repayment of the tuition cost and may be ineligible for future grant tuition.
- (f) Enrollees are responsible for other incurred cost, e.g., books, fees, transportation and supplies.
- (g) The Executive Director or his/her designee will approve participation and send the employee a letter authorizing AACS payment.

- (h) Enrollees must register for class.
- (i) If at anytime, the employee cannot perform his/her responsibilities for the FPP/FRP programs, they may be required to drop the class(es), reimburse the agency any percentage that is returned to the employee from the college and may jeopardize any future approval for grants. The employee's duties to the programs are and always will be the number one priority of this agency and anything conflicting with these duties will have to be eliminated.

(3) Location of College:

In order to assist more employees the opportunity to attend college, community college locations will take precedent over another institution. Maximum tuition fees payable will be that of a state college or university in Kentucky. Attendance at a private institution may be approved; however, the agency will only pay fees equivalent to state tuition.

(4) Hours of Attendance:

Release time will *not* be granted to attend college.

(5) Number of Hours:

If funds are available, a maximum of six (6) semester hours per person will be approved for summer sessions. A maximum of nine (9) semester hours will be approved during Fall and Spring sessions. If funds are limited, the following criteria will be used in approving awards:

- (a) Earliest requests will receive priority.
- (b) Semester hours may be reduced or denied on late requests.
- (c) All requests might be reduced to three (3) hours maximum per semester per person.

6. Grades:

At the completion of each course, grades must be sent to Audubon Area Community Services, Inc. and placed in employee's personnel file.

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Statement of Confidentiality

Audubon Area Community Services, Inc.

STATEMENT OF CONFIDENTIALITY

The success of Audubon Area Community Services, Inc. (AACS) depends to a substantial extent upon the degree of confidentiality. For some, coming to an agency such as the AACS can be a very frightening experience, especially when clients may be concerned that friends or neighbors may find out they are seeking assistance. It is essential that every one affiliated with the AACS (employees, board members, students, and volunteers) have a commitment to confidentiality. This involves respecting the clients right to privacy and creating a level of trust so clients may receive effective services through open discussions and dialogue. The policy on confidentiality, as set forth below, will be adhered to:

- 1) **DO NOT** disclose to anyone, the name or identity of clients unless it is necessary for the purposes of providing services. Take particular caution of disclosure to family, friends, or other agencies.
- 2) **DO NOT** discuss a client's situation with non-staff persons. This includes telephone calls or messages from clients; be especially careful about discussing a client or their situation openly in front of others.
- 3) **DO NOT** leave telephone messages or notes regarding client phone calls lying around in an open area. All messages should be processed and held in strict confidence.
- 4) **DO NOT** release client information to outside inquirers without appropriate verification of callers.
- 5) **DO** be aware of your surroundings when discussing a client or using client's name. Keep all client records and/or documentation secured to the extent possible.
- 6) **DO** handle inquires from outsiders regarding clients or co-workers in the appropriate manner, i.e., refer inquires to the Executive Director or supervisory level staff. This includes verification of employment of past and current co-workers/employees, as well as verification of services to clients.

I understand and hereby agree to hold all information obtained in the course of employment with the AACS, Inc., in the strictest confidence. My signature implies that I respect the privacy of clients, the Agency, and its employees, and will not inappropriately discuss or disclose any information regarding client cases to which I have been assigned, and/or have access to. I will also abide by the confidentiality requirements set forth herein. I agree to deliver promptly to the AACS at the termination of my employment, or any other time at AACS's request, without retaining any copies, all documents and other material in my possession relating, directly, and indirectly, to any confidential information.

Employee Signature

Date

PRINCIPLES OF ETHICAL CONDUCT

PRINCIPLES OF ETHICAL CONDUCT

Introduction

The purpose of the following Policy Statement is to enable Audubon Area Community Services, Inc. employees to understand and comply with Agency policies relating to employee conduct. It should provide a useful guide to employees in their day-to-day business activities.

Many of the legal requirements that the policies cover are complex, so this guide is not intended to make employees “expert” in each respective area, nor is it expected to provide all the answers one needs to determine what is proper and what is not in every instance. For the most part, this guide is designed primarily to alert employees to *potential* problems they may face and enable them to recognize when they should obtain guidance from management before taking action that may have an adverse legal impact upon them and the Agency.

Employees should always bear in mind that many potential difficulties usually can be avoided or minimized if management advice is sought at the outset of certain dealings, rather than after a matter of questionable ethical or legal judgment has occurred.

Audubon Area Community Services, Inc. was organized as a private, non-profit agency. Since its inception, it has functioned as a federal and state grantor agency, providing the sponsorship for a variety of federal and federal-state programs. Thus, the agency can rightly subscribe to the appropriate federal standards of ethics and employee conduct. The agency is also included in the Kentucky Revised Statutes as a “Special District” of the Commonwealth of Kentucky, and subject as a Kentucky corporation and by virtue of its Special District status to the laws and regulatory requirements of the Commonwealth of Kentucky. The Agency hereby subscribes to all pertinent statutes, ethical requirements and conflict of interest provisions of the Commonwealth.

On April 12, 1989, President Bush has issued an Executive Order entitled “Principles of Ethical Conduct for Government Officers and Employees.” The order was published in the April 14, 1989, Federal Register. The Agency feels that President Bush’s Executive Order provides an excellent summary of what is proper and what is not for all government employees and “funded” employees such as those employed by this Agency. Therefore, that Executive Order is the basic premise underlying the AACS Policy Statement on Ethics and Employee Conduct:

EXECUTIVE ORDER 12674

(Part I, Section 101, adapted for Audubon Area Community Services, Inc. usage)

Principles of Ethical Conduct. To ensure that every citizen can have complete confidence in the integrity of agencies funded by the Federal Government, each funded-agency employee shall respect and adhere to the fundamental principles of ethical service as promulgated under this order:

- (a) Public service is a public trust, requiring employees to place loyalty to the Constitution, the laws, and ethical interest above private gain.
- (b) Employees shall not hold financial interests that conflict with the conscientious performance of duty.
- (c) Employees shall not engage in financial transactions using non public Agency or Government information or allow the improper use of such information to further any private interest.
- (d) An employee shall not, except pursuant to such reasonable exceptions as are provided by this Policy Statement or the approval of the Agency’s executive director, solicit or accept any gift or item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by the employee’s funded activity, or whose interests may be substantially affected by the performance or nonperformance of the employee’s duties.

- (e) Employees shall put forth honest effort in the performance of their duties.
- (f) Employees shall make no unauthorized commitments or promises of any kind purporting to bind the Agency or its grantors.
- (g) Employees shall not use their “public” office for private gain.
- (h) Employees shall act impartially and not give preferential treatment to any private organization or individual.
- (I) Employees shall protect and conserve Agency and grantor-held property and shall not use it for other than authorized activities.
- (j) Employees shall not engage in outside employment or activities, including seeking or negotiating for employment, that conflict with their official Agency duties and responsibilities.
- (k) Employees shall disclose waste, fraud, abuse and corruption to the Agency’s executive director, who shall investigate and handle such acts as may be substantiated according to law and agency policy.
- (l) Employees shall satisfy in good faith their obligation as citizens, including all just financial obligations, especially those--such as Federal, state, or local taxes -- that are imposed by law.
- (m) Employees shall adhere to all laws and regulations that provide equal opportunity for all Americans regardless of race, color religion, sex, national origin, age or disability.
- (n) Employees shall endeavor to avoid any actions creating the appearance that they are violating the law or the ethical standards promulgated pursuant to this Policy Statement.

Additional Prevailing Local Standards of Conduct. Various local governments have also seen fit to prescribe that their employees should also be aware of the *moral* responsibilities which must be accepted as employees and citizens of those jurisdictions. As citizens of those political jurisdictions, it would appear appropriate that the Audubon Area Community Services, Inc. and its employees adopt those codes of conduct as well. Therefore, each Agency employee should strive to:

- (a) Demonstrate loyalty to the highest moral principles, and put loyalty to the Agency above loyalty to persons or Agency departments.
- (b) Give to their performance their most earnest effort and thought; seek to find and use more efficient, effective and economical ways of getting tasks and services accomplished.
- (c) Avoid hazardous or disorderly conduct during the performance of Agency duties, regardless whether it involves agency facilities and equipment.
- (d) Avoid excessive absence and habitual tardiness.
- (e) Refrain from failure to carry out assigned work satisfactorily or showing insubordination.
- (f) And NEVER:
 - (1) Carry firearms on duty;
 - (2) Carry, use or dispense alcoholic beverages on Agency premises or Agency time -- or report to work under the influence of liquor or drugs;
 - (3) Gamble on Agency premises; and

- (4) Destroy or misuse Agency/Government property; remove Agency material or equipment without permission; or steal or abuse another employee's property.

According to the prevailing local standards, violations of the above common sense standards for on-the-job behavior typically result in severe disciplinary action up to and including termination.

GENERAL POLICY STATEMENT

Agency Policy

The purpose of this general policy statement is to provide a broad ethical, framework for the conduct of all aspects of the activities of the Audubon Area Community Services, Inc. (hereafter called the "Agency") Good citizenship, respect for law and a respected name are valuable assets to the Agency and all its employees. A good reputation is good business. It helps to make our Agency a better place to work, attracts and retains loyal employees and enhances our position and performance in the local and human services community.

Because the Agency operates in a more complex and interrelated world than ever before, we must keep in mind the diverse expectations of our different constituencies -- AACS employees and Board members, our clientele, public officials -- including state and federal legislators, bankers, suppliers, other public interest groups and government agencies, and the community at large. Integrity in the conduct of all AACS business does and will benefit the Agency in every aspect of its relationships with these groups.

Therefore, it is the policy of the Agency that its employees shall be held to the highest ethical and moral standards and code of personal and professional conduct.

The AACS, Inc. ethics policy begins, but does not end, with strict observance of local, state and federal laws everywhere. The Agency is an entity created by law, but it also consists of all its employees. The Agency's reputation stems from each and every employee's conduct. Each AACS employee must adhere to and comply with the moral and ethical standards of our society in conducting Agency business. Individual corner-cutting to gain a possible temporary advantage does not ultimately serve our long-term Agency goals or expectations.

Set forth in this Statement of Policy are principles of business conduct to which each Agency employee is expected to adhere in order to assure that the Agency conducts itself in a manner consistent with its obligations to its Governing Board, its grantors designating government entities, and our local communities.

Loyalty to the Agency

The Agency expects all its employees to place the interests of the Agency ahead of their own personal financial interests. None of its employees should be subject, or even seem to be subject, to influences, interests or relationships which conflict with the best interests of the Agency. This means avoiding any activity which might compromise or have the appearance of compromising the Agency or any AACS, Inc. employee individually.

Compliance With Applicable Laws

The Agency expects employees to recognize their duty to our society above and beyond their obligation to the Agency and any personal financial interests. While we must strive vigorously to advance the cause and condition of the Agency and its clientele, we must at the same time do so in strict compliance with all laws and regulations applicable to our activities. No Agency employee should at any time take any action on behalf of the Agency which he/she knows, or should know, violates any applicable law or regulation. Agency employees should understand that the Agency's ethics and personal conduct policy is not limited to good faith compliance only with those laws and regulations which specifically relate to the Agency's respective funded programs, but extends to all applicable laws and regulations.

Observance of Moral and Ethical Standards of Society

The Agency expects its employees to forthrightly reveal the facts in any situation where their personal financial interests could conflict with those of the Agency.

The Agency expects all employees to live by the overriding moral and ethical standards of our society.

The long-term social and economic well-being of the Agency ultimately depends on respect and confidence in the manner in which all employees conduct the Agency's business. The Agency's success and integrity in the community are the best assurance that the Agency will receive the esteem vital to our continued growth, progress and service.

Conflict of Interest

Each employee is expected to avoid any activity, interest or association which interferes, might interfere or might have the appearance of interfering with the independent exercise of that employee's judgment in the Agency's best interests.

A conflict of interest exists when an employee's duty to give his/her undivided business loyalty to the Agency can be prejudiced by actual or potential personal benefit from another source. A conflict of interest is also present whenever an employee takes advantage of his/her position with the Agency for personal financial gain.

Disclosures of personal interests or other circumstances which might constitute a conflict of interest are to be reported promptly by employees to the executive director of the Agency who will hold the matter in confidence to the fullest extent possible under the circumstances, and in the event a conflict is found to be present, will arrange for resolution in a manner best suited to the interest of the Agency and the individual.

Common Sources of Conflicts

Some situations in which conflicts of interest may arise:

1. When an employee, a member of his household or immediate family has a commercial interest or other vested interest, and has a potential direct or indirect financial involvement with, or obligation to, any actual or potential supplier or client of the Agency, or a competing service provider which presents an imminent challenge to the Agency for the sponsorship of any existing or sought funded project.
2. When an employee conducts business on behalf of the Agency with a supplier or customer of which a relative by blood or marriage is a principal, officer or representative;
3. When an employee, a member of his household or any commercial interest in which he is involved, accepts gifts of more than token or nominal value from an actual or potential, supplier; or
4. When an employee misuses information obtained in the course of his/her employment with the Agency for personal gain or in any manner contrary to the best interests of the Agency.

This is not an exclusive listing.

Definitions

For these purposes, suppliers, include those providing not only goods but also services -- such as consultants, service bureaus and companies, financial institutions, lessors and realtors. Clients include not only those who regularly receive Agency services, but also those who can exercise a major influence on Agency operations, such as members

of affiliated community and advisory councils.

Specific Policy Applications

Without purporting to cover every conflict of interest that might occur, the following ground rules are specifically applicable to the particular circumstances described below:

1. An employee who owns, directly or beneficially, a significant financial interest in an actual or potential supplier of goods or services may not, without full disclosure and specific written clearance by the executive director of the Agency, be assigned to a position in which he can influence decisions with respect to business with such supplies or services.

Clearly included in this provision would be employees who conduct negotiations for suppliers' products or services; recommend, evaluate, test or approve such things; or participate in selection of, or arrangements with such suppliers.

2. *Gifts shall never be accepted from clients.* And accepting gifts of other than token or nominal value or unusual entertainment from an actual or potential competitors for the operation of Agency programs or suppliers is prohibited as well. Since most, if not all, presents or services would appear to be given to Agency employees because of their position, great care should be exercised in accepting them. The Agency expects its employees to refuse any gift if it would appear that he/she might be expected to reciprocate in turn with a favor or preferential treatment for the person offering the gift.

Items classified as advertising novelties which have wide circulation both within and without the Agency (calendars, paperweights, etc.) do not violate the policy against receiving gifts. Permitting a supplier's representative to pick up the check at a meal is not offensive so long as business was discussed at arm's length and there are absolutely no implications that there was any intention of subverting employee loyalty to the slightest degree.

3. No information obtained as a result of any employee's employment may be used for personal profit or as the basis for a "tip" to others unless such information has been made generally available to the public by the Agency. This is true whether or not direct injury to the Agency appears to be involved. The requirement embraces any situation in which undisclosed information may be used as the basis for inequitable bargaining with an outsider.

Use of Corporate Assets

The Agency reaffirms its longstanding policy of strict observance of all laws and of prohibiting actions which one knows or should know violate any applicable law or regulations. No employee will involve the Agency in illegal political contributions, slush funds, kick-backs or bribery. *These principles are not subject to waivers or exceptions.*

The Agency and its employees shall operate in compliance with all laws and regulations to which they are subject. Any questions as to the legality of any contemplated use of any Agency asset, including funds, property or equipment, shall be referred to the executive director of the Agency.

No payments or gifts to any political party or candidate, or their employees or representatives, shall be made or reimbursed from Agency assets. Neither shall any Agency property or equipment be made available to such political interests for the purpose of partisan political use. Any and all requests for the use of Agency facilities or equipment by political parties or candidates shall be referred to the executive director of the Agency.

No payment or gifts shall be made or offered by or on behalf of Agency employees or agents to any person employed by or acting on behalf of any political party or candidate for the purpose of influencing official action or inaction affecting business with the Agency or any other concern.

Independent Compliance and Financial Audit

All Agency assets (including all cash accounts) and liabilities and revenues and expenses shall be properly recorded in the books of the appropriate Agency unit and included in its regular financial statements. The records supporting them shall be made fully available for audit by the Agency's financial administrator and outside independent auditors.

All Agency transactions are to be properly reflected on the financial books and records in such a manner as to permit the preparation of financial statements in conformity with generally accepted accounting principles or other criteria applicable to such statement; the Agency's financial books and records are to reflect transactions in conformity with accepted methods of recording economic events; and misrepresentation, concealment, falsification, circumvention, and other deliberate acts resulting in inaccurate financial books and records will not be tolerated and shall subject the offender to disciplinary action. However, transaction of a confidential (but proper) nature may be described in a general way provided full details are known by the respective project director and made available to the Agency's executive director, financial administrator and outside independent auditor.

The above projects pertaining to both payments and record keeping generally reflect federal and/or state laws which are enforceable by criminal sanctions against both the Agency and the individual involved in the prohibited transaction.

All Agency project managers shall be responsible for the enforcement of and compliance with the policy including necessary distribution to ensure employees' knowledge and compliance.

Confidential Information and Creative Work as Assets

During the course of their employment, employees may have access to certain proprietary information belonging to the Agency. In consideration of their employment and in consideration of the compensation and other benefits that one receives as an employee, they are required to keep confidential and not disclose or use either during or subsequent to your employment any proprietary or confidential information of the Agency, except as required in your employment or as authorized in writing.

All creative work and ideas developed in the performance of ones duties, whether made by them alone or jointly with others, in the course of their employment relating to the business of the Agency or which results from tasks specifically assigned to you **are to be assigned to the Agency** either during or subsequent to your employment.

Equal Employment Opportunity

The Agency requires all employees to adhere carefully to its Equal Employment Policy. The Agency's policy and objective is to treat all applicants for employment and all employees in every aspect and condition of their employment without regard to race, color, religion, national origin, age, sex, certified disabled condition, which does not prohibit an employee from performing the functions of the employee's job.

This policy applies to, but is not limited to, recruitment, hiring, promotion, assignment and transfer, compensation, benefits, training and education, participation in Agency sponsored programs, social and recreation activities and use of Agency facilities, and all other employment and personnel actions in all job categories and on all levels. All employees are expected to actively support the Agency's policy and to assure that all actions and decisions taken by you and your subordinates are consistent with and in furtherance of this policy. Violation of this policy can result in legal action and other remedial processes against the Agency and in criticism and embarrassment to the Agency.

Political Activity

It is unlawful for this Agency to contribute money, goods or services to the campaign of any candidate for federal office and state or local offices.

Of course, the Agency recognizes the right of and encourages all its employees of all political persuasions to exercise

their **individual rights as citizens** to vote and participate in national, state and local political processes. The Agency will not attempt to influence such individual activity. However, while individual participation in the political process and in campaign contributions is proper and is encouraged by the Agency, *an employee's contribution must not be made or even appear to be made, with the Agency's funds, or be reimbursed from the Agency's funds.* In addition, an employee's selection of a candidate or of a party should not be, or seem to be, coerced by the Agency. Failure to abide by the Agency's policy regarding political activity will subject an offender to severe disciplinary actions.

General Inquiry

Any employee who has any questions regarding this policy, including the definition of any of its terms, should discuss the matter with his/her project director or, if appropriate, with the executive director of this Agency.

The Agency stands ready at all times to consult with you concerning questions you may have about the foregoing information or requests for interpretation of the ethics and business conduct policy. Please do not hesitate to contact the executive director or your project director for advice or counsel.

AACS BOARD OF DIRECTORS

August, 1989

AUDUBON AREA COMMUNITY SERVICES, INC.

PRINCIPLES OF ETHICAL CONDUCT

Executive Order 12674 entitled, "Principles of Ethical Conduct for Government Officers and Employees," was issued April 12, 1989. That Executive Order, is the basic premise underlying the AACCS policy on ethics and employee conduct:

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(Part I, Section 101, adapted for Audubon Area Community Services, Inc. usage)

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- (k) Employees shall disclose waste, fraud, abuse, and corruption to the Agency's executive director, who shall investigate and handle such acts as may be substantiated according to law and Agency policy.
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Additional Prevailing Local Standards of Conduct. Each Agency employee should strive to:

- (a) Demonstrate loyalty to the highest moral principles, and put loyalty to the Agency above loyalty to persons or Agency departments.
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- (c) Avoid hazardous or disorderly conduct during the performance of Agency duties, regardless whether it involves agency facilities and equipment.
- (d) Avoid excessive absence or habitual tardiness.
- (e) Refrain from failure to carry out assigned work satisfactorily or showing insubordination.
- (f) And NEVER:
 - (1) Carry firearms on duty;
 - (2) Carry, use or dispense alcoholic beverages or drugs on Agency premises or Agency time - or report to work under the influence of liquor or drugs;
 - (3) Gamble on Agency premises; and
 - (4) Destroy or misuse Agency/Government property; remove Agency material or equipment without permission; or steal or abuse another employee's property.

Signature: _____

Date: _____

Kentucky Section 5309/5311/5339 Sub-recipient and

Audubon Area Community Services, Inc.

Drug and Alcohol Policy

Effective as of 04/16/2019

Adopted by: *Joanne T. Kendall*

Date Adopted: 04/16/2019

Last Revised: 04/16/2019

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I. Purpose of Policy

This policy complies with 49 CFR Part 655, as amended and 49 CFR Part 40, as amended. Copies of Parts 655 and 40 are available in the drug and alcohol program manager's (DAPM) office and can be found on the internet at the Federal Transit Administration (FTA) Drug and Alcohol Program website <http://transit-safety.fta.dot.gov/DrugAndAlcohol/>.

All covered employees are required to submit to drug and alcohol tests **and sign the acknowledgement form, see attachment C**, as a condition of employment in accordance with 49 CFR Part 655 **and Audubon Area**.

Portions of this policy are not FTA-mandated, but reflect Kentucky Section 5309/5311/5339 Sub-recipient's **and Audubon Area's** policy. These additional provisions are identified by **bold text**.

In addition, DOT has published 49 CFR Part 32, implementing the Drug-Free Workplace Act of 1988, which requires the establishment of drug-free workplace policies and the reporting of certain drug-related offenses to the FTA.

The unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited in the covered workplace. An employee who is convicted of any criminal drug statute for a violation occurring in the workplace shall notify the Drug and Alcohol Program Manager **or the Chief Human Resources Officer** (See Attachment B) no later than five days after such conviction.

Any policy adopted by Audubon Area Community Services regarding drug abuse and/or alcohol misuse by a Federal Transit Administration (FTA) defined safety-sensitive employee, will not contradict this Policy. The Kentucky Section 5309/5311/5339 Sub-recipient Drug and Alcohol Policy supersedes all other Audubon Area Community Services drug policy when addressing drug abuse and/or alcohol misuse for Federal Transit Administration (FTA) defined safety-sensitive employees of this Agency requiring a USDOT/FTA test. The USDOT/FTA tests shall follow all applicable regulations. Any test required by Audubon Area Community Services for an employee who is not FTA defined safety-sensitive or any test conducted outside the scope of USDOT/FTA regulations, will be conducted as a Non-DOT test under the authority of this Agency.

2. Covered Employees

This policy applies to every person, including an applicant or transferee, who performs or will perform a "safety-sensitive function" as defined in Part 655, section 655.4.

You are a covered employee if you perform any of the following:

- Operating a revenue service vehicle, in or out of revenue service
- Operating a non-revenue vehicle requiring a commercial driver's license
- Controlling movement or dispatch of a revenue service vehicle
- Maintaining (including repairs, overhaul and rebuilding) of a revenue service vehicle or equipment used in revenue service

- Carrying a firearm for security purposes

See Attachment A for a list of covered positions by job title.

3. Prohibited Behavior

Use of illegal drugs is prohibited at all times. All covered employees are prohibited from reporting for duty or remaining on duty any time there is a quantifiable presence of a prohibited drug in the body at or above the minimum thresholds defined in Part 40. Prohibited drugs include:

- marijuana
- cocaine
- phencyclidine (PCP)
- opioids
- amphetamines

All covered employees are prohibited from performing or continuing to perform safety-sensitive functions while having an alcohol concentration of 0.04 or greater.

All covered employees are prohibited from consuming alcohol while performing safety-sensitive job functions or while on-call to perform safety-sensitive job functions. If an on-call employee has consumed alcohol, they must acknowledge the use of alcohol at the time that they are called to report for duty. If the on-call employee claims the ability to perform his or her safety-sensitive function, he or she must take an alcohol test with a result of less than 0.02 prior to performance.

All covered employees are prohibited from consuming alcohol within four (4) hours prior to the performance of safety-sensitive job functions.

All covered employees are prohibited from consuming alcohol for eight (8) hours following involvement in an accident or until he or she submits to the post-accident drug and alcohol test, whichever occurs first.

4. Consequences for Violations

Following a positive drug or alcohol (BAC at or above 0.04) test result or test refusal, the employee will be immediately removed from safety-sensitive duty and referred to a Substance Abuse Professional.

Following a BAC of 0.02 or greater, but less than 0.04, the employee will be immediately removed from safety-sensitive duties for at least eight hours unless a retest results in the employee's alcohol concentration being less than 0.02.

Zero Tolerance

Per Kentucky Section 5309/5311/5339 Sub-recipient **and Audubon Area's** policy, any employee who tests positive for drugs or alcohol (BAC at or above 0.04) or refuses to test will be referred to a Substance Abuse Professional (SAP) **and terminated from employment.**

5. Circumstances for Testing

Pre-Employment Testing

A negative pre-employment drug test result is required before an employee can first perform safety-sensitive functions. If a pre-employment test is cancelled, the individual will be required to undergo another test and successfully pass with a verified negative result before performing safety-sensitive functions.

If a covered employee has not performed a safety-sensitive function for 90 or more consecutive calendar days, and has not been in the random testing pool during that time, the employee must take and pass a pre-employment test before he or she can return to a safety-sensitive function.

A covered employee or applicant who has previously failed or refused a DOT pre-employment drug and/or alcohol test must provide proof of having successfully completed a referral, evaluation, and treatment plan meeting DOT requirements.

Reasonable Suspicion Testing

All covered employees shall be subject to a drug and/or alcohol test when **Audubon Area employees and** Kentucky Section 5309/5311/5339 Sub-recipient has reasonable suspicion to believe that the covered employee has used a prohibited drug and/or engaged in alcohol misuse. A reasonable suspicion referral for testing will be made by a trained supervisor or other trained company official on the basis of specific, contemporaneous, articulable observations concerning the appearance, behavior, speech, or body odors of the covered employee.

Covered employees may be subject to reasonable suspicion drug testing any time while on duty. Covered employees may be subject to reasonable suspicion alcohol testing while the employee is performing safety-sensitive functions, just before the employee is to perform safety-sensitive functions, or just after the employee has ceased performing such functions.

