

PERSONNEL POLICIES AND PROCEDURES

2024 UPDATE



**SHEET METAL & AIR CONDITIONING CONTRACTORS'
NATIONAL ASSOCIATION**

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NATIONAL ASSOCIATION**

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2024 Update

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SECTION 1: PERSONNEL POLICIES AND PROCEDURES

A Rationale for Written Policies

There are many business reasons to have a written Personnel Policy and Procedure Manual. Written policies take expediency, snap judgment, and emotion out of the Company's decision-making. Spur-of-the-moment action is unnecessary when fundamental, carefully worded Company procedures are available to guide a supervisor's behavior. Employees know what's expected of them.

Employees can no longer excuse inappropriate conduct due to ignorance and supervisors become more effective because work conduct is clearly defined, resulting in fairness and consistency. A clear and comprehensive statement of Company policies can offer these precise benefits.

Reduce New Employee Turnover

Too often, employees are lost within six months of their hiring. This sudden turnover is costly and counterproductive and is frequently due to inadequate information and less-than-enthusiastic orientation. Written policies help new employees realize a quick appreciation of the potential rewards of longevity with the Company.

Communicate Expectations

A written Manual provides employees a clear understanding of their responsibilities regarding safety, timekeeping, reporting, etc. The Manual accurately communicates your organization's policies regarding employment, conduct and behavior, compensation, etc. It is the resource that employees can refer to for any questions related to employment pay and benefits. From the employee's perspective, searching for and starting a new job is a stressful exercise and many do not have a clear picture of what they should ask about a Company's policies, procedures, and benefits; or are afraid to ask.

Showcase Company Benefits

Company benefits such as vacation time, continuing education, 401(k), health insurance, flexible scheduling can help you retain the best and brightest employees. The Manual should clearly define these policies and the eligibility requirements. This is an important document to share with candidates for employment as many consider benefits as important as salary.

Compliance With Federal and State Employment Laws

Regardless of the state where you operate or the number of employees you employ, as a Company you are subject to Federal and State employment laws. In some cases, recent state laws require employers to have certain policies in a written Manual. The Manual defines these obligations to employees, and demonstrates that your organization strives for compliance through consistency in the handling of discipline, leaves of absence, hiring, promotion, layoffs, etc. Written guidelines make legal defense much easier should employment complaints be filed.

Support for Supervisors and Managers

A Company's managers and supervisors have as much to gain from the Manual as do the employees. The Manual clarifies Company procedures and expectations that foster healthy management-employee relationships and eliminates confusion and inconsistency. Managers and Supervisors can refer to the handbook when answering questions or making decisions regarding your policies, and ensure their answers and actions are consistent with Company policies and best practices.

Enhance Productivity

Clearly defined policies and procedures allow everyone in the Company to perform the job at hand. Everyone understands the demands of responsibility and the rewards of good performance. Employees can't waste time complaining when there is a clear policy or procedure statement. The Manual serves as a tool to reduce waste of time and resources caused by conflict.

How to Prepare a Policy Manual

Creating a policy manual can be a daunting task, which is the reason that SMACNA is providing this template for your Company to customize. The Personnel Policy & Procedure Manual, available only for SMACNA members, addresses most of the topics necessary to provide employees with a solid understanding of their obligations and opportunities. Naturally, some modification will be necessary to fit the exact policies and procedures of your business and regulations of your state. You will need to adjust quantities (number of days of paid vacation, for example) or other specific ingredients of a policy (insurance coverage for dependents, for example) in order to make the template work for your Company. Sections which do not apply can simply be omitted and you can modify statements to reflect your Company thinking more directly.

SMACNA believes that the language used here is based on current industry standards and workable for most members' purposes. Certain sections like the initial disclaimer, for example, contain language that has been defensible in court; changes in the verbiage there should be considered very carefully. Worded incorrectly, your employee handbook could unwittingly constitute a binding employment contract, impinging on your ability to terminate employees. The disclaimer establishes that your handbook is not a contract for employment.

Company History

One of the most important aspects of your Manual is the introduction of new employees to your Company. There are two sections in this template that your Company will need to produce. The first is a brief Company history that helps provide employees with a sense of belonging in the organization. We recommend that your history read more like a narrative story than an outline of dates. Focus on the highlights of the Company's founding, physical locations, key projects or clients and the addition of new products or services. This is an appropriate place to introduce the current owners and top management, including a brief

discussion of their qualifications and background. The Company history should help employees understand:

How did the Company get here?

- What sets us apart?
- What are we passionate about?
- How to become part of the culture?
- Mission, vision and values.

Organizational Chart

The second section that your Company needs to produce is an organizational chart for your Company. This chart will make clear the reporting relationships within your Company: The chart defines the ultimate policy-making authority (board, owner, CEO or president) and then progress downward through all employee positions.

List the various positions within your Company, and then opposite each position indicate to whom that employee reports. Use titles, not