Post-Accident Testing

Covered employees shall be subject to post-accident drug and alcohol testing under the following circumstances:

Fatal Accidents

As soon as practicable following an accident involving the loss of a human life, drug and alcohol tests will be conducted on each surviving covered employee operating the public transportation vehicle at the time of the accident. In addition, any other covered employee whose performance could have contributed to the accident **Audubon Area and**, as determined by Kentucky Section 5309/5311/5339 Sub-recipient, **will be** using the best information available at the time of the decision, will be tested.

Non-fatal Accidents

As soon as practicable following an accident not involving the loss of a human life, drug and alcohol tests will be conducted on each covered employee operating the public transportation vehicle at the time of the accident if at least one of the following conditions is met:

- (1) The accident results in injuries requiring immediate medical treatment away from the scene, unless the covered employee can be completely discounted as a contributing factor to the accident
- (2) One or more vehicles incurs disabling damage and must be towed away from the scene, unless the covered employee can be completely discounted as a contributing factor to the accident

In addition, any other covered employee whose performance could have contributed to the accident, as determined by Kentucky Section 5309/5311/5339 Sub-recipient **and Audubon Area will be** using the best information available at the time of the decision, will be tested.

A covered employee subject to post-accident testing must remain readily available, or it is considered a refusal to test. Nothing in this section shall be construed to require the delay of necessary medical attention for the injured following an accident or to prohibit a covered employee from leaving the scene of an accident for the period necessary to obtain assistance in responding to the accident or to obtain necessary emergency medical care.

Random Testing

Random drug and alcohol tests are unannounced and unpredictable, and the dates for administering random tests are spread reasonably throughout the calendar year. Random testing will be conducted at all times of the day when safety-sensitive functions are performed.

Testing rates will meet or exceed the minimum annual percentage rate set each year by the FTA administrator. The current year testing rates can be viewed online at www.transportation.gov/odapc/random-testing-rates.

The selection of employees for random drug and alcohol testing will be made by a scientifically valid method, such as a random number table or a computer-based random number generator. Under the selection process used, each covered employee will have an equal chance of being tested each time selections are made.

A covered employee may only be randomly tested for alcohol misuse while the employee is performing safety-sensitive functions, just before the employee is to perform safety-sensitive functions, or just after the employee has ceased performing such functions. A covered employee may be randomly tested for prohibited drug use anytime while on duty.

Each covered employee who is notified of selection for random drug or random alcohol testing must immediately proceed to the designated testing site.

Random Testing – End of Shift

Random testing may occur anytime an employee is on duty so long as the employee is notified prior to the end of the shift. Employees who provide advance, verifiable notice of scheduled medical or child care commitments will be random drug tested no later than three hours before the end of their shift and random alcohol tested no later than 30 minutes before the end of their shift. Verifiable documentation of a previously scheduled medical or child care commitment, for the period immediately following an employee's shift, must be provided at least **three hours** before the end of the shift.

6. Testing Procedures

All FTA drug and alcohol testing will be conducted in accordance with 49 CFR Part 40, as amended.

Dilute Urine Specimen

If there is a negative dilute test result, Kentucky Section 5309/5311/5339 Sub-recipient and Audubon Area will accept the test result and there will be no retest, unless the creatinine concentration of a negative dilute specimen was greater than or equal to 2 mg/dL, but less than or equal to 5 mg/dL.

Dilute negative results with a creatinine level greater than or equal to 2 mg/dL but less than or equal to 5 mg/dL require an immediate recollection under direct observation (see 49 CFR Part 40, section 40.67).

Split Specimen Test

In the event of a verified positive test result, or a verified adulterated or substituted result, the employee can request that the split specimen be tested at a second laboratory. Kentucky Section 5309/5311/5339 Sub-recipient **and Audubon Area** guarantees that the split specimen test will be conducted in a timely fashion. The employee will be responsible for the cost of the split specimen test.

7. Test Refusals

As a covered employee, you have refused to test if you:

- (1) Fail to appear for any test (except a pre-employment test) within a reasonable time, as determined by Kentucky Section 5309/5311/5339 Sub-recipient **and Audubon Area**.
- (2) Fail to remain at the testing site until the testing process is complete. An employee who leaves the testing site before the testing process commences for a pre-employment test has not refused to test.

- (3) Fail to attempt to provide a breath or urine specimen. An employee who does not provide a urine or breath specimen because he or she has left the testing site before the testing process commenced for a pre-employment test has not refused to test.
- (4) In the case of a directly-observed or monitored urine drug collection, fail to permit monitoring or observation of your provision of a specimen.
- (5) Fail to provide a sufficient quantity of urine or breath without a valid medical explanation.
- (6) Fail or decline to take a second test as directed by the collector or Kentucky Section 5309/5311/5339 Sub-recipient **and Audubon Area** for drug testing.
- (7) Fail to undergo a medical evaluation as required by the MRO or Kentucky Section 5309/5311/5339 Sub-recipient's and **Audubon Area's** Designated Employer Representative (DER).
- (8) Fail to cooperate with any part of the testing process.
- (9) Fail to follow an observer's instructions to raise and lower clothing and turn around during a directly-observed test.
- (10) Possess or wear a prosthetic or other device used to tamper with the collection process.
- (11) Admit to the adulteration or substitution of a specimen to the collector or MRO.
- (12) Refuse to sign the certification at Step 2 of the Alcohol Testing Form (ATF).
- (13) Fail to remain readily available following an accident.

As a covered employee, if the MRO reports that you have a verified adulterated or substituted test result, you have refused to take a drug test.

As a covered employee, if you refuse to take a drug and/or alcohol test, you incur the same consequences as testing positive and will be immediately removed from performing safety-sensitive functions, and referred to a SAP.

8. Contact Person

For questions about Kentucky Section 5309/5311/5339 Sub-recipient's **and Audubon Area's** anti-drug and alcohol misuse program, please see Attachment B for a list of contact persons.

Attachment A: Covered Positions

Below is a list of Safety Sensitive Positions

- Driver (I and II)
- Dispatchers (I and II) (including backups)
- Customer Service Representatives (I and II)
- Call Center Manager
- Financial Resources Manager
- Mobility Manager
- Safety and Security Manager
- Assistant Director of Transportation – Operations
- Assistant Director of Transportation - Administrative
- Transportation Director
- Garage Attendant
- Driver Trainer
- Fleet Maintenance Manager
- Vehicle Technician
- Assistant Vehicle Technician
- Operations Office Manager
- Program Assistant

Should any of the Code of Federal Register sections cited in the policy of procedures change Audubon Area will notify employees.

Attachment B: Contact Person(s)

Below is a list of the Drug and Alcohol Program Manager's (DAPM) name, contact #, email and the DER (if different)

Audubon Area's Chief Human Resources Officer, Transportation Director, and Assistant Director of Transportation are the person(s) that represent(s) Audubon Area Community Services, Inc as a contact for Drug and Alcohol Program employee inquiries. Questions about the drug and alcohol program may be addressed to the above individual(s) at the office location and telephone number:

Transportation Director

270-686-1619

Assistant Director of Transportation

270-686-1651

222 Saint Elizabeth St

Owensboro, Kentucky 42301

FAX: 270-684-8714

Chief Human Resources Officer

270-686-1646

1700 West 5th Street

Owensboro, Kentucky 42301

FAX: 270-686-1796

Records associated with Drug and Alcohol Testing Program will be maintained, separate from personnel files, in a locked cabinet located in a locked office.

Contact person(s) name, office location and telephone number shall be posted on bulletin board in all

Audubon Area locations that employ staff whose positions are classified as safety-sensitive.

Posting will also reflect any new contact persons for Audubon Area's Drug and Alcohol Program.

Attachment C: Acknowledgement Form

Audubon Area Community Services, Inc.

Acknowledgement of Employer's Drug and Alcohol Testing Policy

I acknowledge that I have received a copy of the anti-drug and alcohol misuse program policy mandated by the U.S. Department of Transportation (DOT), Federal Transit Administration (FTA) for all covered employees who perform a safety-sensitive function. I understand that compliance with all provisions contained in the policy is a condition of employment.

I further understand that the information contained in the policy dated April 16, 2019 is subject to change, and that any such changes or addendum, shall be disseminated in a manner consistent with the provisions of 49 CFR Part 655.

Print Name

Signature

Date

Guide to Performance Appraisal

PERFORMANCE EVALUATION AND DEVELOPMENT

Employee:	Position:	Appraisal Date:
m/Site:		<input type="checkbox"/> Annual <input type="checkbox"/> Introductory <input type="checkbox"/> Interim
Immediate Supervisor:		Report Period:
<p>INSTRUCTIONS: Using the rating system below, the supervisor will numerically rate: (1) performance against each goal/responsibility set and agreed upon by the supervisor and employee at the beginning of period covered by this report and (2) each of the general performance factors. A copy is to be given to the employee, a copy to his/her supervisor and the original retained for the personnel file.</p> <p>RATING SYSTEM: X=N/A (i.e. does not apply to this employee or employee is too new to evaluate), 0=Performance results do not meet standards of the position. Performance improvement required 1=Performance results meet the standards of the position.</p> <p>WEIGHTING POINTS: 0=N/A, 1=Lower Rank, 2=Middle Rank, 3=Higher Rank, 4=Critical Rank</p>		

I. PERFORMANCE EVALUATION

Rating: **JOB PERFORMANCE ELEMENTS** (zero ratings require comments)

#	Rate	Wgt	
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

Key Goals#	Comments

--	--

g: JOB PERFORMANCE ELEMENTS (zero ratings require comments)

#	Rate	1b General Elements
1.		COMMITMENT: Demonstrates support for the agency's mission, vision, and values.
2.		HEALTHY RELATIONSHIPS: Develops and maintains positive working relationships that evidence honesty, integrity, trustworthiness, and confidentiality.
3.		POSITIVE ATTITUDE: Helps create a work environment that is safe, supportive, enjoyable and productive.
4.		COMMUNICATION: Communicates openly and honestly with courage and consideration.
5.		LISTENING: Actively seeks to hear and understand other's thoughts and ideas.
6.		RESPECTFUL: Consistently values diversity and treats others with dignity and respect.
7.		DEPENDABLE: Demonstrates self-discipline and effective time management. Anticipates what needs to be done without being asked or reminded.
8.		PROFESSIONAL GROWTH: Takes advantage of training, education, and resources to keep knowledge and skills up-to-date.

#	Comments:

Rating: MANAGEMENT LEVEL PERFORMANCE ELEMENTS (zero ratings require comments)

#	Rate	1c Management Elements
1.		PLANNING: Demonstrates effective goal-setting, organization, implementation and evaluation.
2.		MANAGEMENT: Fosters team building through encouragement, support, and shared decision-making.
3.		COACHING: Encourages open contribution of ideas, opinions, and promotes individual growth.
4.		COLLABORATION: Actively participates in networking activities at the local, state, and/or national level.
5.		AFFIRMATIVE ACTION: Takes affirmative action in employing, promoting, advancing protected classes.

#	Comments:

II. PERFORMANCE IMPROVEMENT PLAN

Instructions: Complete during the Performance Evaluation Conference. List two growth objectives, target dates, procedures and activities (Examples: counseling, special project assignments, training seminars, presentations to management, orientation visits.), and evaluation methods.

Growth Objective 1:

Performance Evaluation Reference Item(s) #

Desired Outcome

Target Date _____

Procedures and Activities for Achieving Objective(s)

Evaluation Method:

___ Observations

___ Records

___ Interview

___ Other

Growth Objective 2:

Performance Evaluation Reference Item(s) #

Desired Outcome

Target Date _____

Procedures and Activities for Achieving Objective(s)

Evaluation Method:

___ Observations

___ Records

___ Interview

___ Other

III. CONFERENCE DOCUMENTATION

Signatures of Persons Conducting Evaluation

Position

Check one:

- "I have reviewed the Performance Appraisal and agree"
- "I have reviewed the Performance Appraisal and disagree" (He/She may write comments below or attach separately)
- "I have read the Performance Appraisal."

Signature of Employee (Evaluatee)

Date

IV. REACTION OF EMPLOYEE TO PERFORMANCE EVALUATION (Include discussion of differences between individual objectives and plans.):

V. APPROVALS

Program Director

Date

Executive Director

Date

AUDUBON AREA COMMUNITY SERVICES
EMPLOYEE PERFORMANCE APPRAISAL AND DEVELOPMENT SYSTEM

GUIDE TO PERFORMANCE APPRAISAL

Purpose

Audubon Area Community Services' Performance Appraisal and Development System provides a uniform system for evaluating the job performance of agency employees and identifying goals and objectives consistent with their needs as well as those of the agency. Performance appraisal must serve as a key factor in helping employees to improve their job performance and help prepare them for additional responsibilities and promotion opportunities that may arise. The system also identifies those poor performers who should be terminated, while providing documentation and support for that action.

Accuracy, objectivity, and conscientious consideration of all parties can result in a good performance appraisal. A clear, concise and logical recording of judgments is required. The Agency's evaluation system provides a convenient way to accomplish these goals through the use of it's PERFORMANCE APPRAISAL instrument. The form enables supervisors to systematically record his/her judgments of an employee's performance and to record employee feedback and mutually agreed follow-up objectives.

Responsibility

The performance appraisal's success results from the supervisor's concern for the employee; the supervisor's assessment skills; and the supervisor's skill in utilizing the interview to develop a plan to improve the employee's performance. No hard and fast rules are imposed. Each supervisor's good judgement is essential. The job quality exercised in completing the appraisal form and in conducting an effective appraisal interview will influence greatly the employee's attitude toward his/her job and the agency:

Job Description

Essential to the optimum performance of each employee is a current, relevant job description for their respective position. Job descriptions specify job title, hourly rate or salary, working hours, general job description, and certain specific duties. These must be

updated continually to ensure that the position description reflects accurately the current assigned duties and responsibilities of the employee.

Preparation

Prior to the performance appraisal discussion, the manager should ask the employee to prepare for the discussion by reviewing his/her prior agreed evaluation objectives and determining how well he/she met them. When there is such two-way, open communication--from defining objectives to preparing for the performance review--most employees will know how well they are or are not meeting their job expectations. The resulting performance appraisal discussion should be a fruitful one, with the manager developing a better understanding of the employee and the employee developing a feeling of worth and respect.

In order to conduct effective performance appraisals, managers need to understand and commit to:

- The agency's performance appraisal system.
- The importance of performance management to performance appraisal.
- The considerable time and effort needed for effective performance management.

All AACS managers need to know how to accomplish the following tasks:

- Asking questions that get relevant information and perceptions.
- Listening actively in a way that encourages two-way communication.
- Measuring the results of performance.
- Providing effective ongoing feedback.
- Documenting actual performance levels.

A pre-planning session is necessary to teach employees how their performance will be measured. Through the manager and employee discussing the method to be used--so that the employee understands it, chances are increased that the employee will meet the desired performance objectives. For example, when employees know their performance will be measured by the number of client complaints, their courtesy to clients or visitors to the agency will likely improve.

Utilize the EMPLOYEES NOTICE AND PREPARATION FOR PERFORMANCE REVIEW form and the GUIDELINES FOR PERFORMANCE OBJECTIVES to assist the employee in preparing for the performance appraisal interview.

Recognition

Few employees work at optimum potential when ignored. Most employees, however, flourish under supervision that includes positive reinforcement when work meets or exceeds expectations. In addition, most employees respond positively to constructive assistance in solving performance problems.

Evaluation Conference

The actual evaluation conference occurs in two segments: first an initial planning conference followed by an appraisal interview and second planning session for the next year.

Understanding the Importance

A performance appraisal system is important because:

- To be fully aware of each employee's achievement and provide management with a permanent record of it, you must evaluate.
- To grant each employee proper recognition for performance of their duties, you must evaluate.
- To establish employee satisfaction with their duties, you must evaluate.
- To grant an employee additional responsibility, you must evaluate.
- To advance an employee, you must evaluate.
- To ensure that an employee grows within the organization, you evaluate.

Documentation

The documentation of clear, specific objectives and most of the ongoing feedback is vital. Without documentation, faulty memories, which we all have, will lose or distort information needed to ensure proper follow-up. Thus, documentation provides managers with sufficient data for a fair and effective performance

appraisal. Documentation does not have to be complicated. A record of a managers's employee interactions can be kept on SIGNIFICANT INCIDENTS forms. Essentially, the content of all manager/employee performance interactions should be documented -- that is, written and dated. Documentation should include job responsibilities, specific objectives, positive behavior, and performance problems. Without documentation, the performance appraisal reverts to guesswork and becomes an ineffective management tool.

THE PERFORMANCE APPRAISAL FORM

A. Purpose of the Form

1. Provide unbiased record of employee's performance.
2. Provide agency-wide consistency in evaluation.
3. Serve as a planning guide for employee interviews to discuss their job responsibilities and performance.
4. Provide a uniform agency-wide method of evaluating employees for promotion.

B. Use of the Form

1. The form should be completed prior to the interview, using past performance, critical incidents, observations, etc. (This emphasizes the need for recording specific incidents so the appraisal is based on recorded facts rather than recollection.)
2. The form should not overly reflect or overemphasize recent incidents; consider the employee's performance for the total rating period as essential.
3. The GUIDELINES FOR PERFORMANCE OBJECTIVES form should be used as a guide to develop a relevant, thorough evaluation and plan for the next evaluation period.
4. The appraisal form should not be given to the employee during the interview. this may prevent the employee from becoming more concerned with the supervisor's assessment and comment, than with their needs and resources self-improvement.

THE PERFORMANCE APPRAISAL INTERVIEW

A. Purpose of the Interview

1. To assist employees in gaining a better understanding of their job responsibilities.
2. To motivate employees to achieve better performance.
3. To ensure employee's awareness of his/her value to the agency.
4. To recognize past performance (acceptable and unacceptable.)
5. To encourage the employee and supervisor to develop a mutually agreeable plan and timetable for improvement of performance.
6. To clarify when appropriate requirements for the employee's advancement or additional responsibility.

B. Supervisor's Interview Preparation

1. Give advance notice to the employee of the date and time of interview.
2. Arrange to conduct the interview in private, without phone or other interruptions.
3. Allow enough interview time for proper counseling.
4. Plan the interview, considering the employee's personal characteristics as well as the information in the completed appraisal form. Effective planning will enable you to organize your remarks more effectively for the interview.

C. Good Interviewing Techniques

1. Set a proper tone for the interview which will place the employee at ease.
2. Begin the appraisal interview by indicating to the employee that the interview's purpose is to benefit the employee and that the employee's efforts are being recognized.
3. Begin the interview on a positive note, e.g. discussing the employee's good points, accomplishments, etc.
4. Be a good listener, ask questions, and allow the employee to do most of the talking. It's not only what is asked but how it is asked that yields

results in an interview.

5. Whenever possible, use open-ended questions (questions that cannot be answered with a simple "yes" or "no"), especially at the beginning of the interview to encourage the employee to speak freely.
6. Do not criticize an employee for deficiencies beyond their control.
7. Keep the conversation job-centered.
8. In order to avoid misunderstandings, conduct periodic summaries of interview conversation and mutually agree on the interview's progress up to that point.
9. Control the interview and keep on the subject. Restate employee's important points to ensure complete mutual understanding. Agree on objectives/responsibilities -- constructive change is one of the primary goals of appraisal. The desired change will occur only when the supervisor and the employee agree on the problem and its solution.

D. Closing the Interview

1. Summarize the important points to the employee.
2. Review specific proposals for improvement, reach mutually agreed performance objectives for the ensuing period and set follow-up and completion dates.
3. Conclude the interview in a friendly, positive manner.
4. Make no references, direct or indirect, to salary so the employee does not infer something unintended with respect of his/her compensation during the appraisal interview.

E. Appraisal Changes

Appraisal interviews often yield unknown information to the supervisor. Because of this new information, it may be necessary to alter the original information on the form. This is appropriate; the objective is to achieve a valid performance appraisal, not necessarily confirm prior impressions.

Follow-up

Any training, improvement, and/or development plans resulting from the interview should be followed up so the employee will be convinced of his/her supervisor's sincerity and continued interest in the employee's development.

Reviewing Supervisor's Comments

Following the interview, the supervisor should forward two copies of the PERFORMANCE APPRAISAL AND DEVELOPMENT form to the Executive Director. Should the Director's judgments differ significantly from the appraising supervisor's judgments, the differences can be carefully discussed with the supervisor and recorded on the form. If more room is needed, an attachment sheet may be added. The reviewing supervisor also rates the employee's potential to handle new or additional responsibilities.

Distribution

After the review by the Executive Director, one copy should be placed in the employee's file and the other copy should be given to the employee. Completed copies of the forms, whether printed or typed, and related correspondence should always be handled confidentially.

Reporting Period

Employee Performance Appraisals shall be conducted at least annually. Annual individual appraisals shall be performed sixty days prior to the end of the employee's respective program anniversary date.

Salary Reviews Conducted Separately

The performance evaluation is not used in a direct way to make the salary determination for employees. The evaluation shall contribute as one of many factors in that determination. The separate salary determination conference will occur fifteen to thirty days prior to the program anniversary date.

GUIDELINES FOR PERFORMANCE OBJECTIVES

How to Set Objectives

1. Review your position description. Make revisions or additions, if necessary.
2. List the things you want to accomplish during the next year.
3. Take each of the items on the above list and write them as objectives, making sure they fall within your responsibilities as set forth in your position description.
4. Evaluate each of these objectives in light of their practicability, importance to the Agency objectives, and contribution to service. (see below)
5. List the objectives in the order of their importance.
6. Determine which ones can be and should be accomplished this year.
7. Review the objectives with your superior during performance appraisal session.

How to Evaluate Objectives

1. Is the objective specified?
2. Is it practical (and can we afford it)?
3. Is it attainable?
4. Is it service oriented?
5. Is it short range with a targeted completion date(a sub-objective may be necessary)?
6. Are the results measurable(can you define how the results will be measured)?
7. Is the objective adequate?
8. Will it contribute to Agency objectives?

CHECKLIST-- BEFORE THE DISCUSSION WITH EMPLOYEE

	Yes	No
1. Have you read or reviewed "Training and Career Development" and "Employee Performance Evaluation" in The Personnel Policies and Procedures Manual?	[]	[]
2. Have you given the employee the notice at least five working days prior to the discussion?	[]	[]
3. Have you planned your day to be sure you will have adequate time for the discussion?	[]	[]
4. Have you picked a time and place for the discussion that will be private and free of interruptions?	[]	[]
5. Have you examined all facets of the employees performance?	[]	[]
--Duties and responsibilities	[]	[]
--Work situation and attitudes	[]	[]
--Motivation and progress	[]	[]
--Performance against his standards of performance	[]	[]
--Accomplishments	[]	[]
6. Have you completed the performance review form?	[]	[]
7. Have you anticipated possible questions and comments that he/she may present?	[]	[]

8. If you have criticisms, do you have specifics to back these up?

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9. Are you confident your comments are organized and thorough so you can present positive coaching to the employee?

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DEFINITION OF USEFUL STANDARD TERMS

Acceptable Performance - See "Satisfactory Performance."

Appraisal Period - The period of time established by the agency for which an employee's performance will be reviewed.

Confidential - Information which is kept secret, that is, not released without the permission of the appropriate person(s)...and then done through the established, written procedures on confidentiality as to how and under what circumstances such information is communicated to all persons involved.

Appraisal Conference - The conference between a supervisor and employee designed and intended to assess and strengthen the performance of the employee. (See "Performance Appraisal Review.")

Critical Element - A component of the employee's job that is of sufficient importance that performance below satisfactory will have an adverse effect on the program and requires remedial action.

Critical Incident - An incident (good or bad) which is of such significance that it should be recorded and then reviewed with or noted to the employee and reviewed as part of the annual appraisal.

Demotion or Reassignment - Any move to a position of lower rank and responsibility.

Designated Time Frame - The time period that an employee or supervisor has established for an employee to complete an assigned task or tasks.

Discrepancy - An act (or information of a consequential nature) that is contradictory or inconsistent with state and federal guidelines and agency requirements.

Error - A departure from what is true, right, or proper. (An error suggests the existence of a standard or guide and a straying from the right course through failure to make effective use of the standard or guide.)

- (a) Correctable error is one that can be corrected without contacting the individual.
- (b) Non-correctable error is one that cannot be corrected unless a document, action or consequence is returned to the individual or verified with the individual.

Excellent Performance - The third level of performance. It is of high quality as defined in the performance plan and subsequent appraisal.

General Performance Factors - Those job elements and performance standards that are common to all positions, whether management or other level. (Items # 11 through 20 on the Performance Appraisal form.)

Annual Increment - An across-the-board annual salary increase for all eligible employees in a given project whose performance in a given project year is satisfactory.

Immediate Supervisor - The person that an employee reports to on a daily basis. (See also "Supervisor.")

Innovative - A new idea or method for implementing an activity, service etc. which results in improved effectiveness or efficiency.

In-service Training - Job related training provided to employees for enrichment purposes during the employees' work period.

Job Element - A component of the employee's job that can be described as an outcome, i.e., a work product or service, or as a work process. (Items # 1 through 10 on the Performance Appraisal form are tailored from each employee's respective "job elements" as defined in his/her position description.)

Merit Increment - A salary increase, subject to the availability of funds and budgetary/policy considerations, which may be given to employees who perform uniformly at the "Excellent" level.

Monitoring Performance - Observing an employee and gathering evidence of progress toward specified ("tailored") job elements and the general performance elements.

Non-critical Element - A component of an employee's job where performance below satisfactory will not have an adverse effect on the program but may require remedial action.

Performance - An employee's level of accomplishment of assigned work as specified in the employee's position description and performance plan.

Performance Plan - The plan given to the employee as Parts I and II of the appraisal instrument which lists the job tasks, job elements (critical and non-critical), and performance standards that are expected to be achieved during the appraisal period.

Performance Appraisal Review - The act or process of reviewing and evaluating the performance of an employee against the described performance standards.

Performance Standard - A specific statement or statements which describe and include at least two of the following indicators: quality, quantity, timeliness or manner of performance required in the performance of a job element.

Permanent Employee - An employee who has successfully completed the required three- of six-month probationary period.

Position Description (Job Description) - The Board-approved document which identifies the basic purpose for which a position is established, defines the scope and magnitude or basic parameters of an assignment, lists a series of duty statements, supervisory control, qualifications, and other significant facts.

Program Year - The period of time that a specified agency project is funded to operate.

Progress Review - A discussion between supervisor and employee about the employee's performance between annual performance appraisals.

Rating - A numerical value that is assigned to each job element or rating factor to score an employee's level of performance.

Review Period - The period prior to and/or between progress and performance reviews when the supervisor monitors and observes the employee's performance.

Reviewing Official(s) - The executive director and the rater's supervisor or project director who has direct responsibility for a given funded program.

Salary Review - A review performed by the supervisor with the employee at a time other than (usually subsequently to) the conference to perform the employee's annual appraisal or progress review. The purpose of this separate conference is to discuss with the employee the salary increment, if any, which the supervisor shall recommend based on the employee's level of performance and the availability of funds for the purpose of employee increments, bonus or other financial consideration.

Satisfactory Performance - The second level of performance, the primary standard or frame of reference for all levels of performance. It is the reasonable and minimum acceptable level of performance needed to accomplish the job element completely by fully meeting all of the requirements specified in the performance plan.

Supervisor - The person who has the responsibility for supervising, directing and managing the operations of a particular program or component, and who is responsible for the first-line appraisal of an employee's performance level.

Termination - The end of employment with the agency.

Unsatisfactory Performance - The lowest level of performance as defined in the performance plan. Performance is rated unsatisfactory when it does not meet the minimum requirements for "Satisfactory" work.

Hourly

Position

Classification

Hourly Position Classification Chart

Revised April 2019

All hourly positions except italicized positions are non-exempt

Grade	Position	Department
Grade 1	Clerk/Receptionist	Social Support Services
	Groundworker	Housing Services
	Laundry Attendant	Housing Services
Grade 2	Housekeeper	Housing Services
	Substitute	Head Start
	Meal Monitor	Head Start
	Meal Transporter	Head Start
Grade 3	Bus Monitor	Head Start
	Child Caregiver I	Head Start
Grade 4	Disability Assistant	Head Start
	Teacher Associate I	Head Start
	Early Care Associate I	Head Start
Grade 5	Clerical Assistant	Head Start/Social Support Services
	Cook Assistant	Head Start
	Custodian	Head Start
Grade 6	Center Assistant I	Head Start
	Child Caregiver II	Head Start
	Cook I	Head Start
	Early Care Associate II	Head Start
	Assistant Teacher I	Head Start
	Family Advocate I	Head Start
	Program Assistant I	Head Start/Housing Services
	SOS Monitors	Social Support Services
	Resident Site Manager/Services Coordinator	Housing Services
Grade 7	Custodian	Indirect/ Social Support Services/Transportation
	Lead Cook	Head Start
	Maintenance Technician I	Housing Services
	Referral Specialist	Head Start
Grade 8	Dispatcher/Driver	Transportation Services
	Customer Service Representative	Transportation Services
	Assistant Teacher II	Head Start
	Family Advocate II	Head Start
	Garage Attendant	Transportation Services
	Program Assistant	Housing Services
	Technician Assistant	Housing Services
	Program Assistant II	Head Start
Grade 9	Bus Driver I	Head Start
	Maintenance Technician	Head Start
	Receptionist	Indirect
Grade 10	Bus Driver II	Head Start
	Lead Teacher I	Head Start
	Resource Assistant I	Head Start
	Resource Family Advocate I	Head Start
	Resource Program Assistant I	Head Start
	Assistant Vehicle Technician	Transportation Services
	Program Assistant	Community/ Social Support/Employment/Transportation Services
	Crew Leader Technician	Housing Services

Hourly Position Classification Chart

Revised April 2019

All hourly positions except italicized positions are non-exempt

Grade 11	Early Care Associate III	Head Start	
	<i>Lead Teacher II</i>	<i>Head Start</i>	
	Driver II	Transportation Services	
	<i>Home Based Educator I</i>	<i>Head Start</i>	
	Executive Assistant	Head Start	
Grade 12	Support Services Assistant	Head Start	
	Community Services Coordinator	Community Services	
	Care Coordinator	Community Services	
	Dispatcher II/Customer Service Representative II	Transportation Services	
	Executive Assistant I	Indirect	
	Child Care Data and Referral Specialist	Social Support Services	
	Family Specialist I/ Program Assistant II	Social Support Services	
	Counseling Specialist	Social Support Services	
	Family Advocate III	Head Start	
	Payroll Coordinator	Indirect	
	Human Resource Generalist	Indirect	
	Payables Coordinator	Indirect	
	Financial Coordinator	Indirect	
	Program Assistant III	Head Start	
	Billing and Receivables Coordinator	Indirect	
	Resource Assistant II	Head Start	
	Secretary	Head Start	
	Grade 13	Billing Coordinator	Transportation Services
		Driver Trainer	Transportation Services
Inspector/Technician		Housing Services	
Operations Office Manager		Transportation Services	
Office Manager		Indirect/Social Support/Employment/Community Services	
Health Benefit Assister		Social Support Services	
Certified Medical Assistant		Community Services	
Referral Specialist II		Head Start	
Career Developer		Employment Services	
Job Placement Specialist		Employment Services	
Grade 14	Food Service Manager I	Head Start/ Social Support Services	
	Maintenance Supervisor	Housing Services	
	Vehicle Technician	Transportation Services	
Grade 15	Program Manager	Social Support Services	
	Vacant	Vacant	
Grade 16	Executive Assistant II	Indirect/Head Start	
	Family Specialist II	Social Support Services	
Grade 17	Community Resources Coordinator	Community Services	
	Training Coordinator	Employment Services	
	Biling/Coding Specialist	Community Services	
	Cultural Liaison Specialist	Head Start	
Grade 18	Local Area Manager	Head Start	
Grade 19	Desktop Support Specialist	Indirect	
	Program Manager	Employment Services	
	<i>Lead Teacher III</i>	<i>Head Start</i>	
	<i>Home Based Educator II</i>	<i>Head Start</i>	
Grade 20	Vacant	Vacant	
Grade 21	Web Support Specialist	Indirect	

Hourly

Schedule

Chart

Audubon Area Community Services, Inc.
Hourly Wage Schedule (Revised June, 2011)

Grade 01	A	\$5.40	G	\$5.74	M	\$6.10	S	\$6.46	Y	\$6.87	AE	\$7.29	AK	\$7.74	AQ	\$8.22	AW	\$8.72	BC	\$9.26	BI	\$9.83	BO	\$10.43	BU	\$11.08
Grade 01	B	\$5.45	H	\$5.80	N	\$6.16	T	\$6.52	Z	\$6.94	AF	\$7.36	AL	\$7.82	AR	\$8.30	AX	\$8.81	BD	\$9.35	BJ	\$9.93	BP	\$10.53	BV	\$11.19
Grade 01	C	\$5.50	I	\$5.86	O	\$6.22	U	\$6.59	AA	\$7.01	AG	\$7.43	AM	\$7.90	AS	\$8.38	AY	\$8.90	BE	\$9.44	BK	\$10.03	BQ	\$10.64	BW	\$11.30
Grade 01	D	\$5.56	J	\$5.92	P	\$6.28	V	\$6.66	AB	\$7.08	AH	\$7.50	AN	\$7.98	AT	\$8.46	AZ	\$8.99	BF	\$9.53	BL	\$10.13	BR	\$10.75	BX	\$11.41
Grade 01	E	\$5.62	K	\$5.98	Q	\$6.34	W	\$6.73	AC	\$7.15	AI	\$7.58	AO	\$8.06	AU	\$8.54	BA	\$9.08	BG	\$9.63	BM	\$10.23	BS	\$10.86	BY	\$11.52
Grade 01	F	\$5.68	L	\$6.04	R	\$6.40	X	\$6.80	AD	\$7.22	AJ	\$7.66	AP	\$8.14	AV	\$8.63	BB	\$9.17	BH	\$9.73	BN	\$10.33	BT	\$10.97	BZ	\$11.64
Grade 02	A	\$5.72	G	\$6.08	M	\$6.44	S	\$6.85	Y	\$7.27	AE	\$7.71	AK	\$8.19	AQ	\$8.69	AW	\$9.23	BC	\$9.80	BI	\$10.40	BO	\$11.05	BU	\$11.72
Grade 02	B	\$5.78	H	\$6.14	N	\$6.50	T	\$6.92	Z	\$7.34	AF	\$7.79	AL	\$8.27	AR	\$8.78	AX	\$9.32	BD	\$9.90	BJ	\$10.50	BP	\$11.16	BV	\$11.84
Grade 02	C	\$5.84	I	\$6.20	O	\$6.57	U	\$6.99	AA	\$7.41	AG	\$7.87	AM	\$8.35	AS	\$8.87	AY	\$9.41	BE	\$10.00	BK	\$10.61	BQ	\$11.27	BW	\$11.96
Grade 02	D	\$5.90	J	\$6.26	P	\$6.64	V	\$7.06	AB	\$7.48	AH	\$7.95	AN	\$8.43	AT	\$8.96	AZ	\$9.50	BF	\$10.10	BL	\$10.72	BR	\$11.38	BX	\$12.08
Grade 02	E	\$5.96	K	\$6.32	Q	\$6.71	W	\$7.13	AC	\$7.55	AI	\$8.03	AO	\$8.51	AU	\$9.05	BA	\$9.60	BG	\$10.20	BM	\$10.83	BS	\$11.49	BY	\$12.20
Grade 02	F	\$6.02	L	\$6.38	R	\$6.78	X	\$7.20	AD	\$7.63	AJ	\$8.11	AP	\$8.60	AV	\$9.14	BB	\$9.70	BH	\$10.30	BN	\$10.94	BT	\$11.60	BZ	\$12.32
Grade 03	A	\$6.06	G	\$6.42	M	\$6.82	S	\$7.24	Y	\$7.68	AE	\$8.16	AK	\$8.65	AQ	\$9.19	AW	\$9.75	BC	\$10.35	BI	\$10.99	BO	\$11.66	BU	\$12.38
Grade 03	B	\$6.12	H	\$6.48	N	\$6.89	T	\$7.31	Z	\$7.76	AF	\$8.24	AL	\$8.74	AR	\$9.28	AX	\$9.85	BD	\$10.45	BJ	\$11.10	BP	\$11.78	BV	\$12.50
Grade 03	C	\$6.18	I	\$6.54	O	\$6.96	U	\$7.38	AA	\$7.84	AG	\$8.32	AM	\$8.83	AS	\$9.37	AY	\$9.95	BE	\$10.55	BK	\$11.21	BQ	\$11.90	BW	\$12.63
Grade 03	D	\$6.24	J	\$6.61	P	\$7.03	V	\$7.45	AB	\$7.92	AH	\$8.40	AN	\$8.92	AT	\$9.46	AZ	\$10.05	BF	\$10.66	BL	\$11.32	BR	\$12.02	BX	\$12.76
Grade 03	E	\$6.30	K	\$6.68	Q	\$7.10	W	\$7.52	AC	\$8.00	AI	\$8.48	AO	\$9.01	AU	\$9.55	BA	\$10.15	BG	\$10.77	BM	\$11.43	BS	\$12.14	BY	\$12.89
Grade 03	F	\$6.36	L	\$6.75	R	\$7.17	X	\$7.60	AD	\$8.08	AJ	\$8.56	AP	\$9.10	AV	\$9.65	BB	\$10.25	BH	\$10.88	BN	\$11.54	BT	\$12.26	BZ	\$13.02
Grade 04	A	\$6.42	G	\$6.82	M	\$7.24	S	\$7.68	Y	\$8.16	AE	\$8.65	AK	\$9.19	AQ	\$9.75	AW	\$10.35	BC	\$10.99	BI	\$11.66	BO	\$12.38	BU	\$13.15
Grade 04	B	\$6.48	H	\$6.89	N	\$7.31	T	\$7.76	Z	\$8.24	AF	\$8.74	AL	\$9.28	AR	\$9.85	AX	\$10.45	BD	\$11.10	BJ	\$11.78	BP	\$12.50	BV	\$13.28
Grade 04	C	\$6.54	I	\$6.96	O	\$7.38	U	\$7.84	AA	\$8.32	AG	\$8.83	AM	\$9.37	AS	\$9.95	AY	\$10.55	BE	\$11.21	BK	\$11.90	BQ	\$12.63	BW	\$13.41
Grade 04	D	\$6.61	J	\$7.03	P	\$7.45	V	\$7.92	AB	\$8.40	AH	\$8.92	AN	\$9.46	AT	\$10.05	AZ	\$10.66	BF	\$11.32	BL	\$12.02	BR	\$12.76	BX	\$13.54
Grade 04	E	\$6.68	K	\$7.10	Q	\$7.52	W	\$8.00	AC	\$8.48	AI	\$9.01	AO	\$9.55	AU	\$10.15	BA	\$10.77	BG	\$11.43	BM	\$12.14	BS	\$12.89	BY	\$13.68
Grade 04	F	\$6.75	L	\$7.17	R	\$7.60	X	\$8.08	AD	\$8.56	AJ	\$9.10	AP	\$9.65	AV	\$10.25	BB	\$10.88	BH	\$11.54	BN	\$12.26	BT	\$13.02	BZ	\$13.82
Grade 05	A	\$6.81	G	\$7.23	M	\$7.67	S	\$8.15	Y	\$8.64	AE	\$9.18	AK	\$9.74	AQ	\$10.34	AW	\$10.98	BC	\$11.65	BI	\$12.37	BO	\$13.13	BU	\$13.94
Grade 05	B	\$6.88	H	\$7.30	N	\$7.75	T	\$8.23	Z	\$8.73	AF	\$9.27	AL	\$9.84	AR	\$10.44	AX	\$11.09	BD	\$11.77	BJ	\$12.49	BP	\$13.26	BV	\$14.08
Grade 05	C	\$6.95	I	\$7.37	O	\$7.83	U	\$8.31	AA	\$8.82	AG	\$9.36	AM	\$9.94	AS	\$10.54	AY	\$11.20	BE	\$11.89	BK	\$12.61	BQ	\$13.39	BW	\$14.22
Grade 05	D	\$7.02	J	\$7.44	P	\$7.91	V	\$8.39	AB	\$8.91	AH	\$9.45	AN	\$10.04	AT	\$10.65	AZ	\$11.31	BF	\$12.01	BL	\$12.74	BR	\$13.52	BX	\$14.36
Grade 05	E	\$7.09	K	\$7.51	Q	\$7.99	W	\$8.47	AC	\$9.00	AI	\$9.54	AO	\$10.14	AU	\$10.76	BA	\$11.42	BG	\$12.13	BM	\$12.87	BS	\$13.66	BY	\$14.50
Grade 05	F	\$7.16	L	\$7.59	R	\$8.07	X	\$8.55	AD	\$9.09	AJ	\$9.64	AP	\$10.24	AV	\$10.87	BB	\$11.53	BH	\$12.25	BN	\$13.00	BT	\$13.80	BZ	\$14.65
Grade 06	A	\$7.22	G	\$7.66	M	\$8.14	S	\$8.63	Y	\$9.17	AE	\$9.73	AK	\$10.33	AQ	\$10.97	AW	\$11.64	BC	\$12.36	BI	\$13.12	BO	\$13.93	BU	\$14.78
Grade 06	B	\$7.29	H	\$7.74	N	\$8.22	T	\$8.72	Z	\$9.26	AF	\$9.83	AL	\$10.43	AR	\$11.08	AX	\$11.76	BD	\$12.48	BJ	\$13.25	BP	\$14.07	BV	\$14.93
Grade 06	C	\$7.36	I	\$7.82	O	\$8.30	U	\$8.81	AA	\$9.35	AG	\$9.93	AM	\$10.53	AS	\$11.19	AY	\$11.88	BE	\$12.60	BK	\$13.38	BQ	\$14.21	BW	\$15.08
Grade 06	D	\$7.43	J	\$7.90	P	\$8.38	V	\$8.90	AB	\$9.44	AH	\$10.03	AN	\$10.64	AT	\$11.30	AZ	\$12.00	BF	\$12.73	BL	\$13.51	BR	\$14.35	BX	\$15.23
Grade 06	E	\$7.50	K	\$7.98	Q	\$8.46	W	\$8.99	AC	\$9.53	AI	\$10.13	AO	\$10.75	AU	\$11.41	BA	\$12.12	BG	\$12.86	BM	\$13.65	BS	\$14.49	BY	\$15.38
Grade 06	F	\$7.58	L	\$8.06	R	\$8.54	X	\$9.08	AD	\$9.63	AJ	\$10.23	AP	\$10.86	AV	\$11.52	BB	\$12.24	BH	\$12.99	BN	\$13.79	BT	\$14.63	BZ	\$15.53
Grade 07	A	\$7.65	G	\$8.13	M	\$8.62	S	\$9.16	Y	\$9.72	AE	\$10.32	AK	\$10.96	AQ	\$11.63	AW	\$12.35	BC	\$13.11	BI	\$13.92	BO	\$14.77	BU	\$15.68
Grade 07	B	\$7.73	H	\$8.21	N	\$8.71	T	\$9.25	Z	\$9.82	AF	\$10.42	AL	\$11.07	AR	\$11.75	AX	\$12.47	BD	\$13.24	BJ	\$14.06	BP	\$14.92	BV	\$15.84
Grade 07	C	\$7.81	I	\$8.29	O	\$8.80	U	\$9.34	AA	\$9.92	AG	\$10.52	AM	\$11.18	AS	\$11.87	AY	\$12.59	BE	\$13.37	BK	\$14.20	BQ	\$15.07	BW	\$16.00
Grade 07	D	\$7.89	J	\$8.37	P	\$8.89	V	\$9.43	AB	\$10.02	AH	\$10.63	AN	\$11.29	AT	\$11.99	AZ	\$12.72	BF	\$13.50	BL	\$14.34	BR	\$15.22	BX	\$16.16
Grade 07	E	\$7.97	K	\$8.45	Q	\$8.98	W	\$9.52	AC	\$10.12	AI	\$10.74	AO	\$11.40	AU	\$12.11	BA	\$12.85	BG	\$13.64	BM	\$14.48	BS	\$15.37	BY	\$16.32
Grade 07	F	\$8.05	L	\$8.53	R	\$9.07	X	\$9.62	AD	\$10.22	AJ	\$10.85	AP	\$11.51	AV	\$12.23	BB	\$12.98	BH	\$13.78	BN	\$14.62	BT	\$15.52	BZ	\$16.48

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Grade 08	A	\$8.11	G	\$8.60	M	\$9.14	S	\$9.70	Y	\$10.30	AE	\$10.94	AK	\$11.60	AQ	\$12.32	AW	\$13.08	BC	\$13.88	BI	\$14.73	BO	\$15.63	BU	\$16.59
Grade 08	B	\$8.19	H	\$8.69	N	\$9.23	T	\$9.80	Z	\$10.40	AF	\$11.05	AL	\$11.72	AR	\$12.44	AX	\$13.21	BD	\$14.02	BJ	\$14.88	BP	\$15.79	BV	\$16.76
Grade 08	C	\$8.27	I	\$8.78	O	\$9.32	U	\$9.90	AA	\$10.50	AG	\$11.16	AM	\$11.84	AS	\$12.56	AY	\$13.34	BE	\$14.16	BK	\$15.03	BQ	\$15.95	BW	\$16.93
Grade 08	D	\$8.35	J	\$8.87	P	\$9.41	V	\$10.00	AB	\$10.61	AH	\$11.27	AN	\$11.96	AT	\$12.69	AZ	\$13.47	BF	\$14.30	BL	\$15.18	BR	\$16.11	BX	\$17.10
Grade 08	E	\$8.43	K	\$8.96	Q	\$9.50	W	\$10.10	AC	\$10.72	AI	\$11.38	AO	\$12.08	AU	\$12.82	BA	\$13.60	BG	\$14.44	BM	\$15.33	BS	\$16.27	BY	\$17.27
Grade 08	F	\$8.51	L	\$9.05	R	\$9.60	X	\$10.20	AD	\$10.83	AJ	\$11.49	AP	\$12.20	AV	\$12.95	BB	\$13.74	BH	\$14.58	BN	\$15.48	BT	\$16.43	BZ	\$17.44
Grade 09	A	\$8.60	G	\$9.14	M	\$9.70	S	\$10.30	Y	\$10.94	AE	\$11.60	AK	\$12.32	AQ	\$13.08	AW	\$13.88	BC	\$14.73	BI	\$15.63	BO	\$16.59	BU	\$17.61
Grade 09	B	\$8.69	H	\$9.23	N	\$9.80	T	\$10.40	Z	\$11.05	AF	\$11.72	AL	\$12.44	AR	\$13.21	AX	\$14.02	BD	\$14.88	BJ	\$15.79	BP	\$16.76	BV	\$17.79
Grade 09	C	\$8.78	I	\$9.32	O	\$9.90	U	\$10.50	AA	\$11.16	AG	\$11.84	AM	\$12.56	AS	\$13.34	AY	\$14.16	BE	\$15.03	BK	\$15.95	BQ	\$16.93	BW	\$17.97
Grade 09	D	\$8.87	J	\$9.41	P	\$10.00	V	\$10.61	AB	\$11.27	AH	\$11.96	AN	\$12.69	AT	\$13.47	AZ	\$14.30	BF	\$15.18	BL	\$16.11	BR	\$17.10	BX	\$18.15
Grade 09	E	\$8.96	K	\$9.50	Q	\$10.10	W	\$10.72	AC	\$11.38	AI	\$12.08	AO	\$12.82	AU	\$13.60	BA	\$14.44	BG	\$15.33	BM	\$16.27	BS	\$17.27	BY	\$18.33
Grade 09	F	\$9.05	L	\$9.60	R	\$10.20	X	\$10.83	AD	\$11.49	AJ	\$12.20	AP	\$12.95	AV	\$13.74	BB	\$14.58	BH	\$15.48	BN	\$16.43	BT	\$17.44	BZ	\$18.51
Grade 10	A	\$9.12	G	\$9.67	M	\$10.27	S	\$10.90	Y	\$11.56	AE	\$12.28	AK	\$13.04	AQ	\$13.84	AW	\$14.69	BC	\$15.59	BI	\$16.55	BO	\$17.57	BU	\$18.65
Grade 10	B	\$9.21	H	\$9.77	N	\$10.37	T	\$11.01	Z	\$11.68	AF	\$12.40	AL	\$13.17	AR	\$13.98	AX	\$14.84	BD	\$15.75	BJ	\$16.72	BP	\$17.75	BV	\$18.84
Grade 10	C	\$9.30	I	\$9.87	O	\$10.47	U	\$11.12	AA	\$11.80	AG	\$12.52	AM	\$13.30	AS	\$14.12	AY	\$14.99	BE	\$15.91	BK	\$16.89	BQ	\$17.93	BW	\$19.03
Grade 10	D	\$9.39	J	\$9.97	P	\$10.57	V	\$11.23	AB	\$11.92	AH	\$12.65	AN	\$13.43	AT	\$14.26	AZ	\$15.14	BF	\$16.07	BL	\$17.06	BR	\$18.11	BX	\$19.22
Grade 10	E	\$9.48	K	\$10.07	Q	\$10.68	W	\$11.34	AC	\$12.04	AI	\$12.78	AO	\$13.56	AU	\$14.40	BA	\$15.29	BG	\$16.23	BM	\$17.23	BS	\$18.29	BY	\$19.41
Grade 10	F	\$9.57	L	\$10.17	R	\$10.79	X	\$11.45	AD	\$12.16	AJ	\$12.91	AP	\$13.70	AV	\$14.54	BB	\$15.44	BH	\$16.39	BN	\$17.40	BT	\$18.47	BZ	\$19.60
Grade 11	A	\$9.67	G	\$10.27	M	\$10.90	S	\$11.56	Y	\$12.28	AE	\$13.04	AK	\$13.84	AQ	\$14.69	AW	\$15.59	BC	\$16.55	BI	\$17.57	BO	\$18.65	BU	\$19.80
Grade 11	B	\$9.77	H	\$10.37	N	\$11.01	T	\$11.68	Z	\$12.40	AF	\$13.17	AL	\$13.98	AR	\$14.84	AX	\$15.75	BD	\$16.72	BJ	\$17.75	BP	\$18.84	BV	\$20.00
Grade 11	C	\$9.87	I	\$10.47	O	\$11.12	U	\$11.80	AA	\$12.52	AG	\$13.30	AM	\$14.12	AS	\$14.99	AY	\$15.91	BE	\$16.89	BK	\$17.93	BQ	\$19.03	BW	\$20.20
Grade 11	D	\$9.97	J	\$10.57	P	\$11.23	V	\$11.92	AB	\$12.65	AH	\$13.43	AN	\$14.26	AT	\$15.14	AZ	\$16.07	BF	\$17.06	BL	\$18.11	BR	\$19.22	BX	\$20.40
Grade 11	E	\$10.07	K	\$10.68	Q	\$11.34	W	\$12.04	AC	\$12.78	AI	\$13.56	AO	\$14.40	AU	\$15.29	BA	\$16.23	BG	\$17.23	BM	\$18.29	BS	\$19.41	BY	\$20.60
Grade 11	F	\$10.17	L	\$10.79	R	\$11.45	X	\$12.16	AD	\$12.91	AJ	\$13.70	AP	\$14.54	AV	\$15.44	BB	\$16.39	BH	\$17.40	BN	\$18.47	BT	\$19.60	BZ	\$20.81
Grade 12	A	\$10.25	G	\$10.88	M	\$11.54	S	\$12.26	Y	\$13.02	AE	\$13.82	AK	\$14.67	AQ	\$15.57	AW	\$16.53	BC	\$17.55	BI	\$18.63	BO	\$19.78	BU	\$21.00
Grade 12	B	\$10.35	H	\$10.99	N	\$11.66	T	\$12.38	Z	\$13.15	AF	\$13.96	AL	\$14.82	AR	\$15.73	AX	\$16.70	BD	\$17.73	BJ	\$18.82	BP	\$19.98	BV	\$21.21
Grade 12	C	\$10.45	I	\$11.10	O	\$11.78	U	\$12.50	AA	\$13.28	AG	\$14.10	AM	\$14.97	AS	\$15.89	AY	\$16.87	BE	\$17.91	BK	\$19.01	BQ	\$20.18	BW	\$21.42
Grade 12	D	\$10.55	J	\$11.21	P	\$11.90	V	\$12.63	AB	\$13.41	AH	\$14.24	AN	\$15.12	AT	\$16.05	AZ	\$17.04	BF	\$18.09	BL	\$19.20	BR	\$20.38	BX	\$21.63
Grade 12	E	\$10.66	K	\$11.32	Q	\$12.02	W	\$12.76	AC	\$13.54	AI	\$14.38	AO	\$15.27	AU	\$16.21	BA	\$17.21	BG	\$18.27	BM	\$19.39	BS	\$20.58	BY	\$21.85
Grade 12	F	\$10.77	L	\$11.43	R	\$12.14	X	\$12.89	AD	\$13.68	AJ	\$14.52	AP	\$15.42	AV	\$16.37	BB	\$17.38	BH	\$18.45	BN	\$19.58	BT	\$20.79	BZ	\$22.07
Grade 13	A	\$10.87	G	\$11.53	M	\$12.25	S	\$13.00	Y	\$13.80	AE	\$14.65	AK	\$15.55	AQ	\$16.51	AW	\$17.53	BC	\$18.61	BI	\$19.76	BO	\$20.98	BU	\$22.27
Grade 13	B	\$10.98	H	\$11.65	N	\$12.37	T	\$13.13	Z	\$13.94	AF	\$14.80	AL	\$15.71	AR	\$16.68	AX	\$17.71	BD	\$18.80	BJ	\$19.96	BP	\$21.19	BV	\$22.49
Grade 13	C	\$11.09	I	\$11.77	O	\$12.49	U	\$13.26	AA	\$14.08	AG	\$14.95	AM	\$15.87	AS	\$16.85	AY	\$17.89	BE	\$18.99	BK	\$20.16	BQ	\$21.40	BW	\$22.71
Grade 13	D	\$11.20	J	\$11.89	P	\$12.61	V	\$13.39	AB	\$14.22	AH	\$15.10	AN	\$16.03	AT	\$17.02	AZ	\$18.07	BF	\$19.18	BL	\$20.36	BR	\$21.61	BX	\$22.94
Grade 13	E	\$11.31	K	\$12.01	Q	\$12.74	W	\$13.52	AC	\$14.36	AI	\$15.25	AO	\$16.19	AU	\$17.19	BA	\$18.25	BG	\$19.37	BM	\$20.56	BS	\$21.83	BY	\$23.17
Grade 13	F	\$11.42	L	\$12.13	R	\$12.87	X	\$13.66	AD	\$14.50	AJ	\$15.40	AP	\$16.35	AV	\$17.36	BB	\$18.43	BH	\$19.56	BN	\$20.77	BT	\$22.05	BZ	\$23.40
Grade 14	A	\$11.52	G	\$12.24	M	\$12.99	S	\$13.79	Y	\$14.63	AE	\$15.53	AK	\$16.49	AQ	\$17.50	AW	\$18.58	BC	\$19.73	BI	\$20.95	BO	\$22.24	BU	\$23.60
Grade 14	B	\$11.64	H	\$12.36	N	\$13.12	T	\$13.93	Z	\$14.78	AF	\$15.69	AL	\$16.65	AR	\$17.68	AX	\$18.77	BD	\$19.93	BJ	\$21.16	BP	\$22.46	BV	\$23.84
Grade 14	C	\$11.76	I	\$12.48	O	\$13.25	U	\$14.07	AA	\$14.93	AG	\$15.85	AM	\$16.82	AS	\$17.86	AY	\$18.96	BE	\$20.13	BK	\$21.37	BQ	\$22.68	BW	\$24.08
Grade 14	D	\$11.88	J	\$12.60	P	\$13.38	V	\$14.21	AB	\$15.08	AH	\$16.01	AN	\$16.99	AT	\$18.04	AZ	\$19.15	BF	\$20.33	BL	\$21.58	BR	\$22.91	BX	\$24.32
Grade 14	E	\$12.00	K	\$12.73	Q	\$13.51	W	\$14.35	AC	\$15.23	AI	\$16.17	AO	\$17.16	AU	\$18.22	BA	\$19.34	BG	\$20.53	BM	\$21.80	BS	\$23.14	BY	\$24.56
Grade 14	F	\$12.12	L	\$12.86	R	\$13.65	X	\$14.49	AD	\$15.38	AJ	\$16.33	AP	\$17.33	AV	\$18.40	BB	\$19.53	BH	\$20.74	BN	\$22.02	BT	\$23.37	BZ	\$24.81

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Grade 15	A	\$12.21	G	\$12.96	M	\$13.75	S	\$14.59	Y	\$15.49	AE	\$16.44	AK	\$17.45	AQ	\$18.52	AW	\$19.66	BC	\$20.87	BI	\$22.16	BO	\$23.52	BU	\$24.97
Grade 15	B	\$12.33	H	\$13.09	N	\$13.89	T	\$14.74	Z	\$15.64	AF	\$16.60	AL	\$17.62	AR	\$18.71	AX	\$19.86	BD	\$21.08	BJ	\$22.38	BP	\$23.76	BV	\$25.22
Grade 15	C	\$12.45	I	\$13.22	O	\$14.03	U	\$14.89	AA	\$15.80	AG	\$16.77	AM	\$17.80	AS	\$18.90	AY	\$20.06	BE	\$21.29	BK	\$22.60	BQ	\$24.00	BW	\$25.47
Grade 15	D	\$12.57	J	\$13.35	P	\$14.17	V	\$15.04	AB	\$15.96	AH	\$16.94	AN	\$17.98	AT	\$19.09	AZ	\$20.26	BF	\$21.50	BL	\$22.83	BR	\$24.24	BX	\$25.72
Grade 15	E	\$12.70	K	\$13.48	Q	\$14.31	W	\$15.19	AC	\$16.12	AI	\$17.11	AO	\$18.16	AU	\$19.28	BA	\$20.46	BG	\$21.72	BM	\$23.06	BS	\$24.48	BY	\$25.98
Grade 15	F	\$12.83	L	\$13.61	R	\$14.45	X	\$15.34	AD	\$16.28	AJ	\$17.28	AP	\$18.34	AV	\$19.47	BB	\$20.66	BH	\$21.94	BN	\$23.29	BT	\$24.72	BZ	\$26.24
Grade 16	A	\$12.94	G	\$13.73	M	\$14.57	S	\$15.47	Y	\$16.42	AE	\$17.43	AK	\$18.50	AQ	\$19.64	AW	\$20.85	BC	\$22.13	BI	\$23.49	BO	\$24.93	BU	\$26.46
Grade 16	B	\$13.07	H	\$13.87	N	\$14.72	T	\$15.62	Z	\$16.58	AF	\$17.60	AL	\$18.69	AR	\$19.84	AX	\$21.06	BD	\$22.35	BJ	\$23.72	BP	\$25.18	BV	\$26.72
Grade 16	C	\$13.20	I	\$14.01	O	\$14.87	U	\$15.78	AA	\$16.75	AG	\$17.78	AM	\$18.88	AS	\$20.04	AY	\$21.27	BE	\$22.57	BK	\$23.96	BQ	\$25.43	BW	\$26.99
Grade 16	D	\$13.33	J	\$14.15	P	\$15.02	V	\$15.94	AB	\$16.92	AH	\$17.96	AN	\$19.07	AT	\$20.24	AZ	\$21.48	BF	\$22.80	BL	\$24.20	BR	\$25.68	BX	\$27.26
Grade 16	E	\$13.46	K	\$14.29	Q	\$15.17	W	\$16.10	AC	\$17.09	AI	\$18.14	AO	\$19.26	AU	\$20.44	BA	\$21.69	BG	\$23.03	BM	\$24.44	BS	\$25.94	BY	\$27.53
Grade 16	F	\$13.59	L	\$14.43	R	\$15.32	X	\$16.26	AD	\$17.26	AJ	\$18.32	AP	\$19.45	AV	\$20.64	BB	\$21.91	BH	\$23.26	BN	\$24.68	BT	\$26.20	BZ	\$27.81
Grade 17	A	\$13.72	G	\$14.56	M	\$15.46	S	\$16.41	Y	\$17.42	AE	\$18.49	AK	\$19.62	AQ	\$20.83	AW	\$22.11	BC	\$23.47	BI	\$24.91	BO	\$26.44	BU	\$28.07
Grade 17	B	\$13.86	H	\$14.71	N	\$15.61	T	\$16.57	Z	\$17.59	AF	\$18.67	AL	\$19.82	AR	\$21.04	AX	\$22.33	BD	\$23.70	BJ	\$25.16	BP	\$26.70	BV	\$28.35
Grade 17	C	\$14.00	I	\$14.86	O	\$15.77	U	\$16.74	AA	\$17.77	AG	\$18.86	AM	\$20.02	AS	\$21.25	AY	\$22.55	BE	\$23.94	BK	\$25.41	BQ	\$26.97	BW	\$28.63
Grade 17	D	\$14.14	J	\$15.01	P	\$15.93	V	\$16.91	AB	\$17.95	AH	\$19.05	AN	\$20.22	AT	\$21.46	AZ	\$22.78	BF	\$24.18	BL	\$25.66	BR	\$27.24	BX	\$28.92
Grade 17	E	\$14.28	K	\$15.16	Q	\$16.09	W	\$17.08	AC	\$18.13	AI	\$19.24	AO	\$20.42	AU	\$21.67	BA	\$23.01	BG	\$24.42	BM	\$25.92	BS	\$27.51	BY	\$29.21
Grade 17	F	\$14.42	L	\$15.31	R	\$16.25	X	\$17.25	AD	\$18.31	AJ	\$19.43	AP	\$20.62	AV	\$21.89	BB	\$23.24	BH	\$24.66	BN	\$26.18	BT	\$27.79	BZ	\$29.50
Grade 18	A	\$14.54	G	\$15.44	M	\$16.39	S	\$17.40	Y	\$18.47	AE	\$19.60	AK	\$20.81	AQ	\$22.09	AW	\$23.45	BC	\$24.89	BI	\$26.42	BO	\$28.04	BU	\$29.76
Grade 18	B	\$14.69	H	\$15.59	N	\$16.55	T	\$17.57	Z	\$18.65	AF	\$19.80	AL	\$21.02	AR	\$22.31	AX	\$23.68	BD	\$25.14	BJ	\$26.68	BP	\$28.32	BV	\$30.06
Grade 18	C	\$14.84	I	\$15.75	O	\$16.72	U	\$17.75	AA	\$18.84	AG	\$20.00	AM	\$21.23	AS	\$22.53	AY	\$23.92	BE	\$25.39	BK	\$26.95	BQ	\$28.60	BW	\$30.36
Grade 18	D	\$14.99	J	\$15.91	P	\$16.89	V	\$17.93	AB	\$19.03	AH	\$20.20	AN	\$21.44	AT	\$22.76	AZ	\$24.16	BF	\$25.64	BL	\$27.22	BR	\$28.89	BX	\$30.66
Grade 18	E	\$15.14	K	\$16.07	Q	\$17.06	W	\$18.11	AC	\$19.22	AI	\$20.40	AO	\$21.65	AU	\$22.99	BA	\$24.40	BG	\$25.90	BM	\$27.49	BS	\$29.18	BY	\$30.97
Grade 18	F	\$15.29	L	\$16.23	R	\$17.23	X	\$18.29	AD	\$19.41	AJ	\$20.60	AP	\$21.87	AV	\$23.22	BB	\$24.64	BH	\$26.16	BN	\$27.76	BT	\$29.47	BZ	\$31.28
Grade 19	A	\$15.41	G	\$16.36	M	\$17.37	S	\$18.44	Y	\$19.57	AE	\$20.78	AK	\$22.06	AQ	\$23.42	AW	\$24.86	BC	\$26.39	BI	\$28.01	BO	\$29.73	BU	\$31.56
Grade 19	B	\$15.56	H	\$16.52	N	\$17.54	T	\$18.62	Z	\$19.77	AF	\$20.99	AL	\$22.28	AR	\$23.65	AX	\$25.11	BD	\$26.65	BJ	\$28.29	BP	\$30.03	BV	\$31.88
Grade 19	C	\$15.72	I	\$16.69	O	\$17.72	U	\$18.81	AA	\$19.97	AG	\$21.20	AM	\$22.50	AS	\$23.89	AY	\$25.36	BE	\$26.92	BK	\$28.57	BQ	\$30.33	BW	\$32.20
Grade 19	D	\$15.88	J	\$16.86	P	\$17.90	V	\$19.00	AB	\$20.17	AH	\$21.41	AN	\$22.73	AT	\$24.13	AZ	\$25.61	BF	\$27.19	BL	\$28.86	BR	\$30.63	BX	\$32.52
Grade 19	E	\$16.04	K	\$17.03	Q	\$18.08	W	\$19.19	AC	\$20.37	AI	\$21.62	AO	\$22.96	AU	\$24.37	BA	\$25.87	BG	\$27.46	BM	\$29.15	BS	\$30.94	BY	\$32.85
Grade 19	F	\$16.20	L	\$17.20	R	\$18.26	X	\$19.38	AD	\$20.57	AJ	\$21.84	AP	\$23.19	AV	\$24.61	BB	\$26.13	BH	\$27.73	BN	\$29.44	BT	\$31.25	BZ	\$33.18
Grade 20	A	\$16.33	G	\$17.33	M	\$18.40	S	\$19.53	Y	\$20.74	AE	\$22.02	AK	\$23.37	AQ	\$24.81	AW	\$26.34	BC	\$27.96	BI	\$29.68	BO	\$31.51	BU	\$33.45
Grade 20	B	\$16.49	H	\$17.50	N	\$18.58	T	\$19.73	Z	\$20.95	AF	\$22.24	AL	\$23.60	AR	\$25.06	AX	\$26.60	BD	\$28.24	BJ	\$29.98	BP	\$31.83	BV	\$33.78
Grade 20	C	\$16.65	I	\$17.68	O	\$18.77	U	\$19.93	AA	\$21.16	AG	\$22.46	AM	\$23.84	AS	\$25.31	AY	\$26.87	BE	\$28.52	BK	\$30.28	BQ	\$32.15	BW	\$34.12
Grade 20	D	\$16.82	J	\$17.86	P	\$18.96	V	\$20.13	AB	\$21.37	AH	\$22.68	AN	\$24.08	AT	\$25.56	AZ	\$27.14	BF	\$28.81	BL	\$30.58	BR	\$32.47	BX	\$34.46
Grade 20	E	\$16.99	K	\$18.04	Q	\$19.15	W	\$20.33	AC	\$21.58	AI	\$22.91	AO	\$24.32	AU	\$25.82	BA	\$27.41	BG	\$29.10	BM	\$30.89	BS	\$32.79	BY	\$34.80
Grade 20	F	\$17.16	L	\$18.22	R	\$19.34	X	\$20.53	AD	\$21.80	AJ	\$23.14	AP	\$24.56	AV	\$26.08	BB	\$27.68	BH	\$29.39	BN	\$31.20	BT	\$33.12	BZ	\$35.15
Grade 21	A	\$17.31	G	\$18.37	M	\$19.50	S	\$20.71	Y	\$21.99	AE	\$23.34	AK	\$24.78	AQ	\$26.31	AW	\$27.93	BC	\$29.64	BI	\$31.47	BO	\$33.40	BU	\$35.45
Grade 21	B	\$17.48	H	\$18.55	N	\$19.70	T	\$20.92	Z	\$22.21	AF	\$23.57	AL	\$25.03	AR	\$26.57	AX	\$28.21	BD	\$29.94	BJ	\$31.78	BP	\$33.73	BV	\$35.80
Grade 21	C	\$17.65	I	\$18.74	O	\$19.90	U	\$21.13	AA	\$22.43	AG	\$23.81	AM	\$25.28	AS	\$26.84	AY	\$28.49	BE	\$30.24	BK	\$32.10	BQ	\$34.07	BW	\$36.16
Grade 21	D	\$17.83	J	\$18.93	P	\$20.10	V	\$21.34	AB	\$22.65	AH	\$24.05	AN	\$25.53	AT	\$27.11	AZ	\$28.77	BF	\$30.54	BL	\$32.42	BR	\$34.41	BX	\$36.52
Grade 21	E	\$18.01	K	\$19.12	Q	\$20.30	W	\$21.55	AC	\$22.88	AI	\$24.29	AO	\$25.79	AU	\$27.38	BA	\$29.06	BG	\$30.85	BM	\$32.74	BS	\$34.75	BY	\$36.89
Grade 21	F	\$18.19	L	\$19.31	R	\$20.50	X	\$21.77	AD	\$23.11	AJ	\$24.53	AP	\$26.05	AV	\$27.65	BB	\$29.35	BH	\$31.16	BN	\$33.07	BT	\$35.10	BZ	\$37.26

Salary

Position

Classification

Salaried Position Classification Chart

Revised February 2020

Exempt Positions

Grade	Position	Department
Grade 22	<i>Maintenance and Transportation Area Supervisor</i>	<i>Head Start</i>
Grade 23	<i>Vacant</i>	<i>Vacant</i>
Grade 24	<i>Facility Maintenance Specialist</i>	<i>Head Start</i>
Grade 25	<i>Health Program Nurse</i>	<i>Head Start</i>
	<i>Information Systems Specialist</i>	<i>Head Start</i>
	<i>Administrative Specialist</i>	<i>Head Start</i>
	<i>Family Services Specialist I</i>	<i>Head Start</i>
	<i>Family Child Care Specialist I</i>	<i>Head Start</i>
	<i>E.R.S.E.A. Specialist</i>	<i>Head Start</i>
	<i>Health Services Specialist I</i>	<i>Head Start</i>
	<i>Administrative Office Manager I</i>	<i>Head Start</i>
	<i>Head Start Resource & Training Specialist</i>	<i>Head Start</i>
	<i>Cultural Liaison Specialist</i>	<i>Head Start</i>
	<i>Data Analysis Specialist</i>	<i>Head Start</i>
	<i>Local Area Manager Assistant</i>	<i>Head Start</i>
	<i>Food Services Manager</i>	<i>Head Start</i>
	<i>Child Development Specialist I</i>	<i>Head Start</i>
Grade 26	<i>Health and Safety Coach</i>	<i>Social Support Services</i>
	<i>Operations Manager</i>	<i>Social Support Services</i>
	<i>Training Coordinator</i>	<i>Community Services</i>
	<i>Training Coach</i>	<i>Social Support Services</i>
	<i>Assistant Clinical Supervisor</i>	<i>Social Support Services</i>
	<i>Internal Auditor</i>	<i>Indirect</i>
Grade 27	<i>Onsite Property Manager</i>	<i>Housing Services</i>
	<i>Program Manager</i>	<i>Housing Services</i>
	<i>Safety & Security Manager</i>	<i>Transportation Services</i>
Grade 28	<i>Operations Support Specialist</i>	<i>Transportation Services</i>
	<i>Program Supervisor</i>	<i>Social Support Services/Community Services</i>
Grade 29	<i>Quality Care Manager</i>	<i>Community Services</i>
	<i>Assistant Housing Services Director</i>	<i>Housing Services</i>
	<i>Fleet Maintenance Manager</i>	<i>Transportation Services</i>
	<i>Call Center Manager</i>	<i>Transportation Services</i>
	<i>Mobility Manager</i>	<i>Transportation Services</i>
	<i>Financial Resources Manager</i>	<i>Transportation Services</i>
	<i>Education Specialist</i>	<i>Head Start</i>
	<i>Local Area Manager</i>	<i>Head Start</i>
	<i>Benefits Manager</i>	<i>Indirect</i>
	<i>IT Support Specialist</i>	<i>Indirect</i>
	<i>Fiscal Manager</i>	<i>Indirect</i>
	<i>Maintenance Manager</i>	<i>Indirect</i>
	<i>Developmental Services Coordinator I</i>	<i>Head Start</i>
	<i>Coordinator of Facility and Support Services I</i>	<i>Head Start</i>
Grade 30	<i>Regional Manager</i>	<i>Employment/Social Support Services</i>
Grade 30	<i>Safe Off Streets Coordinator</i>	<i>Social Support Services</i>
	<i>Fiscal Support Manager</i>	<i>Indirect</i>
	<i>Program Manager</i>	<i>Employment/SocialSupport/CommunityServices</i>
	<i>Behavioral Health Specialist</i>	<i>Community Services</i>
	<i>Content Integration Coordinator</i>	<i>Head Start</i>
	<i>Coordinator of Facility Support Services II</i>	<i>Head Start</i>
	<i>Developmental Services Coordinator II</i>	<i>Head Start</i>
	<i>Family Services Specialist II</i>	<i>Head Start</i>

Salaried Position Classification Chart

Revised February 2020

Exempt Positions

	<i>Administrative Office Manager II</i>	<i>Head Start</i>
	<i>Health Program Nurse II</i>	<i>Head Start</i>
	<i>Family Child Care Specialist II</i>	<i>Head Start</i>
	<i>E.R.S.E.A Specialist II</i>	<i>Head Start</i>
	<i>Health Specialist II</i>	<i>Head Start</i>
	<i>Local Area Manager II</i>	<i>Head Start</i>
	<i>Child Development Specialist II</i>	<i>Head Start</i>
	<i>Research and Planning Coordinator</i>	<i>Indirect</i>
	<i>Support Service Manager</i>	<i>Social Support Services</i>
Grade 31	<i>IT Operations Manager</i>	<i>Indirect</i>
	<i>Team Manager/Child Development</i>	<i>Head Start</i>
	<i>Team Manager /Family Community Services</i>	<i>Head Start</i>
	<i>Team Manager/ Financial Resource</i>	<i>Head Start</i>
	<i>Team Manager/ Health Services</i>	<i>Head Start</i>
	<i>Team Manager/Facilities and Transportation</i>	<i>Head Start</i>
Grade 32	<i>Team Manager/Program Operations</i>	<i>Head Start</i>
	<i>Director of Owensboro Regional Recovery</i>	<i>Social Support Services</i>
	<i>Director of Community Care Clinic</i>	<i>Community Services</i>
	<i>Assistant Director of Transportation - Administration</i>	<i>Transportation Services</i>
	<i>Assistant Director of Transportation- Operations</i>	<i>Transportation Services</i>
Grade 33	<i>Vacant</i>	<i>**</i>
Grade 34	<i>Housing Services Director</i>	<i>Housing Services</i>
	<i>Employment Services Director</i>	<i>Employment Services</i>
Grade 35	<i>Vacant</i>	<i>**</i>
Grade 36	<i>Social Support Services Director</i>	<i>Social Support Services</i>
Grade 37	<i>Vacant</i>	<i>**</i>
Grade 38	<i>Transportation Director</i>	<i>Transportation Services</i>
Grade 39	<i>Head Start Director/Director of Child Development</i>	<i>Head Start</i>
	<i>Nurse Practitioner</i>	<i>Community Services</i>
Grade 40	<i>Chief Human Resources Officer</i>	<i>Indirect</i>
	<i>Chief Financial Officer</i>	<i>Indirect</i>
Grade 41	<i>Vacant</i>	<i>**</i>
Grade 42	<i>Deputy Chief Executive Officer</i>	<i>Indirect</i>
Grade 43	<i>Vacant</i>	<i>**</i>
Grade 44	<i>Chief Executive Officer</i>	<i>Indirect</i>

Salary

Schedule

Chart

Audubon Area Community Services, Inc.
Salary Schedule (Revised June, 2011)

Grade 22	A	\$845	G	\$898	M	\$952	S	\$1,012	Y	\$1,074	AE	\$1,140	AK	\$1,211	AQ	\$1,285	AW	\$1,364	BC	\$1,448	BI	\$1,537	BO	\$1,632	BU	\$1,732
Grade 22	B	\$853	H	\$907	N	\$962	T	\$1,022	Z	\$1,085	AF	\$1,151	AL	\$1,223	AR	\$1,298	AX	\$1,378	BD	\$1,462	BJ	\$1,552	BP	\$1,648	BV	\$1,749
Grade 22	C	\$862	I	\$916	O	\$972	U	\$1,032	AA	\$1,096	AG	\$1,163	AM	\$1,235	AS	\$1,311	AY	\$1,392	BE	\$1,477	BK	\$1,568	BQ	\$1,664	BW	\$1,766
Grade 22	D	\$874	J	\$925	P	\$982	V	\$1,042	AB	\$1,107	AH	\$1,175	AN	\$1,247	AT	\$1,324	AZ	\$1,406	BF	\$1,492	BL	\$1,584	BR	\$1,681	BX	\$1,784
Grade 22	E	\$880	K	\$934	Q	\$992	W	\$1,052	AC	\$1,118	AI	\$1,187	AO	\$1,259	AU	\$1,337	BA	\$1,420	BG	\$1,507	BM	\$1,600	BS	\$1,698	BY	\$1,802
Grade 22	F	\$889	L	\$943	R	\$1,002	X	\$1,063	AD	\$1,129	AJ	\$1,199	AP	\$1,272	AV	\$1,350	BB	\$1,434	BH	\$1,522	BN	\$1,616	BT	\$1,715	BZ	\$1,820
Grade 23	A	\$896	G	\$950	M	\$1,010	S	\$1,072	Y	\$1,138	AE	\$1,208	AK	\$1,282	AQ	\$1,360	AW	\$1,444	BC	\$1,533	BI	\$1,627	BO	\$1,727	BU	\$1,833
Grade 23	B	\$905	H	\$960	N	\$1,020	T	\$1,083	Z	\$1,149	AF	\$1,220	AL	\$1,295	AR	\$1,374	AX	\$1,458	BD	\$1,548	BJ	\$1,643	BP	\$1,744	BV	\$1,851
Grade 23	C	\$914	I	\$970	O	\$1,030	U	\$1,094	AA	\$1,160	AG	\$1,232	AM	\$1,308	AS	\$1,388	AY	\$1,473	BE	\$1,563	BK	\$1,659	BQ	\$1,761	BW	\$1,870
Grade 23	D	\$923	J	\$980	P	\$1,040	V	\$1,105	AB	\$1,172	AH	\$1,244	AN	\$1,321	AT	\$1,402	AZ	\$1,488	BF	\$1,579	BL	\$1,676	BR	\$1,779	BX	\$1,889
Grade 23	E	\$932	K	\$990	Q	\$1,050	W	\$1,116	AC	\$1,184	AI	\$1,256	AO	\$1,334	AU	\$1,416	BA	\$1,503	BG	\$1,595	BM	\$1,693	BS	\$1,797	BY	\$1,908
Grade 23	F	\$941	L	\$1,000	R	\$1,061	X	\$1,127	AD	\$1,196	AJ	\$1,269	AP	\$1,347	AV	\$1,430	BB	\$1,518	BH	\$1,611	BN	\$1,710	BT	\$1,815	BZ	\$1,927
Grade 24	A	\$950	G	\$1,010	M	\$1,072	S	\$1,138	Y	\$1,208	AE	\$1,282	AK	\$1,360	AQ	\$1,444	AW	\$1,533	BC	\$1,627	BI	\$1,727	BO	\$1,833	BU	\$1,946
Grade 24	B	\$960	H	\$1,020	N	\$1,083	T	\$1,149	Z	\$1,220	AF	\$1,295	AL	\$1,374	AR	\$1,458	AX	\$1,548	BD	\$1,643	BJ	\$1,744	BP	\$1,851	BV	\$1,965
Grade 24	C	\$970	I	\$1,030	O	\$1,094	U	\$1,160	AA	\$1,232	AG	\$1,308	AM	\$1,388	AS	\$1,473	AY	\$1,563	BE	\$1,659	BK	\$1,761	BQ	\$1,870	BW	\$1,985
Grade 24	D	\$980	J	\$1,040	P	\$1,105	V	\$1,172	AB	\$1,244	AH	\$1,321	AN	\$1,402	AT	\$1,488	AZ	\$1,579	BF	\$1,676	BL	\$1,779	BR	\$1,889	BX	\$2,005
Grade 24	E	\$990	K	\$1,050	Q	\$1,116	W	\$1,184	AC	\$1,256	AI	\$1,334	AO	\$1,416	AU	\$1,503	BA	\$1,595	BG	\$1,693	BM	\$1,797	BS	\$1,908	BY	\$2,025
Grade 24	F	\$1,000	L	\$1,061	R	\$1,127	X	\$1,196	AD	\$1,269	AJ	\$1,347	AP	\$1,430	AV	\$1,518	BB	\$1,611	BH	\$1,710	BN	\$1,815	BT	\$1,927	BZ	\$2,045
Grade 25	A	\$1,007	G	\$1,068	M	\$1,134	S	\$1,204	Y	\$1,278	AE	\$1,356	AK	\$1,440	AQ	\$1,529	AW	\$1,623	BC	\$1,723	BI	\$1,829	BO	\$1,941	BU	\$2,060
Grade 25	B	\$1,017	H	\$1,079	N	\$1,145	T	\$1,216	Z	\$1,291	AF	\$1,370	AL	\$1,454	AR	\$1,544	AX	\$1,639	BD	\$1,740	BJ	\$1,847	BP	\$1,960	BV	\$2,081
Grade 25	C	\$1,027	I	\$1,090	O	\$1,156	U	\$1,228	AA	\$1,304	AG	\$1,384	AM	\$1,469	AS	\$1,559	AY	\$1,655	BE	\$1,757	BK	\$1,865	BQ	\$1,980	BW	\$2,102
Grade 25	D	\$1,037	J	\$1,101	P	\$1,168	V	\$1,240	AB	\$1,317	AH	\$1,398	AN	\$1,484	AT	\$1,575	AZ	\$1,672	BF	\$1,775	BL	\$1,884	BR	\$2,000	BX	\$2,123
Grade 25	E	\$1,047	K	\$1,112	Q	\$1,180	W	\$1,252	AC	\$1,330	AI	\$1,412	AO	\$1,499	AU	\$1,591	BA	\$1,689	BG	\$1,793	BM	\$1,903	BS	\$2,020	BY	\$2,144
Grade 25	F	\$1,057	L	\$1,123	R	\$1,192	X	\$1,265	AD	\$1,343	AJ	\$1,426	AP	\$1,514	AV	\$1,607	BB	\$1,706	BH	\$1,811	BN	\$1,922	BT	\$2,040	BZ	\$2,165
Grade 26	A	\$1,067	G	\$1,133	M	\$1,203	S	\$1,277	Y	\$1,355	AE	\$1,439	AK	\$1,528	AQ	\$1,622	AW	\$1,722	BC	\$1,828	BI	\$1,940	BO	\$2,059	BU	\$2,186
Grade 26	B	\$1,078	H	\$1,144	N	\$1,215	T	\$1,290	Z	\$1,369	AF	\$1,453	AL	\$1,543	AR	\$1,638	AX	\$1,739	BD	\$1,846	BJ	\$1,959	BP	\$2,080	BV	\$2,208
Grade 26	C	\$1,089	I	\$1,155	O	\$1,227	U	\$1,303	AA	\$1,383	AG	\$1,468	AM	\$1,558	AS	\$1,654	AY	\$1,756	BE	\$1,864	BK	\$1,979	BQ	\$2,101	BW	\$2,230
Grade 26	D	\$1,100	J	\$1,167	P	\$1,239	V	\$1,316	AB	\$1,397	AH	\$1,483	AN	\$1,574	AT	\$1,671	AZ	\$1,774	BF	\$1,883	BL	\$1,999	BR	\$2,122	BX	\$2,252
Grade 26	E	\$1,111	K	\$1,179	Q	\$1,251	W	\$1,329	AC	\$1,411	AI	\$1,498	AO	\$1,590	AU	\$1,688	BA	\$1,792	BG	\$1,902	BM	\$2,019	BS	\$2,143	BY	\$2,275
Grade 26	F	\$1,122	L	\$1,191	R	\$1,264	X	\$1,342	AD	\$1,425	AJ	\$1,513	AP	\$1,606	AV	\$1,705	BB	\$1,810	BH	\$1,921	BN	\$2,039	BT	\$2,164	BZ	\$2,298
Grade 27	A	\$1,131	G	\$1,201	M	\$1,274	S	\$1,352	Y	\$1,436	AE	\$1,525	AK	\$1,619	AQ	\$1,719	AW	\$1,825	BC	\$1,937	BI	\$2,056	BO	\$2,183	BU	\$2,317
Grade 27	B	\$1,142	H	\$1,213	N	\$1,287	T	\$1,366	Z	\$1,450	AF	\$1,540	AL	\$1,635	AR	\$1,736	AX	\$1,843	BD	\$1,956	BJ	\$2,077	BP	\$2,205	BV	\$2,340
Grade 27	C	\$1,153	I	\$1,225	O	\$1,300	U	\$1,380	AA	\$1,465	AG	\$1,555	AM	\$1,651	AS	\$1,753	AY	\$1,861	BE	\$1,976	BK	\$2,098	BQ	\$2,227	BW	\$2,363
Grade 27	D	\$1,165	J	\$1,237	P	\$1,313	V	\$1,394	AB	\$1,480	AH	\$1,571	AN	\$1,668	AT	\$1,771	AZ	\$1,880	BF	\$1,996	BL	\$2,119	BR	\$2,249	BX	\$2,387
Grade 27	E	\$1,177	K	\$1,249	Q	\$1,326	W	\$1,408	AC	\$1,495	AI	\$1,587	AO	\$1,685	AU	\$1,789	BA	\$1,899	BG	\$2,016	BM	\$2,140	BS	\$2,271	BY	\$2,411
Grade 27	F	\$1,189	L	\$1,261	R	\$1,339	X	\$1,422	AD	\$1,510	AJ	\$1,603	AP	\$1,702	AV	\$1,807	BB	\$1,918	BH	\$2,036	BN	\$2,161	BT	\$2,294	BZ	\$2,435
Grade 28	A	\$1,199	G	\$1,272	M	\$1,350	S	\$1,434	Y	\$1,522	AE	\$1,616	AK	\$1,715	AQ	\$1,820	AW	\$1,932	BC	\$2,051	BI	\$2,178	BO	\$2,312	BU	\$2,454
Grade 28	B	\$1,211	H	\$1,285	N	\$1,364	T	\$1,448	Z	\$1,537	AF	\$1,632	AL	\$1,732	AR	\$1,838	AX	\$1,951	BD	\$2,072	BJ	\$2,200	BP	\$2,335	BV	\$2,479
Grade 28	C	\$1,223	I	\$1,298	O	\$1,378	U	\$1,462	AA	\$1,552	AG	\$1,648	AM	\$1,749	AS	\$1,856	AY	\$1,971	BE	\$2,093	BK	\$2,222	BQ	\$2,358	BW	\$2,504
Grade 28	D	\$1,235	J	\$1,311	P	\$1,392	V	\$1,477	AB	\$1,568	AH	\$1,664	AN	\$1,766	AT	\$1,875	AZ	\$1,991	BF	\$2,114	BL	\$2,244	BR	\$2,382	BX	\$2,529
Grade 28	E	\$1,247	K	\$1,324	Q	\$1,406	W	\$1,492	AC	\$1,584	AI	\$1,681	AO	\$1,784	AU	\$1,894	BA	\$2,011	BG	\$2,135	BM	\$2,266	BS	\$2,406	BY	\$2,554
Grade 28	F	\$1,259	L	\$1,337	R	\$1,420	X	\$1,507	AD	\$1,600	AJ	\$1,698	AP	\$1,802	AV	\$1,913	BB	\$2,031	BH	\$2,156	BN	\$2,289	BT	\$2,430	BZ	\$2,580
Grade 29	A	\$1,271	G	\$1,349	M	\$1,432	S	\$1,520	Y	\$1,614	AE	\$1,713	AK	\$1,818	AQ	\$1,930	AW	\$2,048	BC	\$2,174	BI	\$2,308	BO	\$2,450	BU	\$2,602
Grade 29	B	\$1,284	H	\$1,362	N	\$1,446	T	\$1,535	Z	\$1,630	AF	\$1,730	AL	\$1,836	AR	\$1,949	AX	\$2,068	BD	\$2,196	BJ	\$2,331	BP	\$2,475	BV	\$2,628
Grade 29	C	\$1,297	I	\$1,376	O	\$1,460	U	\$1,550	AA	\$1,646	AG	\$1,747	AM	\$1,854	AS	\$1,968	AY	\$2,089	BE	\$2,218	BK	\$2,354	BQ	\$2,500	BW	\$2,654
Grade 29	D	\$1,310	J	\$1,390	P	\$1,475	V	\$1,566	AB	\$1,662	AH	\$1,764	AN	\$1,873	AT	\$1,988	AZ	\$2,110	BF	\$2,240	BL	\$2,378	BR	\$2,525	BX	\$2,681
Grade 29	E	\$1,323	K	\$1,404	Q	\$1,490	W	\$1,582	AC	\$1,679	AI	\$1,782	AO	\$1,892	AU	\$2,008	BA	\$2,131	BG	\$2,262	BM	\$2,402	BS	\$2,550	BY	\$2,708
Grade 29	F	\$1,336	L	\$1,418	R	\$1,505	X	\$1,598	AD	\$1,696	AJ	\$1,800	AP	\$1,911	AV	\$2,028	BB	\$2,152	BH	\$2,285	BN	\$2,426	BT	\$2,576	BZ	\$2,735

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Grade 30	A	\$1,347	G	\$1,430	M	\$1,518	S	\$1,611	Y	\$1,710	AE	\$1,815	AK	\$1,927	AQ	\$2,045	AW	\$2,170	BC	\$2,304	BI	\$2,446	BO	\$2,596	BU	\$2,755
Grade 30	B	\$1,360	H	\$1,444	N	\$1,533	T	\$1,627	Z	\$1,727	AF	\$1,833	AL	\$1,946	AR	\$2,065	AX	\$2,192	BD	\$2,327	BJ	\$2,470	BP	\$2,622	BV	\$2,783
Grade 30	C	\$1,374	I	\$1,458	O	\$1,548	U	\$1,643	AA	\$1,744	AG	\$1,851	AM	\$1,965	AS	\$2,086	AY	\$2,214	BE	\$2,350	BK	\$2,495	BQ	\$2,648	BW	\$2,811
Grade 30	D	\$1,388	J	\$1,473	P	\$1,563	V	\$1,659	AB	\$1,761	AH	\$1,870	AN	\$1,985	AT	\$2,107	AZ	\$2,236	BF	\$2,374	BL	\$2,520	BR	\$2,674	BX	\$2,839
Grade 30	E	\$1,402	K	\$1,488	Q	\$1,579	W	\$1,676	AC	\$1,779	AI	\$1,889	AO	\$2,005	AU	\$2,128	BA	\$2,258	BG	\$2,398	BM	\$2,545	BS	\$2,701	BY	\$2,867
Grade 30	F	\$1,416	L	\$1,503	R	\$1,595	X	\$1,693	AD	\$1,797	AJ	\$1,908	AP	\$2,025	AV	\$2,149	BB	\$2,281	BH	\$2,422	BN	\$2,570	BT	\$2,728	BZ	\$2,896
Grade 31	A	\$1,428	G	\$1,516	M	\$1,609	S	\$1,708	Y	\$1,813	AE	\$1,924	AK	\$2,042	AQ	\$2,167	AW	\$2,301	BC	\$2,442	BI	\$2,592	BO	\$2,751	BU	\$2,921
Grade 31	B	\$1,442	H	\$1,531	N	\$1,625	T	\$1,725	Z	\$1,831	AF	\$1,943	AL	\$2,062	AR	\$2,189	AX	\$2,324	BD	\$2,466	BJ	\$2,618	BP	\$2,779	BV	\$2,950
Grade 31	C	\$1,456	I	\$1,546	O	\$1,641	U	\$1,742	AA	\$1,849	AG	\$1,962	AM	\$2,083	AS	\$2,211	AY	\$2,347	BE	\$2,491	BK	\$2,644	BQ	\$2,807	BW	\$2,980
Grade 31	D	\$1,471	J	\$1,561	P	\$1,657	V	\$1,759	AB	\$1,867	AH	\$1,982	AN	\$2,104	AT	\$2,233	AZ	\$2,370	BF	\$2,516	BL	\$2,670	BR	\$2,835	BX	\$3,010
Grade 31	E	\$1,486	K	\$1,577	Q	\$1,674	W	\$1,777	AC	\$1,886	AI	\$2,002	AO	\$2,125	AU	\$2,255	BA	\$2,394	BG	\$2,541	BM	\$2,697	BS	\$2,863	BY	\$3,040
Grade 31	F	\$1,501	L	\$1,593	R	\$1,691	X	\$1,795	AD	\$1,905	AJ	\$2,022	AP	\$2,146	AV	\$2,278	BB	\$2,418	BH	\$2,566	BN	\$2,724	BT	\$2,892	BZ	\$3,070
Grade 32	A	\$1,514	G	\$1,607	M	\$1,706	S	\$1,811	Y	\$1,922	AE	\$2,040	AK	\$2,165	AQ	\$2,299	AW	\$2,440	BC	\$2,590	BI	\$2,749	BO	\$2,918	BU	\$3,097
Grade 32	B	\$1,529	H	\$1,623	N	\$1,723	T	\$1,829	Z	\$1,941	AF	\$2,060	AL	\$2,187	AR	\$2,322	AX	\$2,464	BD	\$2,616	BJ	\$2,776	BP	\$2,947	BV	\$3,128
Grade 32	C	\$1,544	I	\$1,639	O	\$1,740	U	\$1,847	AA	\$1,960	AG	\$2,081	AM	\$2,209	AS	\$2,345	AY	\$2,489	BE	\$2,642	BK	\$2,804	BQ	\$2,976	BW	\$3,159
Grade 32	D	\$1,559	J	\$1,655	P	\$1,757	V	\$1,865	AB	\$1,980	AH	\$2,102	AN	\$2,231	AT	\$2,368	AZ	\$2,514	BF	\$2,668	BL	\$2,832	BR	\$3,006	BX	\$3,191
Grade 32	E	\$1,575	K	\$1,672	Q	\$1,775	W	\$1,884	AC	\$2,000	AI	\$2,123	AO	\$2,253	AU	\$2,392	BA	\$2,539	BG	\$2,695	BM	\$2,860	BS	\$3,036	BY	\$3,223
Grade 32	F	\$1,591	L	\$1,689	R	\$1,793	X	\$1,903	AD	\$2,020	AJ	\$2,144	AP	\$2,276	AV	\$2,416	BB	\$2,564	BH	\$2,722	BN	\$2,889	BT	\$3,066	BZ	\$3,255
Grade 33	A	\$1,605	G	\$1,704	M	\$1,809	S	\$1,920	Y	\$2,038	AE	\$2,163	AK	\$2,297	AQ	\$2,438	AW	\$2,588	BC	\$2,747	BI	\$2,916	BO	\$3,095	BU	\$3,286
Grade 33	B	\$1,621	H	\$1,721	N	\$1,827	T	\$1,939	Z	\$2,058	AF	\$2,185	AL	\$2,320	AR	\$2,462	AX	\$2,614	BD	\$2,774	BJ	\$2,945	BP	\$3,126	BV	\$3,319
Grade 33	C	\$1,637	I	\$1,738	O	\$1,845	U	\$1,958	AA	\$2,079	AG	\$2,207	AM	\$2,343	AS	\$2,487	AY	\$2,640	BE	\$2,802	BK	\$2,974	BQ	\$3,157	BW	\$3,352
Grade 33	D	\$1,653	J	\$1,755	P	\$1,863	V	\$1,978	AB	\$2,100	AH	\$2,229	AN	\$2,366	AT	\$2,512	AZ	\$2,666	BF	\$2,830	BL	\$3,004	BR	\$3,189	BX	\$3,386
Grade 33	E	\$1,670	K	\$1,773	Q	\$1,882	W	\$1,998	AC	\$2,121	AI	\$2,251	AO	\$2,390	AU	\$2,537	BA	\$2,693	BG	\$2,858	BM	\$3,034	BS	\$3,221	BY	\$3,420
Grade 33	F	\$1,687	L	\$1,791	R	\$1,901	X	\$2,018	AD	\$2,142	AJ	\$2,274	AP	\$2,414	AV	\$2,562	BB	\$2,720	BH	\$2,887	BN	\$3,064	BT	\$3,253	BZ	\$3,454
Grade 34	A	\$1,701	G	\$1,806	M	\$1,917	S	\$2,035	Y	\$2,160	AE	\$2,293	AK	\$2,434	AQ	\$2,584	AW	\$2,743	BC	\$2,912	BI	\$3,091	BO	\$3,281	BU	\$3,482
Grade 34	B	\$1,718	H	\$1,824	N	\$1,936	T	\$2,055	Z	\$2,182	AF	\$2,316	AL	\$2,458	AR	\$2,610	AX	\$2,770	BD	\$2,941	BJ	\$3,122	BP	\$3,314	BV	\$3,517
Grade 34	C	\$1,735	I	\$1,842	O	\$1,955	U	\$2,076	AA	\$2,204	AG	\$2,339	AM	\$2,483	AS	\$2,636	AY	\$2,798	BE	\$2,970	BK	\$3,153	BQ	\$3,347	BW	\$3,552
Grade 34	D	\$1,752	J	\$1,860	P	\$1,975	V	\$2,097	AB	\$2,226	AH	\$2,362	AN	\$2,508	AT	\$2,662	AZ	\$2,826	BF	\$3,000	BL	\$3,185	BR	\$3,380	BX	\$3,588
Grade 34	E	\$1,770	K	\$1,879	Q	\$1,995	W	\$2,118	AC	\$2,248	AI	\$2,386	AO	\$2,533	AU	\$2,689	BA	\$2,854	BG	\$3,030	BM	\$3,217	BS	\$3,414	BY	\$3,624
Grade 34	F	\$1,788	L	\$1,898	R	\$2,015	X	\$2,139	AD	\$2,270	AJ	\$2,410	AP	\$2,558	AV	\$2,716	BB	\$2,883	BH	\$3,060	BN	\$3,249	BT	\$3,448	BZ	\$3,660
Grade 35	A	\$1,803	G	\$1,914	M	\$2,032	S	\$2,157	Y	\$2,290	AE	\$2,431	AK	\$2,581	AQ	\$2,740	AW	\$2,909	BC	\$3,088	BI	\$3,278	BO	\$3,479	BU	\$3,693
Grade 35	B	\$1,821	H	\$1,933	N	\$2,052	T	\$2,179	Z	\$2,313	AF	\$2,455	AL	\$2,607	AR	\$2,767	AX	\$2,938	BD	\$3,119	BJ	\$3,311	BP	\$3,514	BV	\$3,730
Grade 35	C	\$1,839	I	\$1,952	O	\$2,073	U	\$2,201	AA	\$2,336	AG	\$2,480	AM	\$2,633	AS	\$2,795	AY	\$2,967	BE	\$3,150	BK	\$3,344	BQ	\$3,549	BW	\$3,767
Grade 35	D	\$1,857	J	\$1,972	P	\$2,094	V	\$2,223	AB	\$2,359	AH	\$2,505	AN	\$2,659	AT	\$2,823	AZ	\$2,997	BF	\$3,182	BL	\$3,377	BR	\$3,584	BX	\$3,805
Grade 35	E	\$1,876	K	\$1,992	Q	\$2,115	W	\$2,245	AC	\$2,383	AI	\$2,530	AO	\$2,686	AU	\$2,851	BA	\$3,027	BG	\$3,214	BM	\$3,411	BS	\$3,620	BY	\$3,843
Grade 35	F	\$1,895	L	\$2,012	R	\$2,136	X	\$2,267	AD	\$2,407	AJ	\$2,555	AP	\$2,713	AV	\$2,880	BB	\$3,057	BH	\$3,246	BN	\$3,445	BT	\$3,656	BZ	\$3,881
Grade 36	A	\$1,911	G	\$2,028	M	\$2,152	S	\$2,285	Y	\$2,426	AE	\$2,576	AK	\$2,735	AQ	\$2,903	AW	\$3,082	BC	\$3,271	BI	\$3,472	BO	\$3,685	BU	\$3,912
Grade 36	B	\$1,930	H	\$2,048	N	\$2,174	T	\$2,308	Z	\$2,450	AF	\$2,602	AL	\$2,762	AR	\$2,932	AX	\$3,113	BD	\$3,304	BJ	\$3,507	BP	\$3,722	BV	\$3,951
Grade 36	C	\$1,949	I	\$2,068	O	\$2,196	U	\$2,331	AA	\$2,475	AG	\$2,628	AM	\$2,790	AS	\$2,961	AY	\$3,144	BE	\$3,337	BK	\$3,542	BQ	\$3,759	BW	\$3,991
Grade 36	D	\$1,968	J	\$2,089	P	\$2,218	V	\$2,354	AB	\$2,500	AH	\$2,654	AN	\$2,818	AT	\$2,991	AZ	\$3,175	BF	\$3,370	BL	\$3,577	BR	\$3,797	BX	\$4,031
Grade 36	E	\$1,988	K	\$2,110	Q	\$2,240	W	\$2,378	AC	\$2,525	AI	\$2,681	AO	\$2,846	AU	\$3,021	BA	\$3,207	BG	\$3,404	BM	\$3,613	BS	\$3,835	BY	\$4,071
Grade 36	F	\$2,008	L	\$2,131	R	\$2,262	X	\$2,402	AD	\$2,550	AJ	\$2,708	AP	\$2,874	AV	\$3,051	BB	\$3,239	BH	\$3,438	BN	\$3,649	BT	\$3,873	BZ	\$4,112

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Grade 37	A	\$2,026	G	\$2,150	M	\$2,283	S	\$2,424	Y	\$2,572	AE	\$2,731	AK	\$2,899	AQ	\$3,077	AW	\$3,266	BC	\$3,467	BI	\$3,680	BO	\$3,907	BU	\$4,147
Grade 37	B	\$2,046	H	\$2,172	N	\$2,306	T	\$2,448	Z	\$2,598	AF	\$2,758	AL	\$2,928	AR	\$3,108	AX	\$3,299	BD	\$3,502	BJ	\$3,717	BP	\$3,946	BV	\$4,188
Grade 37	C	\$2,066	I	\$2,194	O	\$2,329	U	\$2,472	AA	\$2,624	AG	\$2,786	AM	\$2,957	AS	\$3,139	AY	\$3,332	BE	\$3,537	BK	\$3,754	BQ	\$3,985	BW	\$4,230
Grade 37	D	\$2,087	J	\$2,216	P	\$2,352	V	\$2,497	AB	\$2,650	AH	\$2,814	AN	\$2,987	AT	\$3,170	AZ	\$3,365	BF	\$3,572	BL	\$3,792	BR	\$4,025	BX	\$4,272
Grade 37	E	\$2,108	K	\$2,238	Q	\$2,376	W	\$2,522	AC	\$2,677	AI	\$2,842	AO	\$3,017	AU	\$3,202	BA	\$3,399	BG	\$3,608	BM	\$3,830	BS	\$4,065	BY	\$4,315
Grade 37	F	\$2,129	L	\$2,260	R	\$2,400	X	\$2,547	AD	\$2,704	AJ	\$2,870	AP	\$3,047	AV	\$3,234	BB	\$3,433	BH	\$3,644	BN	\$3,868	BT	\$4,106	BZ	\$4,358
Grade 38	A	\$2,148	G	\$2,280	M	\$2,420	S	\$2,568	Y	\$2,726	AE	\$2,894	AK	\$3,072	AQ	\$3,261	AW	\$3,462	BC	\$3,675	BI	\$3,901	BO	\$4,141	BU	\$4,396
Grade 38	B	\$2,169	H	\$2,303	N	\$2,444	T	\$2,594	Z	\$2,753	AF	\$2,923	AL	\$3,103	AR	\$3,294	AX	\$3,497	BD	\$3,712	BJ	\$3,940	BP	\$4,182	BV	\$4,440
Grade 38	C	\$2,191	I	\$2,326	O	\$2,468	U	\$2,620	AA	\$2,781	AG	\$2,952	AM	\$3,134	AS	\$3,327	AY	\$3,532	BE	\$3,749	BK	\$3,979	BQ	\$4,224	BW	\$4,484
Grade 38	D	\$2,213	J	\$2,349	P	\$2,493	V	\$2,646	AB	\$2,809	AH	\$2,982	AN	\$3,165	AT	\$3,360	AZ	\$3,567	BF	\$3,786	BL	\$4,019	BR	\$4,266	BX	\$4,529
Grade 38	E	\$2,235	K	\$2,372	Q	\$2,518	W	\$2,672	AC	\$2,837	AI	\$3,012	AO	\$3,197	AU	\$3,394	BA	\$3,603	BG	\$3,824	BM	\$4,059	BS	\$4,309	BY	\$4,574
Grade 38	F	\$2,257	L	\$2,396	R	\$2,543	X	\$2,699	AD	\$2,865	AJ	\$3,042	AP	\$3,229	AV	\$3,428	BB	\$3,639	BH	\$3,862	BN	\$4,100	BT	\$4,352	BZ	\$4,620
Grade 39	A	\$2,277	G	\$2,417	M	\$2,565	S	\$2,723	Y	\$2,891	AE	\$3,068	AK	\$3,257	AQ	\$3,458	AW	\$3,671	BC	\$3,897	BI	\$4,137	BO	\$4,391	BU	\$4,661
Grade 39	B	\$2,300	H	\$2,441	N	\$2,591	T	\$2,750	Z	\$2,920	AF	\$3,099	AL	\$3,290	AR	\$3,493	AX	\$3,708	BD	\$3,936	BJ	\$4,178	BP	\$4,435	BV	\$4,708
Grade 39	C	\$2,323	I	\$2,465	O	\$2,617	U	\$2,778	AA	\$2,949	AG	\$3,130	AM	\$3,323	AS	\$3,528	AY	\$3,745	BE	\$3,975	BK	\$4,220	BQ	\$4,479	BW	\$4,755
Grade 39	D	\$2,346	J	\$2,490	P	\$2,643	V	\$2,806	AB	\$2,978	AH	\$3,161	AN	\$3,356	AT	\$3,563	AZ	\$3,782	BF	\$4,015	BL	\$4,262	BR	\$4,524	BX	\$4,803
Grade 39	E	\$2,369	K	\$2,515	Q	\$2,669	W	\$2,834	AC	\$3,008	AI	\$3,193	AO	\$3,390	AU	\$3,599	BA	\$3,820	BG	\$4,055	BM	\$4,305	BS	\$4,569	BY	\$4,851
Grade 39	F	\$2,393	L	\$2,540	R	\$2,696	X	\$2,862	AD	\$3,038	AJ	\$3,225	AP	\$3,424	AV	\$3,635	BB	\$3,858	BH	\$4,096	BN	\$4,348	BT	\$4,615	BZ	\$4,900
Grade 40	A	\$2,414	G	\$2,562	M	\$2,720	S	\$2,887	Y	\$3,064	AE	\$3,253	AK	\$3,454	AQ	\$3,667	AW	\$3,893	BC	\$4,133	BI	\$4,387	BO	\$4,657	BU	\$4,944
Grade 40	B	\$2,438	H	\$2,588	N	\$2,747	T	\$2,916	Z	\$3,095	AF	\$3,286	AL	\$3,489	AR	\$3,704	AX	\$3,932	BD	\$4,174	BJ	\$4,431	BP	\$4,704	BV	\$4,993
Grade 40	C	\$2,462	I	\$2,614	O	\$2,774	U	\$2,945	AA	\$3,126	AG	\$3,319	AM	\$3,524	AS	\$3,741	AY	\$3,971	BE	\$4,216	BK	\$4,475	BQ	\$4,751	BW	\$5,043
Grade 40	D	\$2,487	J	\$2,640	P	\$2,802	V	\$2,974	AB	\$3,157	AH	\$3,352	AN	\$3,559	AT	\$3,778	AZ	\$4,011	BF	\$4,258	BL	\$4,520	BR	\$4,799	BX	\$5,093
Grade 40	E	\$2,512	K	\$2,666	Q	\$2,830	W	\$3,004	AC	\$3,189	AI	\$3,386	AO	\$3,595	AU	\$3,816	BA	\$4,051	BG	\$4,301	BM	\$4,565	BS	\$4,847	BY	\$5,144
Grade 40	F	\$2,537	L	\$2,693	R	\$2,858	X	\$3,034	AD	\$3,221	AJ	\$3,420	AP	\$3,631	AV	\$3,854	BB	\$4,092	BH	\$4,344	BN	\$4,611	BT	\$4,895	BZ	\$5,195
Grade 41	A	\$2,559	G	\$2,717	M	\$2,884	S	\$3,061	Y	\$3,250	AE	\$3,450	AK	\$3,663	AQ	\$3,889	AW	\$4,128	BC	\$4,382	BI	\$4,652	BO	\$4,938	BU	\$5,241
Grade 41	B	\$2,585	H	\$2,744	N	\$2,913	T	\$3,092	Z	\$3,283	AF	\$3,485	AL	\$3,700	AR	\$3,928	AX	\$4,169	BD	\$4,426	BJ	\$4,699	BP	\$4,987	BV	\$5,293
Grade 41	C	\$2,611	I	\$2,771	O	\$2,942	U	\$3,123	AA	\$3,316	AG	\$3,520	AM	\$3,737	AS	\$3,967	AY	\$4,211	BE	\$4,470	BK	\$4,746	BQ	\$5,037	BW	\$5,346
Grade 41	D	\$2,637	J	\$2,799	P	\$2,971	V	\$3,154	AB	\$3,349	AH	\$3,555	AN	\$3,774	AT	\$4,007	AZ	\$4,253	BF	\$4,515	BL	\$4,793	BR	\$5,087	BX	\$5,399
Grade 41	E	\$2,663	K	\$2,827	Q	\$3,001	W	\$3,186	AC	\$3,382	AI	\$3,591	AO	\$3,812	AU	\$4,047	BA	\$4,296	BG	\$4,560	BM	\$4,841	BS	\$5,138	BY	\$5,453
Grade 41	F	\$2,690	L	\$2,855	R	\$3,031	X	\$3,218	AD	\$3,416	AJ	\$3,627	AP	\$3,850	AV	\$4,087	BB	\$4,339	BH	\$4,606	BN	\$4,889	BT	\$5,189	BZ	\$5,508
Grade 42	A	\$2,713	G	\$2,880	M	\$3,057	S	\$3,246	Y	\$3,445	AE	\$3,656	AK	\$3,881	AQ	\$4,120	AW	\$4,373	BC	\$4,643	BI	\$4,928	BO	\$5,231	BU	\$5,552
Grade 42	B	\$2,740	H	\$2,909	N	\$3,088	T	\$3,278	Z	\$3,479	AF	\$3,693	AL	\$3,920	AR	\$4,161	AX	\$4,417	BD	\$4,689	BJ	\$4,977	BP	\$5,283	BV	\$5,608
Grade 42	C	\$2,767	I	\$2,938	O	\$3,119	U	\$3,311	AA	\$3,514	AG	\$3,730	AM	\$3,959	AS	\$4,203	AY	\$4,461	BE	\$4,736	BK	\$5,027	BQ	\$5,336	BW	\$5,664
Grade 42	D	\$2,795	J	\$2,967	P	\$3,150	V	\$3,344	AB	\$3,549	AH	\$3,767	AN	\$3,999	AT	\$4,245	AZ	\$4,506	BF	\$4,783	BL	\$5,077	BR	\$5,389	BX	\$5,721
Grade 42	E	\$2,823	K	\$2,997	Q	\$3,182	W	\$3,377	AC	\$3,584	AI	\$3,805	AO	\$4,039	AU	\$4,287	BA	\$4,551	BG	\$4,831	BM	\$5,128	BS	\$5,443	BY	\$5,778
Grade 42	F	\$2,851	L	\$3,027	R	\$3,214	X	\$3,411	AD	\$3,620	AJ	\$3,843	AP	\$4,079	AV	\$4,330	BB	\$4,597	BH	\$4,879	BN	\$5,179	BT	\$5,497	BZ	\$5,836
Grade 43	A	\$2,876	G	\$3,053	M	\$3,241	S	\$3,440	Y	\$3,651	AE	\$3,876	AK	\$4,115	AQ	\$4,368	AW	\$4,637	BC	\$4,922	BI	\$5,225	BO	\$5,546	BU	\$5,887
Grade 43	B	\$2,905	H	\$3,084	N	\$3,273	T	\$3,474	Z	\$3,688	AF	\$3,915	AL	\$4,156	AR	\$4,412	AX	\$4,683	BD	\$4,971	BJ	\$5,277	BP	\$5,601	BV	\$5,946
Grade 43	C	\$2,934	I	\$3,115	O	\$3,306	U	\$3,509	AA	\$3,725	AG	\$3,954	AM	\$4,198	AS	\$4,456	AY	\$4,730	BE	\$5,021	BK	\$5,330	BQ	\$5,657	BW	\$6,005
Grade 43	D	\$2,963	J	\$3,146	P	\$3,339	V	\$3,544	AB	\$3,762	AH	\$3,994	AN	\$4,240	AT	\$4,501	AZ	\$4,777	BF	\$5,071	BL	\$5,383	BR	\$5,714	BX	\$6,065
Grade 43	E	\$2,993	K	\$3,177	Q	\$3,372	W	\$3,579	AC	\$3,800	AI	\$4,034	AO	\$4,282	AU	\$4,546	BA	\$4,825	BG	\$5,122	BM	\$5,437	BS	\$5,771	BY	\$6,126
Grade 43	F	\$3,023	L	\$3,209	R	\$3,406	X	\$3,615	AD	\$3,838	AJ	\$4,074	AP	\$4,325	AV	\$4,591	BB	\$4,873	BH	\$5,173	BN	\$5,491	BT	\$5,829	BZ	\$6,187
Grade 44	A	\$3,049	G	\$3,236	M	\$3,435	S	\$3,646	Y	\$3,870	AE	\$4,108	AK	\$4,360	AQ	\$4,628	AW	\$4,913	BC	\$5,216	BI	\$5,537	BO	\$5,877	BU	\$6,239
Grade 44	B	\$3,079	H	\$3,268	N	\$3,469	T	\$3,682	Z	\$3,909	AF	\$4,149	AL	\$4,404	AR	\$4,674	AX	\$4,962	BD	\$5,268	BJ	\$5,592	BP	\$5,936	BV	\$6,301
Grade 44	C	\$3,110	I	\$3,301	O	\$3,504	U	\$3,719	AA	\$3,948	AG	\$4,190	AM	\$4,448	AS	\$4,721	AY	\$5,012	BE	\$5,321	BK	\$5,648	BQ	\$5,995	BW	\$6,364
Grade 44	D	\$3,141	J	\$3,334	P	\$3,539	V	\$3,756	AB	\$3,987	AH	\$4,232	AN	\$4,492	AT	\$4,768	AZ	\$5,062	BF	\$5,374	BL	\$5,704	BR	\$6,055	BX	\$6,428
Grade 44	E	\$3,172	K	\$3,367	Q	\$3,574	W	\$3,794	AC	\$4,027	AI	\$4,274	AO	\$4,537	AU	\$4,816	BA	\$5,113	BG	\$5,428	BM	\$5,761	BS	\$6,116	BY	\$6,492
Grade 44	F	\$3,204	L	\$3,401	R	\$3,610	X	\$3,832	AD	\$4,067	AJ	\$4,317	AP	\$4,582	AV	\$4,864	BB	\$5,164	BH	\$5,482	BN	\$5,819	BT	\$6,177	BZ	\$6,557

AUDUBON AREA COMMUNITY SERVICES, INC.

Affirmative Action Plan - Policies and Procedures

2020

Joanne Kendall, Chair
Board of Directors

R. Michael Sullivan
Sullivan Mountjoy PSC
Employment Law Counsel

Cheryl Gatton
Chief Human Resources Officer/Section 504 Coordinator

Cheryl Gatton and Chasity Hampton
Equal Opportunity Officers

February 2020

Audubon Area Community Services, Inc.

I. Equal Opportunity Plan- General Statement of Commitment.

The purpose of the equal opportunity plan of Audubon Area Community Services, Inc. is to set forth a positive policy prohibiting discrimination on the basis of race, religion, sex, age, marital status, disability, political affiliation or national origin, in all agency programs, policies, and employment. This includes assurance of compliance with Title VII of the Civil Right Act of 1964, Section 504 of The Rehabilitation Act of 1973, as amended; the Americans with Disabilities Act of 1990; Executive Order 11246, the approved Affirmative Action Plan, the Audubon Area Community Services *Personnel Policies and Procedures Manual*, and other such directives as set forth from time to time.

Audubon Area Community Services, Inc. (Audubon Area) is a state and federally-funded agency which primarily serves the seven-county Green River Area Development District, consisting of the counties of Daviess, Hancock, Henderson, McLean, Ohio, Union and Webster. The agency also operates the Head Start program in sixteen counties (the seven GRADD counties, and nine Pennyriple ADD counties) and Kentucky Works Program (KWP) in thirty-four counties (the seven GRADD counties, nine Pennyriple counties, eight Purchase ADD counties and ten counties in the Barren River ADD). Audubon Area also acts as fiscal agent for other non-profit agencies.

Audubon Area operates the following programs: CSBG (Community Services Block Grant); GRITS(Green River Intra Transit System); community-based outreach and neighborhood services; Head Start; Retired Senior Volunteer Program; Foster Grandparent Program: Senior Companion Program; Low-Income Home Energy Assistance Program (LIHEAP); Subsidized Low-Income Housing; Weatherization Program; and other human services projects.

The thirty-four (34) county population is 920,404 (2012 estimates from the Kentucky State Data Center) with a population of 91,856 minorities.

II. Statement of Compliance.

Audubon Area Community Services, Inc. hereby makes a public commitment to comply with all applicable equal opportunity policies, laws, and directives, to insure non-discrimination because of race, religion, creed, color, sex, age, disability, national origin or other protected classes.

This Agency supports the intent of these requirements and will exert maximum effort to insure and maintain compliance with the following:

- A. Civil Rights Act of 1964, as may be amended from time to time.
- B. Executive Order 11246 (where applicable).
- C. Rehabilitation Act of 1973, as amended.
- D. Title 45, Chapter 10 of the "Federal Register."
- E. Grant conditions and provisions relative to the Economic Opportunity Act of 1964.
- F. The Kentucky Equal Opportunity Civil Rights Act of 1966 and later amendments of the Civil Rights Bill.
- G. Americans with Disabilities Act of 1990.

III. Objectives and Implementation of the Affirmative Action Plan.

This Affirmative Action Plan entails an Agency commitment to:

- A. Insure equal employment opportunity and equal application and practice promotional and advancement policies for all persons within the Agency.
- B. Insure equal participation in all Audubon Area programs by participants without regards to race, creed, color, religion, sex, age, disability, national origin or other protected classes.
- C. Insure an appropriate delivery of services that this Agency provides under the Audubon Area Community Services, Inc. sponsorship.
- D. Require any delegate agency of Audubon Area Community Services to implement and carry out equal opportunity policy, as required under state and federal civil rights laws and executive orders.
- E. Work as requested and to the extent practical with contractors, sub-contractors, lenders, vendors, and suppliers with which this agency does business in developing affirmative action plans and equal opportunity programs, and avoiding business dealings with firms in obvious non-compliance with equal opportunity practices.
- F. Establish coordination procedures and working relations with federal, state and local agencies to further the goal of equal opportunity for all persons.
- G. Continue the Agency self-evaluation relative to its compliance with the requirements of Section 504 of The Rehabilitation Act of 1973, and the Americans with Disabilities Act of 1990 particularly as related to hiring practices and facilities access.

IV. Agency Support.

In addition to Audubon Area Equal Opportunity Officers, all Agency staff and members of any delegate agencies will support the Audubon Area Affirmative Action Program. Other participatory groups include:

- A. The Board of Directors
- B. The Administrative Committee
- C. The Agency's advisory groups and councils

V. Affirmative Action Plan.

- A. Board of Directors Administration

The Board of Directors of Audubon Area Community Services, Inc. approves the established goals for the affirmative action plan and shall have ultimate responsibility for planning, implementing, and evaluating the affirmative action plan. Audubon Area Board members are encouraged to familiarize themselves with on-site visits to all Audubon Area centers. Members should seek to avoid direct intervention in staff activities. In addition, the Board shall take the steps necessary to assure compliance within the Agency in accordance with the appropriate Federal guidelines and is committed to maintain compliance with all laws, regulations and guidelines. All deletions and/or changes to the Affirmative Action Plan must be approved by the Board of Directors. Through its varied membership, the Board is in a unique position to elicit support in achieving and maintaining such societal change.

The Board of Directors consists of at least twenty-four members which has 1/3 representation from the public, 1/3 private, and 1/3 from the poor (consumer) sector.

B. Administrative/Public Relations Committee.

The primary functions of the Administrative Committee consist of the following:

1. Planning, supervising and evaluating surveys being taken by the Agency to assure equal employment opportunity — and the participation in all the benefits provided by the Agency for members of all eligible groups.
2. Report to the Board of Directors on human rights issues.
3. Assist with any studies and surveys on specific problems to be resolved within a short and a long range time frame.
4. To provide the leadership for the Agency in conducting a continual effort to eliminate every form of prejudice or discrimination based upon race, color, disability, religion, sex, age, or national origin.
5. The Committee shall further demonstrate an awareness, concern and leading policy/monitoring role in the Agency's Affirmative Action Plan to eliminate prejudice, discrimination and adverse effects, in all aspects of the Agency's operation.

C. Equal Opportunity Officers.

The Equal Opportunity Officers (EEO) reports directly to the Board of Directors with the respect to equal opportunity matters *only*. The Equal Opportunity Officers may serve as technical advisors to the Administrative Committee and the Chief Executive Officer on matters relating to equal opportunity, with an atmosphere of cooperation within these relationships. The Agency's two EEOs serve in this role without compensation, being full-time employees of Audubon Area in other paid capacities.

The Equal Opportunity Officers and the Chief Human Resources Officer are responsible for ensuring the proper implementation of equal opportunity policies and handling complaints and investigation of alleged discrimination. They may serve as the "executive officers" of the Administrative Committee of the Board, but shall have no vote.

D. Chief Executive Officer.

The Chief Executive Officer of Audubon Area Community Services, Inc. is charged with the responsibility to carry out the goals of the affirmative action plan as set forth by the Board of Directors. Within the management of the Agency, he/she shall ensure that steps are undertaken in all Agency activities to maintain compliance with affirmative action policies and to overcome the efforts of any past practices and policies of discrimination. The Chief Executive Officer is the administrative supervisor of the Equal Opportunity Officers and the Chief Human Resources Officer. With the approval of the Board of Directors and the Administrative Committee, he/she may assign a staff person(s) (who may be the Equal Opportunity Officer(s)) with the Chief Human Resources Officer to administer the affirmative action plan, to be responsible to the Chief Executive Officer or his/her designee, and to develop rapport with federal, state, and local human rights agencies and officials. The Chief Human Resources Officer, as designated by the Chief Executive Officer, will act as the liaison for the Agency on any complaints or grievances filed by complainants to a local, state or Federal human rights

agency. Audubon Area Administrative Committee and Board of Directors shall be informed of any such complaints or grievances.

E. Chief Human Resources Officer /Section 504 — ADA Coordinator.

In the absence of the Chief Executive Officer, the Chief Human Resources Officer is directly responsible for the agency's affirmative action program.

The Chief Human Resources Officer is also the Agency's officially designated "Section 504 Coordinator." He/She is, thus, charged with the primary responsibility of assuring the Agency's compliance with the requirements of Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990.

VI. Direct Employment

A. New Employees.

1. Recruitment. To fulfill this Agency's commitment to equal opportunity employment, recruitment shall be done in the following manner if Audubon Area decides to advertise.
 - a. Notices of job openings shall be posted in conspicuous places.
 - b. Respective area news media and employment offices shall be notified of job.
 - c. Job applications and other pre-employment forms are to be free of any questions pertaining to an applicants' race, religion, creed, age, disability, marital status, political affiliation, national origin or other information that would violate federal or state regulations.
2. Screening. The following steps shall be taken in the screening process:
 - a. The use of examinations which tend to discriminate against applicants because of the applicant's cultural or economic background — or disability condition — have no relation to job performance and shall be excluded.
 - b. Equivalent experience may be substituted for degree requirements.
 - c. Except in positions of trust, as specified in the Personnel Policies and Procedures Manual, criminal records alone shall not constitute a basis for employment disqualification.

VII. Processing Complaints of Discrimination.

A. Definition of terms.

1. Complaint. A (human rights/equal opportunity) complaint is a stated (written or oral, but through the designated process) dissatisfaction with any personnel action in which the aggrieved person alleges discrimination due to race, religion, color, disability, creed, sex, marital status, age, national origin or political affiliation. The

resolution and complaints of discrimination policies are stated in Audubon Area Personnel Policies and Procedures Manual, Section 7.1, "Equal Opportunity Officer Responsibilities," pages 1 and 2.

- B. The "complaint" procedure (outlined in full in Section 7.1, "Equal Opportunity Officer Responsibilities") is summarized in the following steps to be taken in dealing with charges of discrimination.
1. The formal complaint procedures are to be held in compliance with the appropriate equal opportunity instructions. The Equal Opportunity Officer's objective and the complaint procedure's purpose shall be to achieve a resolution consistent with all federal, state, and local laws.
 2. The complainant should first discuss the belief of discrimination with the Equal Opportunity Officer who shall deal with complaints of discrimination in the following manner:
 - Attempt to resolve the problem and assist with an equitable solution
 - Not identify the complainant without his/her written authorization unless necessary for the agency to conduct a full and complete investigation.
 - Attempt to resolve the complaint informally and within the agency
 - Communicate complaints to the appropriate supervisor, department head, the Chief Executive Officer and the respondent; and direct action toward resolving the discrimination problem
 - Access all needed information regarding the complaint
 - Not withdraw the complaint without written approval from the complainant
 - Be free of undue agency departmental constraint or interference while performing his/her equal opportunity responsibilities.
- C. If the discrimination complaint is not resolved by the Equal Opportunity Officer, the employee may ask for an agency-level "conciliation panel" to review his/her complaint. Conciliation panel members shall:
- Not have a conflict of interest
 - Consider a complainant and respondent time limit
 - Render a decision within a reasonable time limit
 - If the decision— within the scope and means of agency policy — is agreeable to all parties, incorporate their solution into a conciliation agreement which may be used for future reference of similar matters
 - Provide a copy of the settlement agreement to the complainant, respondent, Equal Opportunity Officer, the Board's Administrative Committee Chair, and the Chief Executive Officer.
- D. Complainants choosing to file formal complaints should address their charges to the Kentucky Human Rights Commission, the Federal Equal Employment Opportunity Commission or another human rights agency with legal authority to act on his/her behalf.

ADMINISTRATIVE ACTIVITIES

This section is largely a reiteration of "General Activities," with the view in mind that repetition tends reinforcement to these objectives.

1.	Encourage Board members to familiarize themselves with on-site visits to all Audubon Area centers.	Board Chairman Administrative Committee Chair Chief Executive Officer	On-going
2.	Encourage a line of communication and support with the Henderson and Owensboro Human Rights Commissions' Coordinators; maintain cooperative relationships with local human rights organizations.	Equal Opportunity Officers Administrative Committee	On-going
3.	Provide reports to the Board on human rights.	Administrative Committee Chief Human Resources Officer Equal Opportunity Officers	Semi-annually
4.	Submit reports on AAP progress to the Administrative Committee.	Chief Human Resources Officer Equal Opportunity Officers	At least semi-annually.
5.	Update the AAP of the agency	Chief Human Resources Officer Equal Opportunity Officers Administrative Committee	Feb 2020 and as needed

STATEMENT OF HUMAN RIGHTS ROLE AND PHILOSOPHY

Audubon Area Community Services, Inc.

Audubon Area believes it has a responsibility to identify appropriate human rights objectives for the Agency, wherein it can realistically achieve the stated objectives consistent with its legal standing and private agency status. The Agency's affirmative action role is one of a cooperative and supportive nature to local, state, and federal Human Rights Commissions, and compliance enforcement agencies, who possess a legal standing and a recognized charge for institutional change.

Audubon Area is involved largely in the areas of providing human rights information and referral to its staff and inquirers to those agencies with the expertise and authority for appropriate action. This approach better utilizes Audubon Area capabilities and emphasizes a self-help approach for human rights efforts. The strategy also includes a fuller utilization of Audubon Area Board members, in impacting on identified human rights problems and needs in their respective communities.

Duty Summary

EQUAL OPPORTUNITY OFFICERS

The job of the Equal Opportunity Officers is to establish an open and sympathetic channel through which employees may raise questions, discuss grievances, get answers, and on an informal basis, get resolutions of problems connected with equal employment opportunity. He/she serves as a bridge between employees and management and is responsible for trying to clear up problems which are brought to his/her attention by employees. He/she does this by discussing the employee's problems with the employee, and with the employee's supervisors or associates, if necessary; by advising the employee of the merits of the matters brought to his/her attention; and finding solutions to problems where it is possible to do so. While he/she concentrates on getting solutions to problems on an informal basis, where appropriate he/she makes a report to the organization's Executive or Administrative Committee about his/her findings in particular cases (using the employee's name only when permitted to do so or when necessary to comply with the agency's legal duty to fully and completely investigate complaints of discrimination) and, as necessary, make a recommendation for action to reach a solution or correct a problem. He/she is also responsible for informing the employee about his/her right to file a formal complaint when attempts at informal resolution fail.

The Equal Opportunity Officers maintain liaison as necessary with Audubon Area administrators and other officials of the organization on equal opportunity matters and submits recommendations (through the Equal Opportunity Officers only) regarding the Agency's affirmative action plan as a means of assisting in carrying out the most effective affirmative action plan possible in the Agency.

The Equal Opportunity Officers are also responsible for the administrative aspects of the Agency's affirmative action program, i.e., assisting the Chief Human Resources Officer with developing drafts of the annual Affirmative Action Plan (AAP) updates, monitoring AAP progress, and serving as liaison to Audubon Area Administrative Committee and the Chief Executive Officer for equal opportunity matters.

REFERRAL AGENCIES (FEDERAL)

Employment:

Director of Employment
Equal Employment Opportunity Commission
1800 G Street, N.W.
Washington, D.C. 20507

Regional Office:

Equal Employment Opportunity Commission
600 Dr. Martin Luther King, Jr Place
Suite 268
Louisville, KY 40203

Federal Contracts:

Director
Office of Federal Contract Compliance
Washington, D.C. 20210

State Employment Programs:

Coordinator of Civil Rights Activities
Department of Labor
Washington, D.C. 20210

Wage and Hour Division

Employment Standards Administration
Department of Labor
Washington, D.C. 20210

Education:

Director
Office for Civil Rights
U.S. Department of Health and Human Services
Washington, D.C. 20201

Housing:

Housing and Urban Development
Assistant Secretary for Equal Opportunity
Washington, D.C. 20410

General:

The Assistant Attorney General
Civil Rights Division
U.S. Department of Justice
Washington, D.C. 20530

Audubon Area Community Services, Inc.

EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

It is the affirmative action policy of Audubon Area Community Services, Inc., to provide equal employment opportunity, to prohibit discrimination in employment, and to bring about fair representation and utilization of females and minorities in all levels of employment.

In keeping with our policy of equal employment opportunity, we will continue to exercise every equitable means to insure that applicants for employment, as well as present employees, are treated equally without regard to race, color, creed, religion, national origin, sex, age, disability, or belief.

This policy shall apply to employment, promotion, demotion or transfer, all phases of the recruitment practices, layoff or termination, rates of pay or other terms of compensation, and selection for training in all positions.

Each manager or supervisor has the responsibility for cooperating and encouraging cooperation in the achievement of the objectives of this policy.

The equal employment opportunity program will be reviewed frequently to determine the progress being made. Two individuals have been appointed as the Equal Employment Opportunity Officers and are responsible for monitoring and assuring the overall adherence to the Agency's affirmative action program.

/s/

Joanne Kendall
Chairperson of the Board
Audubon Area Community Services, Inc.
1700 West 5th Street
Owensboro, Kentucky 42301

Audubon Area Equal Opportunity Officers:

Cheryl Gatton
Telephone: (270) 686-1646
Correspondence
Audubon Area Community Services, Inc.
1700 West 5th Street
Owensboro, Kentucky 42301

Chasity Hampton
Telephone: (270) 852-6529
Correspondence
Audubon Area Community Services, Inc.
1700 West 5th Street
Owensboro, Kentucky 42301

PLEASE POST IN ALL AUDUBON AREA OFFICES AND CENTERS

NOTE: Issues concerning Disability Access (only) may also be referred to Audubon Area Chief Human Resources Officer /Section 504-ADA Coordinator at (270) 686-1646 in the Owensboro Central office.

CLIENT FAIR HEARING POLICY AND PROCEDURE

LEGAL BASIS

Under Titles IV-B, IV-C, IV-E, and Title XX of the Social Security Act and terms of contracts with the Kentucky Department for Health and Family Services, the agency responsible for the administration of programs is required by Federal regulation (45 CFR 205.10) to provide a hearing to any applicant or recipient who is aggrieved by any agency action resulting in denial, suspension, discrimination, exclusion, or termination of services.

The Kentucky Department for Health and Family Services has assured various Federal agencies that it will comply with the provisions of the Civil Rights Act of 1964, as amended; with Section 504 of the Rehabilitation Act of 1973, as amended; with the Americans with Disabilities Act (ADA) and ADA Amendments Act (ADAAA); and with 45 CFR 205.10 for all programs administered under its management and direction. This Agency, as a grantor and/or contractor of the Kentucky Department for Health and Family Services, hereby affirms its compliance with this policy and directs its staff to act accordingly. The Agency will not on the basis of race, color, creed, national origin, sex, age, religion, disability, genetic information or other classes, characteristics, or preferences protected by law:

1. Deny any qualified individual aid, care, services, or other benefits of the Department, either directly or through contractual or other agreements.
2. Provide any aid, care, services, or other benefits to an individual which is different or is provided in a different manner from that provided to others.
3. Subject an individual to segregation or separate treatment in any matter related to receipt of any aid, care, services, or other benefits.
4. Restrict an individual in any way in the enjoyment of any advantage or privilege enjoyed by others receiving aid, care, services, or other benefits.
5. Treat an individual differently from others in determining whether he satisfies eligibility or other requirements or conditions which individuals must meet in order to receive aid, care, services, or other benefits.
6. Deny an individual an opportunity to participate in the program through the provision of services or otherwise afford him an opportunity to do so which is different from that afforded others.
7. And specifically as any of the above guarantees may relate to a physically challenged/disabled person as defined by Section 504 of the Rehabilitation Act of 1973, the Agency will not:
 - a. Deny a qualified physically challenged/disabled person an opportunity to participate in or benefit from the aid, benefit, or service;
 - b. Afford a qualified physically challenged/disabled person an opportunity to participate in or benefit from the aid, benefit, or service that is not equal to that afforded others;
 - c. Provide a qualified physically challenged/disabled person with an aid, benefit, or service that is not as effective as that provided to others;
 - d. Provide different or separate aid, benefits, or services to physically challenged/disabled persons or to

any class of physically challenged/disabled persons unless such action is necessary to provide qualified physically challenged/disabled persons with aid, benefits, or services that are as effective as those provided to others;

- e. Aid or perpetuate discrimination against a qualified physically challenged/disabled person by providing significant assistance to an agency, organization or person that discriminates on the basis of disability in providing any aid, benefit, or service to beneficiaries of the Agency's programs;
- f. Deny a qualified physically challenged/disabled person the opportunity to participate as a member of policy, planning, or advisory boards;
- g. Otherwise limit a qualified physically challenged/disabled person in the enjoyment of any right, privilege, advantage, or opportunity to obtain the same result, to gain the same benefit, or to reach the same level of achievement, in the most integrated setting appropriate to the person's needs;
- h. Directly or through contractual or other arrangements, utilize criteria or methods of administration:
 - a) that have the effect of subjecting qualified physically challenged/disabled persons to discrimination on the basis of disability
 - b) that have the purpose or effect of defeating or substantially impairing accomplishment of the objectives of the recipient's program (of services) with respect to disabled persons;
 - c) that perpetuate the discrimination of another recipient if both recipients are subject to common administration control; and,
- i. In determining the site or location of a facility, an applicant for assistance or a recipient may not make selections:
 - a) that have the effect of excluding physically challenged/disabled persons from, denying them the benefits of, or otherwise subjecting them to discrimination under any program or activity that receives benefits from Federal financial assistance; or
 - b) that have the purpose or effect of defeating or substantially impairing the accomplishment of the objectives of the program or activity with respect to physically challenged/disabled persons.

STAFF RESPONSIBILITY TO INFORM CLIENT OF RIGHTS

The line staff of the Agency has the responsibility of advising clients of their right to a fair hearing:

1. **Each new client at the time of intake or at the initial service planning conference shall be given a written notice of their right to hearing.** This may be by means of a printed statement or copy of the intake form. The Agency's intake form(s) provide a space for the client's certification of notification of this right.
2. a. **The right to a fair hearing and the method by which the client may obtain such hearing shall be stated in writing to the client at the time of any action affecting his/her services. If a request for a hearing is made within ten (10) days of the notice of an action affecting services, such services shall be continued until a decision is rendered after a hearing *unless* staff determines that continuation of the services or delay of the action would endanger the client's health or well-being or likely result in an audit disallowance to the Agency.**
 - b. Clients may also request a fair hearing on the basis of unequal access, due to their physically challenging/disabling conditions, to any program or benefit offered or provided by the Agency.

- c. In cases of intended action to discontinue, terminate, or suspend services, staff shall give the client timely and adequate notice thereof and an opportunity to object. "Timely" means in the case of services for which the client must qualify at each occasion of assistance that the notice is given before the services are rendered. With respect to the termination of continuing monetary or personal support assistance, "adequate" written notice should be received at least ten (10) days in advance of termination unless the staff determines that delaying the action would endanger the health or well-being of affected persons if such prior notice is given.
 - d. Agency case files shall be reviewed and, as dictated by a lack of activity or service rendered, purged. Clients not served with the previous six (6) months may be purged without notification to the client. The regular and continuing clientele, that is those served actively (or more or less continuously) during the last six months, shall not be purged from the Agency's client files without prior notification or their rights to a hearing on such action.
 - e. The date of notice given by hand or by mail is the official date of notice.
 - f. Special emphasis shall be placed on the fact that the client will not suffer retaliation or sanction by the agency or its employees as a result for a fair hearing.
3. A notice of the client's right to a hearing shall be displayed prominently in each local Agency office in a location easily accessible to and readily seen by clients.
 4. The right to a fair hearing states:

 "If you are dissatisfied with the action taken by the Agency, you may request a fair informal hearing of your complaint. Your request must be filed in writing and submitted to the Agency within thirty (30) days from the date of the action, see informal hearing. You may be represented at any hearing by an attorney or other spokesperson.

A client is entitled to a hearing on any of the following actions:

1. A denial, material modification, suspension, discontinuance, exclusion from or termination of a service.
2. Dissatisfaction with a service received, inappropriate or inadequate treatment, placement or visitation.
3. Failure of the Agency to act upon a request for service with reasonable promptness.
4. Failure of the Agency to take into account a client's choice of service or a determination that the individual must participate in a service program against their wishes (except where required by law).
5. Discrimination against a client by Agency staff on account of race, color, creed, national origin, sex, age, religion, disability, genetic information or other classes, characteristics, or preferences protected by law.

The following issues will not be considered through the hearing procedure described herein:

1. Complaints related to legal issues such as actions involved in court cases or the interpretation of any statute or regulation;
2. A complaint that has not been filed in writing with the Agency;
3. A Complaint that has been abandoned by failure of the complainant to furnish information requested by the Agency's designated hearing office or to appear at the hearing scheduled for client;

4. Discrimination practices in relation to Agency personnel policies and procedures. These grievances will be handled per instructions in the Personnel Manual; and
5. A report of Child Abuse/Neglect and Adult Abuse/Neglect. The Agency is required by law to report known or suspected cases of child abuse, and will do the same for any other human abuse or neglect it encounters. Such cases, when referred, are handled exclusively by the agency charged under state law for handling such matters.

REQUEST FOR INFORMAL HEARING

Whenever possible, the client is urged to first seek an *informal hearing* of their complaint with the line management staff of the Agency, program director or the Chief Executive Officer. The Agency's Equal Opportunity Officer normally handles complaints of discrimination and not all service complaints will include such bases, but alternatively the client may request an informal hearing with the Agency's Equal Opportunity Officer. Since they are charged with handling all formal complaints, other line management channels may be more appropriate in most cases for the informal review of client complaints whereby many can perhaps be resolved to the satisfaction of the client prior to the necessity of filing for a formal review of the complaint.

All requests for hearing must be in writing and contain:

- a. Your full name, complete address, and telephone number(s);
- b. A detailed statement of the nature of your complaint, including the date and place of the agency action and the agency program or service involved;
- c. Name(s) and address(es) [at least their office or service location] of staff you believe treated you inappropriately;
- d. Your signature and/or that of your authorized representative, if any; and
- e. A clear indication whether your complaint pertains to service or involves alleged discrimination.

The complainant or legal guardian must sign the request and submit it to the Agency's Chief Executive Officer or Equal Opportunity Officer. Upon request, Agency staff is to assist individuals in preparation and submission of a request for an informal hearing. Staff is not to assume responsibility for mailing such requests.

PROCESSING THE INFORMAL HEARING

Requests must be filed with the Agency: Audubon Area Community Services, Inc., 1700 West 5th Street, Owensboro, Kentucky 42301; Attention: Equal Opportunity Officer, within thirty (30) days after the alleged act or notice of a decision affecting services. (You may contact an Equal Opportunity Officer directly, if you prefer.) If the notice is mailed, the date of the notice shall be the date mailed; otherwise it shall be the date of delivery. In cases where the request is filed after the thirty (30) day period, a decision as to acceptance or denial of the complaint for action will be made by the Agency's Chief Executive Officer.

When a complaint is received, the Agency's Equal Opportunity Officer is charged with the responsibility of processing and handling the complaint:

Within five (5) working days of the receipt of the complaint, the Agency will notify the Complainant of the receipt of his/her request and the Agency policy of attempts at local resolution before a hearing is scheduled. The appropriate program director will also be notified of the receipt of the request and asked to set a meeting with the Complainant to attempt to resolve the issues that led to the complaint. The program director may designate a staff member who was not

involved in the case to act for him.

The program director or designee shall forward to the Chief Executive Officer, in writing, the results of their efforts to achieve local resolution of the complaint no more than thirty (30) days after the filing of the request for hearing. The report shall contain:

- a. Nature of the Complaint.
- b. Date of Resolution Conference.
- c. Persons present at the Conference.
- d. The result of the Conference.

If the complaint is resolved, the Complainant shall sign an acknowledgment to be attached to the report.

FORMAL HEARING

In the event the complaint is not resolved within thirty (30) days after filing, it shall be referred to a three-member Hearing Panel of the Agency to conduct a hearing. The hearing must be held within thirty (30) days after referral. In the event the Complainant agrees to an extension of time, the time for the final administrative action shall be correspondingly extended.

The Hearing Panel

The hearing panel shall be composed of:

- 1) a representative selected by the Complainant;
- 2) a representative selected by the Agency; and
- 3) a chairperson, who shall be known as “the hearing officer,” selected by the chairperson of the Agency's Board of Directors. The “the hearing officer” shall be an unaffiliated community person or qualified member of the agency board. The desired qualifications for this appointment is a person with legal training or background or a person of position and integrity with such experience and personal skills as to effectively handle this level of mediation.

Location

The hearing shall be conducted at a reasonable location selected by the Hearing Panel chairperson.

Notice

The Complainant and his/her representatives, if any, the Agency staff named in the complaint and their representatives, if any, and the Agency management staff or designated legal counsel shall be given at least seven (7) working days written notice prior to the hearing.

The following information shall be contained in the notice to the Complainant and their representative:

- (1) The specific allegations to be heard at the hearing. The Complainant will be asked to notify the Hearing Panel Chairperson, hereinafter referred to as the “hearing officer,” in writing within five (5) working days of receipt of the notice if the allegations have not been correctly stated. The hearing officer shall then make a determination as to whether the allegations should be modified.

- (2) Individuals who will be present at the hearing.
- (3) The Complainant's option of self representation or with the aid of an authorized representative, such as legal counsel, relative, friend, or other spokesperson.
- (4) That the Agency will not be responsible for any legal fees incurred by the Complainant related to the hearing.
- (5) The Nature and Conduct of the hearing, e.g., an orderly by informal manner, opportunities to present witnesses and to cross examine opposing witnesses, etc.
- (6) The Complainant's right to examine the contents of their case file and all documents and records to be used by the agency at the hearing at a reasonable time before the date of the hearing and instructions on how to access such material under the Open Records Law.

The following information shall be contained in the hearing officer's notice to staff name in the complaint:

- (1) The specific allegation(s) to be heard at the hearing.
- (2) Individuals who will be present at the hearing.
- (3) The Nature and Conduct of the hearing, e.g., an orderly and informal manner, opportunity to present witnesses and to cross examine opposing witnesses, etc.
- (4) Staff's option of presenting the case themselves or with representative, or with the aid of such designated counsel as may be retained by the Agency. Staff who desire otherwise to seek qualified legal representation are solely responsible for making arrangements for personal representation at the hearing.

Attendance at the Hearing

Attendance at the hearing will be limited to the Complainant and his/her counsel or spokesperson; the Complainant's selected representative on the panel; staff named in the complaint and their counsel or spokesperson(s), if any; the Agency's selected representative on the panel; the hearing officer; a person to operate such recording equipment as may be used; and any witness called by either the Complainant or Agency staff.

CONDUCT OF THE FORMAL HEARING

The hearing shall be conducted in an orderly but informal manner, following the rules of procedure applicable to administrative hearings generally. All facts relevant to the issues shall be received.

1. The hearing officer shall open the hearing by: (1) describing the purpose of the hearing; (2) explaining the role of the hearing officer; and (3) introducing parties to the hearing. The hearing officer may discretion direct or grant a continuance for good cause shown.

The hearing officer shall carefully clarify the allegations to be heard with the parties to the hearing. The allegations should be the same as those in the written notification of the hearing.

2. Before receipt of testimony, the hearing officer shall assemble all witnesses in the hearing room, and administer an oath that the witnesses shall bear true witness to the facts of this case.
3. The hearing officer shall arrange for the separation of witnesses. Only the client and his/her representative, if any; staff names in the complaint and their representatives, if any; the Agency's attorney; a representative of the

Agency; the hearing officer; and a person to operate the recording equipment are entitled to be in the hearing room throughout the entire hearing. The hearing officer can permit others to remain throughout the entire hearing if circumstances dictate.

4. Each witness shall complete his/her direct testimony and then shall answer question on cross examination by the adverse party or parties.
5. The Complainant has the burden of proof and shall testify first and may present pertinent evidence, including testimony of witnesses and documents.
6. Upon completion of the case for the Complainant, the Respondents (named staff and the Agency) may testify and present other evidence including testimony of witnesses and documents.
7. Upon completion of the case for the Respondents the Complainant may present additional evidence in strict rebuttal of the evidence presented by Respondents. Additional evidence may be presented by either Complainant or Respondents at the discretion of the hearing officer.
8. The hearing officer may, if necessary to secure full information on the issue, postpone the hearing, and/or examine each party who appears and their witness. The hearing officer may take additional evidence which is deemed necessary including excerpts from the case records.
9. After both parties to the hearing have been given ample opportunity to present all their testimony and evidence, the hearing officer will give each party an opportunity to summarize the salient points of their cases.
10. The hearing officer shall advise the parties that a decision shall be rendered within twenty (20) days from the close of the hearing.

HEARING OFFICER'S REPORT

Within ten (10) days after the close of the hearing, the hearing officer shall file a written report with the Agency's Chief Executive Officer. The report shall contain:

1. Statement of the complaint.
2. Persons present at the hearing, including witness.
3. Findings of Fact based solely on the evidence introduced at the hearing.
4. Conclusions as to whether or not the Findings support the complaint, citing appropriate policy and procedures.
5. Recommendations as to action to be taken, if any, on the complaint.

DECISION LETTER

1. Within ten (10) days after receipt of the hearing officer's Report by the Agency's Chief Executive Officer shall render a written decision on the complaint.
2. The written decision shall be sent to the complainant by certified mail, return receipt requested, and to the staff involved, and shall contain the following information:
 - a. Statement of the complaint
 - b. Findings of Fact and Conclusion in regard to complaint.

- c. Decision and action to be taken based on Findings of Fact.

CORRECTIVE ACTION

After reviewing the Findings of Fact and recommendations of the hearing officer, if the Chief Executive Officer or designee feels that corrective action is warranted a memorandum is forwarded to the appropriate program director requesting that corrective action be initiated. Any corrective action deemed necessary shall be initiated within ten (10) days.

RECORD

1. The minutes or recording of testimony and exhibits, or an official report containing the substance of the testimony introduced at the hearing, together with all exhibits, papers and requests filed in the proceeding, and the report of the hearing officer shall constitute the exclusive record and shall be available at the Agency's Central Office for review at any reasonable time in accordance with open records statutes.
2. The record of the evidence hearing must be maintained in a locked file separate from the case record of the complaint.

CONTRACT AGENCIES APPEAL

Contract agencies of the Department for Health and Family Services are to follow procedure outlined in this policy statement when a client has a complaint related to civil rights, discrimination or service delivery. Should the Complainant be dissatisfied with the written decision rendered by the contract agency, the Agency is to assist the Complainant in filing and Appeal of the Agency's decision. Contracted agencies with other departmental contractual requirements shall follow their appeal forms and procedures.

Glossary of Terms

Action - Any act, or failure to act, by the Agency or its staff affecting a client, including, without limitation, the denial, modification, termination, reduction, limitation, exclusion from, discrimination in, or failure to provide and adequate type, quality or quantity of service, treatment, benefits or placement.

Affecting - as used, in these procedures means to result in a denial, suspension, reduction, material modification, exclusion or termination of, or discrimination in, services.

Client - An individual who has completed an application to receive services from the Agency or and individual who is receiving services from an agency-

Complainant - Any applicant for or recipient of services affected by an action who submits written **complaint** of such action.

Contractor - means any entity that is awarded a contract by a State Department or Federal Department for the provision of a service or services as outlined under its approved, approved programs plans, or as otherwise identified in the contract.

Day - For the purposes of determining the required action and response times, all references to day(s) in this policy shall be construed to mean calendar days, not "working" days unless this terminology is specifically stated with respect to a particular action or response.

Discrimination - Any direct or indirect act or practice of exclusion, distinction, restriction, segregation, limitation, refusal, denial, or other act or practice or differentiation or preference in the treatment of a person or persons because of disability, race, color, religion, (or) national origin, sex or age or the aiding, abetting, inciting, coercing or compelling thereof, including but not limited to:

- (1) Inappropriate or inadequate treatment or placement; or
- (2) Reduction or modification of services, treatment or placement.

Hearing by the Agency - A fair hearing to resolve the grievance raised by a complaint conducted in accordance with 45 CFR 205.10.

Hearing Officer - An impartial person selected by the Agency to conduct a fair hearing on a complaint. The hearing officer shall not have been directly involved in the initial determination of the action in question.

Hearing Panel - An impartial body of three (3) persons composed from the Agency's board and staff, or perhaps including distinguished persons from the community at large charged with the responsibility of providing a fair hearing on a complaint. None of these persons shall have been directly involved in the initial determination of the action in question.

Representative - Any person authorized in writing by the client or his/her parent or guardian to be present to represent the client.

Request for Hearing - A written document which describes, in detail an alleged act of inadequacy of service or civil rights discrimination.

Revised June 2013

Approved by the Board: _____

Audubon Area Community Services, Inc.

NOTICE OF CLIENT FAIR HEARING RIGHTS

Under various titles of federal law, Kentucky Revised Statutes and pursuant to terms of contracts and agreements with and through the Kentucky Cabinet for Health and Family Services, this agency is required to provide a hearing to any applicant or recipient of services who is aggrieved by any agency action resulting in denial, suspension, discrimination, exclusion or termination of services administered under federal or state statute or funding pertaining to its administered programs.

This agency, as a grantor and/or contractor in the public interest, hereby affirms its compliance with this policy and directs its staff to act accordingly.

Please consider your receipt of this statement as your personal and formal notice of your right to a fair hearing should you be aggrieved by any covered action by this agency or its staff.

If you are dissatisfied with the action taken by the Agency, you may request a fair hearing of your complaint. Your request must be filed in writing within thirty (30) days* from the date of the action. You may request an informal hearing and it must contain:

- Your full name, complete address, and telephone number(s);
- A detailed statement of the nature of your complaint, including the date and place of the agency action and the agency program or service involved;
- Name(s) and address(es) [at least their office or service location] of staff you believe treated you inappropriately;
- Your signature and/or that of your authorized representative, if any; and
- A clear indication whether your complaint pertains to service or involves alleged discrimination.

Please forward your complaint to:

Equal Opportunity Officer
Audubon Area Community Services, Inc.
1700 West Fifth Street
Owensboro, Kentucky 42301

OR

Chief Human Resources Officer/Section 504 Coordinator
Audubon Area Community Services, Inc.
1700 West Fifth Street
Owensboro, Kentucky 42301

OR

Chief Executive Officer
Audubon Area Community Services, Inc.
1700 West Fifth Street
Owensboro, Kentucky 42301

Please address all disability access complaints to the Chief Human Resources Officer.

***USPS postmark or agency date-of-receipt stamp serves to verify timeliness.**

A full and complete statement of the agency's fair hearing policy is available upon request, with reasonable processing considerations, through the agency's office of the Chief Executive Officer.

Audubon Area Community Services, Inc.

BLOODBORNE PATHOGENS EXPOSURE CONTROL PLAN

Written in April, 1994

Revised April 2012

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Audubon Area Community Services, Inc.

BLOODBORNE PATHOGENS EXPOSURE CONTROL PLAN

I. Introductory Summary

The Occupational Safety and Health Administration, United States Department of Labor on December 6, 1991 published the final standard on the prevention of occupational exposure to bloodborne pathogens. Little has been left to state or local discretion. This standard requires an *Exposure Control Plan* be completed by employers. Each topic in the plan is specified in the standard, itself. This plan is to help in clarifying the expectations and procedures for Audubon Area Community Services, Inc. (Audubon Area). The purpose of this plan is to protect employees and comply with requirements of the Occupational Safety and Health Administration (OSHA). This *Exposure Control Plan* shall be a part of the Audubon Area *Personnel Policies and Procedure Manual* — in the Appendix, under tab 26. This manual is located at each Audubon Area worksite and available for employee and governmental agency review.

In its continuing effort to collaborate with the local school districts, in which Head Start centers are located, the Audubon Area Community Services, Inc. Head Start Program will comply with all respective school district policies regarding Bloodborne Pathogens. The same applies to those employees housed within each school district's facilities, in lieu of and/or in addition to those stated herein.

II. Exposure Determination

It is the Audubon Area policy to protect its employees who have potential exposure to bloodborne pathogens. The agency's goal is to reduce or eliminate occupational exposures by providing training and personal protective equipment, as needed, and by using universal precautions. "**Group I**" and exposed employees will be offered both pre- and post-exposure testing, counseling, follow-up and Hepatitis B vaccination. Should an employee decide against any or all of these services, a waiver must be completed. For clarification purposes, the following are the official definitions/descriptions of Bloodborne Pathogens and related terminology, as adopted from OSHA:

Bloodborne Pathogens are living, disease-causing microorganisms present in human blood having the potential to cause serious illnesses. These pathogens include, but are not limited to, hepatitis B virus (HBV) and human immunodeficiency virus (HIV).

Exposure incident is a specific contact by an employee involving eye, mouth, other mucous membrane, non-intact skin, or parenteral contact with the blood or any other potentially infectious substance/materials from another person that results during the performance of an employee's duties.

Other Potentially Infectious Materials means (1) The following human body fluids: semen, vaginal secretions, cerebrospinal fluid, synovial fluid, pleural fluid, pericardial fluid, peritoneal fluid, amniotic fluid, saliva in dental procedures, any body fluid that is visibly contaminated with blood, and all body fluids in situations where it is difficult or impossible to differentiate between body fluids; (2) Any unfixed tissue or organ (other than intact skin) from a human (living or dead); and (3) HIV-containing cell or tissue cultures, organ cultures, and HIV- or HBV-containing culture medium or other solutions; and blood, organs, or other tissues from experimental animals infected with HIV or HBV.

Parenteral means piercing mucous membranes or the skin barrier through such events as needle sticks, human bites, cuts, and abrasions. These are any kind of *piercing* event, in which the mucous membrane or skin barriers have been pierced/broken, thus creating a portal of entry for bloodborne pathogens into the body.

Personal Protective Equipment (PPE) is specialized clothing or equipment worn by an employee for protection against a hazard. General work clothes (e.g., uniforms, pants, shirts or blouses) not intended to function as protection against a hazard are not considered to be personal protective equipment. is the protective equipment, including personal protective equipment for eyes, face, head, and extremities, protective clothing, respiratory devices, and protective shields and barriers, that shall be provided, used, and maintained in a sanitary and reliable condition by Audubon Area to its employees.

Regulated Waste means liquid or semi-liquid blood or other potentially infectious materials; contaminated items that would release blood or other potentially infectious materials in a liquid or semi-liquid state if compressed; items that are caked with dried blood or other potentially infectious materials and are capable of releasing these materials during handling; contaminated sharps; and pathological and microbiological wastes containing blood or other potentially infectious materials.

Source Individual means any individual, living or dead, whose blood or other potentially infectious materials may be a source of occupational exposure to the employee. Examples include, but are not limited to, hospital and clinic patients; clients in institutions for the developmentally disabled; trauma victims; clients of drug and alcohol treatment facilities; residents of hospices and nursing homes; human remains; and individuals who donate or sell blood or blood components.

Universal Precautions is an approach to infection control. According to the concept of Universal Precautions, all human blood and certain human body fluids are treated as if known to be infectious for HIV, HBV, and other bloodborne pathogens.

Audubon Area recognizes that its employees have the potential for exposure to other body fluids not included in the plan; therefore, for their protection from *non*-bloodborne pathogens, personal protective equipment will be provided for such tasks and procedures, as indicated. In the following job classifications, all Audubon Area employees are ranked according to likelihood of their occupational exposure to bloodborne pathogens as part of their normal work routine:

A. GROUP I

- Nurses employed by Audubon Area
- First Aid & CPR Responders
- All Teachers and Early Care Associates
- Child Care Givers and Daycare Workers
- Transportation Drivers
- Maintenance Personnel

*Group I employees, are those with the greatest risk of exposure to bloodborne pathogens. The employees within this group will be required to attend and provide documentation of annual training on workplace bloodborne pathogens, OSHA current guidelines; and Audubon Area policy, procedure, and exposure guidelines.

B. GROUP II

Classroom Volunteers and Substitutes
Assisting First Aide and CPR Responders
Grounds Workers
Food Service Workers

*Group II employees are those with potential for occupational exposure to bloodborne pathogens. Employees within this group are required to attend and provide documentation of training every three (3) years.

C. GROUP III

Administrative Staff
Office/Clerical Staff
FPP Counselors/Therapists
Weatherization Technicians/Laborers
All other employees not listed in groups I and II

*Group III employees are those with the lowest risk level for bloodborne pathogen exposure. These employees are required to attend and provide documentation of training every five (5) years.

III. Methods of Compliance

1. Universal precautions may be summarized by the following principles, as they apply to bloodborne pathogens:
 - All blood and body fluids are considered potentially infectious and will be handled as such.
 - Barriers to prevent contact with potentially infectious materials will be used in all cases.
 - Employees shall appropriately handle and expose of needles and other sharp objects.
 - Handwashing or an interim antiseptic hand cleaner is to be used, as soon as possible, after any contact with contaminated materials, even when gloves are used.
 - Handwashing, is the optimal method of decontamination and is to be performed for no less than one (1) full minute, as soon as possible, after exposure has occurred.
 - Employees shall always wash away any blood accidentally splashed into eyes, nose, mouth or non-intact skin, immediately or as soon as possible.
 - Employees shall use the appropriate personal protective equipment (PPE), when required.
 - Designated employees shall immediately clean up blood and other body fluids. (See attachments A9-A11 for further information.)
 - If an unanticipated exposure occurs, the employee/volunteer will be provided with appropriate follow-up care, regardless of their group classification.
 - All exposures must be reported to the employee's or volunteer's immediate supervisor and line supervisors as indicated.
2. Employees shall follow agency-approved guidelines for disinfections, housekeeping, and waste and sharps disposal, as outlined in attachments A9-A11 of this plan.
3. Employees shall receive regularly-scheduled training on the subject of Bloodborne Pathogens, current OSHA regulations; and Audubon Area policy, procedure, and exposure plan guidelines, according to risk level (refer to Section II, A-C Group Classifications).

IV. Engineering/Work Practice Controls

1. This *Exposure Control Plan* will be followed by all Audubon Area Community Services, Inc. staff, paid or volunteer; and the plan will be reviewed and updated annually, or as revisions are needed.
2. The supervisor at each site shall be responsible for furnishing information to the Human Resources Director of Audubon Area regarding any changes in local staff person's job duties, which would require initial or additional training and/or vaccinations.
3. Each Audubon Area employee is responsible for adhering to the work practices and guidelines set forth in this plan.
4. The Audubon Area employee's supervisor will be responsible for seeing that the employee is in compliance, providing appropriate documentation of routine trainings, and will take appropriate action if employee does not adhere to guideline.
5. Audubon Area provides hand washing facilities which are readily accessible to employees. Where hand washing facilities are not available, antiseptic hand cleaner and clean towels or antiseptic towelettes will be provided.
6. Each employee is expected to wash his/her hands, and any other exposed skin, for no less than 20 seconds, on a regular basis, with liquid soap and water, after removal of gloves or other personal protective equipment. If exposure is suspected, the employee is expected to wash his/her hands, and any other exposed skin, for no less than 60 seconds, after removal of gloves or other PPE. Flush contaminated mucous membranes with water immediately, or as soon as feasible, following contact with blood or other potentially infectious materials.
7. Any potentially contaminated needles, and other potentially contaminated sharps; will not be bent, recapped, or removed from an attached device. Shearing or breaking of contaminated needles is prohibited. Needles, and other sharps, including broken glass contaminated with body fluids, will be promptly disposed of in puncture-resistant, leak-proof, closeable container (i.e. a sharps container).

They should be securely stored.

8. Eating, drinking, smoking, applying cosmetics or lip balm, and handling contact lenses are prohibited for employees while providing any care or cleanup where there is a reasonable likelihood of occupational exposure to potentially infectious materials.
9. Broken glass will be picked up using a dust pan and broom or other mechanical means, other than by hand.
10. Needles, and other sharps, must not be jammed into the containers in such a way as to over-fill them, and employees should not reach into these containers by hand.
11. All procedures involving blood, or other potentially infectious materials, shall be performed in such a manner as to minimize splashing, spraying, spattering, and generation of droplets of these substances; as referenced in this guideline on A9-A11.

V. Personal Protective Equipment

1. Provision: Audubon Area will provide, at no cost to the employee, appropriate personal protective equipment (PPE). PPE should include, but is not limited to; gloves, one way CPR masks, safety glasses, first aid kits (see Performance Standards and Licensing Guidelines for itemized list of required kit contents), biohazard disposal bags, and sharps containers.
2. Accessibility: Audubon Area will ensure that PPE is readily accessible at the worksite, in the appropriate sizes, and be single use, disposable-type, when applicable.
3. Cleaning, Laundering, and Disposal: Each location of Audubon Area operations will be responsible for appropriate cleaning, laundering, and disposal of PPE, at no cost to the employee.
 - a. If a garment(s) is penetrated by foreign blood, or other potentially infectious materials, the garment(s) will be removed immediately or as soon as possible thereafter. Garments will be placed in a secure bag and be cleaned, at no cost to the employee.
 - b. Laundry, at specific locations, will be handled in accordance with universal precautions.
 - c. If a garment(s) is too soiled to be cleaned, it will be placed in a biohazard bag and disposed of properly, as referenced in this guideline on attachments A9-A11.
4. Repair and Replacement: Audubon Area will repair or replace PPE, as needed, to maintain its effectiveness, at no cost to the employee.
 - a. When PPE is removed, it will be placed in an appropriate receptacle for disposal and disposed of appropriately, as referenced in this guideline on attachments A9-A11.
5. Gloves: Gloves will be worn when it can be reasonably anticipated that the employee may have hand contact with potentially infectious materials, mucous membranes, and non-intact skin; and when handling or touching contaminated items or surfaces. Disposable, single-use gloves, such as surgical or examination gloves, will be replaced, as soon as practical, when contaminated, or as soon as feasible, whenever their ability to function as a barrier is compromised.
 - a. Disposable, single-use gloves will not be washed, decontaminated, saved, or worn for re-use. Appropriate sizes will be available along with an alternative for employees who are allergic to the gloves that are normally provided.
 - b. Utility gloves may be decontaminated for re-use, if the integrity of the glove is not compromised. However, they must be discarded when: they are cracked, peeling, torn, punctured, or exhibit other signs of deterioration that compromise their ability to function as a barrier.
6. Masks: Audubon Area will provide mouthpieces for CPR, at no cost to the employee, when needed. These masks will be located near or with emergency/first aid kits.
7. Eye Protection: Audubon Area will provide safety glasses or face shields, at no cost to the employee, for job duties that could lead to splashes of hazardous materials to the eyes.
8. Sharps Containers: Audubon Area will provide appropriate, OSHA-approved containers for needle and sharp object disposal, on an as needed basis.
9. First Aid Kits: Audubon Area will provide, at no cost to the employee, a first aid kit, for general use, at required locations in every Agency site. Each kit will include, but is not limited to, the required components, as set forth by Agency Performance Standards and Kentucky State Licensing Regulations.
10. Biohazard Bags: Audubon Area will provide, at no cost to the employee, biohazard containers/bags for proper disposal of potentially infectious materials and/or contaminated PPE.

VI. Regulated Waste

Contaminated items that would release blood or other potentially infectious materials in a liquid or semi-liquid state or items that are caked with dried or other potentially infectious materials which

could release their materials during handling will be placed in bags and disposed of as regular trash. Broken glass contaminated with blood or other potentially infectious materials will be placed in a disposable puncture-resistant container and disposed as regular trash.

Other sharps (i.e., needles, knives) will be placed in puncture-resistant containers located in areas designated at each facility. Containers will be maintained upright during use and will not be allowed to overfill. They will be leak-proof on sides and bottom and must be closed and taped prior to transport. These containers will be disposed of after they are full. (Please notify the supervisor's office for disposal information and directions.)

VII. Hepatitis B Control

1. Vaccination

The supervisor or designee of the project director will schedule an appointment for with the designated health care provider within ten (10) days — for each employee who is classified in *Group I* who has received the required training program. Vaccination, treatment, and counseling will be provided at no cost to the employee. Hepatitis B vaccine will be given in a series of injections in the upper arm. (SEE A7)

- a. *Pre-vaccination.* *Group I* and exposed employees who give their consent qualify for the pre-vaccination program consisting of the initial injection, a second injection one month from the initial injection, and a third injection six months from the initial injection. A post-effectiveness test will also be given to determine if antibodies have developed. If an individual does not receive immunity from the three injections, two additional injections can be given thirty (30) days apart to promote adequate antibody response. Protection against both the illness and development to carrier state lasts at least seventeen (17) years. Booster injections are not at this time being recommended. However, should booster injections be required in the future, they shall be made available at no cost to the employee.

If the eligible employee consents to be vaccinated, they will be evaluated by a licensed health professional to ascertain that there are no medical contraindications to the vaccinations. These include: hypersensitivity to yeast or an adverse reaction to a previous dose of Hepatitis B vaccine. The health care provider would notify the Center for Disease Control (CDC) Branch Department for Health Services in Atlanta, Georgia in these cases and will advise on how to proceed. If no contraindications exist, the employee will receive three (3) (or remaining doses in case of reaction to first) of Hepatitis B vaccine.

If an eligible employee declines the Hepatitis B vaccination, a waiver must be signed. Employees may change their mind at any time and obtain vaccination. (SEE A7)

- b. *Post-Vaccination.* Hepatitis B vaccinations will be offered to employees upon a properly reported incident of exposure to blood or other body fluids containing blood. Post exposure vaccine will be given within twenty-four (24) hours of the incident unless employee refuses to obtain it, has already received the series, anti-body testing reveals immunity or the vaccine is contraindicated due to medical reasons. The series is the same as for pre-vaccination. In

addition, an injection of serum immune-globulin will be administered. If the exposed person has begun the Hepatitis B vaccinations series, but has not completed the series, then one dose Hepatitis B immune globulin should be given immediately and vaccinations series completed. A post effectiveness test will be given to determine if antibodies have developed. (See attachments A9 and A10)

The exposed person's status with regard to immunization against tetanus should be determined and a booster dose given if more than five years have elapsed.

- c. *Post Exposure Evaluation Follow-Up.* Any employee *must* report any exposure to bloodborne pathogens immediately or as soon as possible to their supervisor so that prompt testing and treatment may begin. The following steps and procedures are required:
- The employee must report the date, time, and type of exposure to his/her immediate supervisor.
 - The supervisor shall initiate or insure that an Incident Report (Attachment A54) is completed, with a copy of the report to be maintained in the employee's personnel file at the Central Office. (SEE A5)
 - Documentation will include the nature and route of exposure and the circumstances related to it. The identity of the *source individual* will be obtained in accordance with current state and local laws.
 - The supervisor shall attempt to obtain consent for the testing of the source individuals blood. If consent is not given, documentation is required as to why. (SEE A8)
 - The supervisor shall obtain consent or waiver for the testing of the exposed employee's blood. If consent is obtained, the employee will be counseled as to where to take the form to receive treatment and testing as prescribed by the health care provider. (SEE A5)
 - The supervisor shall immediately complete an Employer's First Report of Injury or Illness Report (OSHA 101 Report) for the Worker's Compensation and forward to the Human Resources Director at the Central Office. The incident will be reported to worker's compensation insurance company even if employee refused to be treated according to the guidelines. An incident report for the agency must also be completed.
 - Test results for both employee and the source individual are confidential and will be handled in accordance with OSHA standards.
 - The employee will be given appropriate counseling and post exposure treatment in accordance with current recommendations of the United States Public Health Services and by a qualified health professional. (See attachments A6,A10, & A11)
 - Potential illness information will be given to exposed employees and they will be instructed to report any problems to the appropriate personnel.
 - If the exposed person refuses treatment and testing, and a reportable disease is involved, Audubon Area Community Services, Inc.'s designated person shall report the incident to the Cabinet for Human Resources/Division of Epidemiology.
 - Exposure incidents that occur while employee is on an overnight job assignment out of the area will follow reporting procedures outlined in Incident Flow Chart for overnight trips. (See Attachment A9&A10)
 - Incidents Reports will be filed and retained in the respective employee's personnel record.

2. Health Care Provider Responsibilities.

Each Audubon Area-paid and approved health care provider shall:

- Initiate treatment in accordance with recommended guidelines, based on the type of exposure. (SEE A6, A10, & A11)
- Report the incident to the Cabinet for Human Resources/Division of Epidemiology, if a reportable condition is involved.
- The licensed health professional shall retain all medical records relating to exposure incident.
- The health care professional will notify the Center for Disease Control Branch (CDC) of the Public Health Department in Atlanta, Georgia if the employee or source individual is either HBV (Hepatitis B Virus) or HIV (Human Immunodeficiency Virus) positive.

VIII. Communication of Hazards — Warning Signs

As a means to minimize exposure incidents, anything labeled Biohazard or red bags/containers used as a substitute for labels is to be considered contaminated waste.

IX. Informing and Training Staff Concerning Bloodborne Pathogens Control

1. Audubon Area Community Services, Inc. will provide all new employees with an orientation on the policy of the bloodborne pathogens, ensuring that all employees identified as *Group I* participate in an annual training at no cost to the employee. New staff identified as having the potential for exposure must receive training prior to undertaking tasks where exposure may take place. Audubon Area Community Services, Inc. is obligated to provide additional training if an employee's change in duties increases the chance of exposure.

Staff designated in *Group II* and *Group III* shall receive training on bloodborne pathogens within one year of initial employment. This training will be required at least one time for all employees except substitutes, in *Group II* and *Group III* regardless of years employment to ensure the comprehension of the need for adherence to the exposure control plan.

Only qualified persons — those familiar with infection control theory and practice and/or persons who are knowledgeable in the subject matter covered by the elements contained in the OSHA required training program as it relates to the workplace — will be authorized to conduct the educational sessions.

2. Initial and annual training programs must contain (at a minimum) the following components:
 - A. STAFF TRAINING FOR *GROUP I*
 - A general explanation of the OSHA Standard for Bloodborne Pathogens.

- A general explanation of the epidemiology, terminology, prevalence, transmission and symptoms of the infection with bloodborne pathogens.
- An explanation of the appropriate methods for recognizing tasks and other activities that may involve exposure to blood and other potentially infectious materials.
- An explanation of the Audubon Area Community Services, Inc. exposure control plan and the location of the plan.
- An explanation of the use and limitations of that which will prevent or reduce exposure including appropriate engineering controls, work practices, personal protective equipment, and universal precautions.
- Information on types, proper use, location, removal, handling, decontamination and disposal of personal protective equipment including potentially infectious waste.
- An explanation of the basis for selection of personal protective equipment.
- Information on Hepatitis B vaccine, including its efficiency, safety, method of administration, benefits of being vaccinated, the vaccination series, cost, and option to decline vaccination.
- Information on the appropriate actions to take and persons to contact in an emergency involving blood or other potentially infectious materials.
- An explanation of the procedure to follow if an exposure incident occurs, including the method of reporting the incident and the medical follow-up that will be made available.
- Information on the post-exposure evaluation and follow-up that Audubon Area Community Services, Inc. provides for an employee following an exposure incident.
- An explanation of the signs and labels.

B. TRAINING FOR *GROUP II* and *GROUP III*

- A general explanation of the OSHA Standards for Bloodborne Pathogens.
- A general explanation of the epidemiology, terminology, prevalence, transmission, and symptoms of infection with bloodborne pathogens.
- An explanation of the Audubon Area Community Services, Inc. *Exposure Control Plan* and the location of the plan.
- An explanation of the appropriate methods for recognizing tasks and other activities that may involve exposure to blood and other potentially infectious materials.

- Information on the appropriate actions to take and persons to contact in an emergency involving blood or other potentially infectious materials.
- A general explanation of signs, labels, universal precautions, and personal protective equipment locations.
- An explanation of the procedure followed when an exposure incident occurs.
- General information on the evaluation and follow-up that Audubon Area Community Services, Inc. provides for an employee following an exposure incident.

X. Recordkeeping/Employee Medical and Training Records

- All personal health record will be kept confidential in the personnel office — where medical treatment is received/provided.
- All records maintained under this program are confidential. Each employee has the right to access their personal/medical records as well as any exposure records in the agency's possession. Written permission is required from employees for non-supervisory access to medical records. Records will, however, be available to OSHA upon its duly authorized request. These records shall be kept with the Audubon Area for the *duration of employees' employment with the Audubon Area plus thirty (30) years thereafter*. Should a location or Audubon Area facility close, the Audubon Area Central Office shall retrieve all such records. OSHA shall be informed at least three (3) months before the disposal of any records.
- Training records will be maintained for three (3) years in the employee personnel file, and updated yearly following the annual training period for *Group I* employees. Training records for employees in *Group II* and *Group III* shall be maintained as part of personnel records at the Central Office.
- All training attendance forms will contain the following information: 1) the date of training session; 2) type of training; 3) the name(s) and qualifications of trainer(s); 4) names and job titles of all persons attending the training.
- The *Exposure Control Plan* will be made available to employees and volunteers at each Audubon Area location or facility's main office or supervisor's office.

**AUDUBON AREA COMMUNITY SERVICES, Inc.
EMPLOYEE IN-SERVICE TRAINING VERIFICATION
FOR BLOODBORNE PATHOGENS
GROUP I**

EMPLOYEE: _____

TITLE: _____

This document verifies that the above mentioned employee has received the initial training set forth in Audubon Area Community Services, Inc. Exposure Control Plan for Bloodborne Pathogens for Group I on _____.

VERIFIED BY: _____

TITLE: _____

ANNUAL TRAINING

DATE RECEIVED

VERIFIER

HBV IMMUNIZATIONS: _____

IMMUNE STATUS: _____

Audubon Area Community Services, Inc.

**EMPLOYEE IN-SERVICE TRAINING VERIFICATION
FOR BLOODBORNE PATHOGENS**

Group II and III

This document verifies that _____ has received the training set forth in the Audubon Area Community Services, Inc. Exposure Control Plan for Bloodborne Pathogens for Groups II and III on _____.

Verified by: _____

Title: _____

Audubon Area Community Services, Inc.
Employee Bloodborne Pathogen Treatment/Vaccination
Voucher for Payment

RE: Employee Health Contract
For Bloodborne Pathogen treatment due to exposure event
or Hepatitis B/Hepatitis A Vaccination(s)
Attn: Felicia Elliott, BSN, RN, Health Specialist
(270) 686-1695 – office phone
(270) 686-3018 – office fax

Valid Dates: _____

Services to be received (circle all that apply):

1. Hepatitis B (three shot series) Vaccine
2. Additional Hepatitis B shots (if needed to reach titer level)
3. Hepatitis A Vaccination
4. Other dental treatment needed (Please list specifically):

Completed by Audubon Area Employee Manager:

Employee Name: _____

Center/Area: _____

Authorized Signature
Audubon Area Manager

Date

Audubon Area Community Services, Inc.
BLOODBORNE PATHOGEN EXPOSURE AND INCIDENT REPORT

File this report promptly when an incident or unusual happening occurs at your location during Agency activities or hours.

Person(s) Involved: Child Parent Staff Visitor Other

Specify

Name(s): _____, _____ Center: _____

Incident/Exposure Date: _____ Time: _____ Classroom: _____

Nature of Injury: (***indicates definite potentially infectious materials involved**)

- | | | |
|---|---|--|
| <input type="checkbox"/> Contusion, Abrasion, Laceration* | <input type="checkbox"/> Strangulation, Inhalation | <input type="checkbox"/> Fracture, Dislocation |
| <input type="checkbox"/> Unconscious | <input type="checkbox"/> Eye/Nose/Mouth Injury* | <input type="checkbox"/> Sprain or Strain |
| <input type="checkbox"/> Burn* | <input type="checkbox"/> Non-Visible | <input type="checkbox"/> Automobile Accident |
| <input type="checkbox"/> CPR or Heimlich performed* | <input type="checkbox"/> Potentially Infectious Materials Involved* | <input type="checkbox"/> Human Bite* |

Description (when & how): _____

Immediate Action Taken (clean-up, decontamination, examination, and/or treatment): _____

Transported to Hospital Name of Facility: _____

Examined by Physician Name of Physician: _____

Parent Notified Appropriate supervisory personnel notified
Who? _____ Date/Time: _____

Report prepared by: _____ Date: _____

NOTE: Employee exposed or injured must submit a Worker's Compensation Claim.

If potentially infectious materials are involved complete below:

Materials involved: _____ Type of Fluid: _____

Source of Fluid: _____ Protective Equipment used: YES NO

If no, why not? _____

Type of Exposure (i.e., blood to eye): _____

I understand the potential risks related to the exposure incident which occurred and agree to receive an examination and/or treatment for the exposure, as recommended by the Health Care Physician. Treatment to include serological (blood) testing for Hepatitis B and HIV virus, if indicated.

Referral Scheduled (Facility, Date, Time): _____

I understand the potential risks related to the exposure incident which occurred and Do Not Agree to have an examination or treatment for the exposure.

Employee Signature
White - Central Office Yellow - Center

Date

Executive Director/Supervisor Signature

Date

AUDUBON AREA Rev. 3/94

Audubon Area Community Services, Inc.

AUDUBON AREA COMMUNITY SERVICES, INC.
BLOODBORNE PATHOGENS EXPOSURE CONTROL PLAN
HEALTH CARE PROVIDER REPORT

Employee: _____ SS#: _____

Type of Exposure: _____

Location on Body: _____

Wound Appearance : _____

Exposure Source: Known _____ Unknown: _____

Infection Evident from Source: Yes _____ No _____

Blood Tests Ordered: _____

Treatment Provided: _____

Additional Care Needed: Yes _____ No _____ Explain:

Follow-Up Visit: No _____ Yes _____ Date: _____ -

_____ This individual was treated by me and understands the reasons for the care and follow-up recommended

_____ This individual refused treatment and understands the consequences of refusing the care recommended.

Licensed Health Care Provider Date

Audubon Area Community Services, Inc.

**HEPATITIS B VIRUS VACCINE
CONSENT/DECLINATION FORM**

BLOODBORNE PATHOGENS

I have been informed of the symptoms and modes of transmission of bloodborne pathogens including Hepatitis B Virus (HBV). I know about the facility's infection control program and understand the procedure to follow if an exposure incident occurs.

I understand that the Hepatitis B Vaccine is available, at no cost, to employees whose jobs involve the risk of directly contracting blood or other potentially infectious material. I understand that vaccinations shall be given according to recommendations for standard medical practice in the community.

Hepatitis B Vaccine Consent

I consent to administration of the Hepatitis B Vaccine. I have been informed of the method of administration, the risks, complications, and expected benefits caused by this vaccine. I understand that the facility is not responsible for any reactions caused by this vaccine.

X

Signature of Employee

Date

Print Employee's Name

Witness Signature

Hepatitis B Vaccine Declination

I understand that due to my occupational exposure to blood or other potentially infectious materials I may be at risk of acquiring Hepatitis B Virus (HBV) infection. I have been given the opportunity to be vaccinated with Hepatitis B Vaccine, at no charge to myself. However, I decline Hepatitis B Vaccination at this time. I understand that by declining this vaccine, I may continue to be at risk of acquiring Hepatitis B, a serious disease. If in the future I continue to have occupational exposure to blood or other potentially infectious materials and I want to be vaccinated with Hepatitis B Vaccine, I can receive the vaccination series at no charge to me.

X

Signature of Employee

Date

Print Employee's Name

Witness Signature

Audubon Area Community Services, Inc.

CONFIDENTIAL

Source Individual Explanation of and Consent or Declination to Human Immunodeficiency Virus (HIV) and Hepatitis B Virus (HBV) Testing Following Employee Exposure.

Facility _____

Explanation

A member of our facility/staff was accidentally exposed to your blood or body fluid. In order to comply with recommendations of the Centers for Disease Control and needle stick protocol, we are requesting your consent to test your blood for the antibody to the human immunodeficiency virus (HIV) and the hepatitis B virus (HBV). This test will show whether or not you yourself have been exposed to HIV or HBV. It will not show whether or not you actually have AIDS or hepatitis (or an AIDS/HBV related illness).

Your consent will enable our facility to provide the necessary care and assist in the proper medical management of the exposed employee. It is important that you understand the following:

1. We cannot test for HIV without your consent.
2. You will not be charged for this test.
3. This signed consent form and the test results will be kept confidential and will NOT be placed in your medical record.
4. Should the results be positive, you will be notified by your doctor for counseling and appropriate medical advice.

Consent/Declination

I have been informed about the implications and limitations of the test for the antibody to HIV and HBV. I have been able to ask questions about the test. Those questions were answered to my satisfaction. I understand the benefits and risks of the test.

_____ I hereby consent to have my blood tested for the HIV/HBV antibody

_____ I hereby decline to have my blood tested for the HIV/HBV antibody.

Source Individual's Signature

Date

Print Name of Source Individual

If source individual is under eighteen (18) years of age:

Parent or Guardian (print name)

Date

Witness

Parent or Guardian (signature)

Date

Audubon Area Community Services, Inc.

STANDARD INCIDENT FLOW CHART

An exposure incident is defined by OSHA as a specific eye, mouth, other-mucous membrane, non-intact skin, or parenteral contact (parenteral means piercing mucous membranes or the skin barrier through such events as needlesticks, human bites, cuts, and abrasions) with blood or potentially infectious materials that results from the performance of an employee's duties.

Other potentially infectious fluid include: blood, semen, vaginal secretions, and any body fluid that is contaminated with blood, all body fluids in situations where it is difficult or impossible to differentiate between body fluids and other fluids defined by OSHA standards.

Exposed Employee *Plan of Action*:

1. Wash exposed skin/membrane as soon as possible
2. Clean up area if any fluids
3. Notify principal or supervisor of incident as soon as possible
4. Seek recommended health care for post exposure based on employee immune status within twenty-four (24) hours after exposure
5. Submit worker's compensation form and send to the Central Office
6. Follow through with recommended health care

Supervisor/Project Director or Contact Person *Plan of Action*:

1. Complete an incident report
2. Obtain consent or declination for testing and/or treatment as indicated
3. Ascertain source individual consent for testing of blood is feasible
4. Notify designated health care facility for appointment for employee and/or source individual
5. Complete worker's compensation form and send to the Central Office.
6. Assure employee follows through with health care provider's recommendations

NOTE: In case of exposure, the supervisor, project director or contact person shall immediately request the source individual's blood to be tested. Consent forms must be completed and source individual may refuse testing. The health care provider must be notified within three (3) days regarding source's willingness to be tested so appropriate steps can be taken. If source individual refuses to be tested, the situation will be treated as if source person is HBV (Hepatitis B Virus) and HIV (Human Immunodeficiency Virus) positive.

Each Audubon Area supervisor is responsible for the above flow chart of required actions to be taken immediately. The Human Resources Director or project director's office can be reached for assistance in following the required procedures at (270) 686-1600.

Audubon Area Community Services, Inc.
OUT OF AREA INCIDENT FLOW CHART

An exposure incident is defined by OSHA as a specific eye, mouth, other-mucous membrane, non-intact skin, or parenteral contact (parenteral means piercing mucous membranes or the skin barrier through such events as needlesticks, human bites, cuts, and abrasions) with blood or potentially infectious materials that results from the performance of an employee's duties.

Other potentially infectious fluid include: blood, semen, vaginal secretions, and any body fluid that is contaminated with blood, all body fluids in situations where it is difficult or impossible to differentiate between body fluids and other fluids defined by OSHA standards.

If an exposure occurs to a non-immune HBV (Hepatitis B Virus) carrying employee on a trip that will result in that person being out of the area longer than the twenty-four (24) hour period after exposure, the following plan of action shall be taken:

Exposed Non-Immune Employee Action Plan:

1. Wash exposed skin/membrane area as soon as possible
2. Clean up area of any fluids if applicable
3. Notify supervisor or project director of incident as soon as possible
4. If incident occurs after normal operating hours and the supervisor or project director is unattainable, then the following individuals may be contacted:
Human Resources Director Office: 686-1646 Cell Phone: 316-3108
5. The employee shall provide to the contact person the following information:
 - name
 - type of exposure
 - date and time of exposure
 - expected date and time of return to facility
 - source individual contact information
 - name and phone number of available medical provider to administer initial follow-up care
6. The employee is responsible for obtaining the appropriate reports and information needed to complete documentation with their supervisor or project director.
7. The employee is responsible for filing all appropriate documents and follow through with recommended health care.
8. Supervisor/Project Director/Contact Person *Action Plan*:
 - a) Person shall obtain information listed in employee section #6 and any other pertinent information they feel is necessary.
 - b) Contact medical provider given by employee in regard to employee and billing arrangements.
 - c) The contact person shall ensure that appropriate steps are initiated to complete guidelines set forth in the *Exposure Control Plan* for Bloodborne Pathogens and briefly outlined in the Standard Incident Flow Chart found in the document on page A8.

Immune to HBV Employee Action Plan:

*The employee should follow guidelines set forth in the Standard Incident Flow Chart on page A8.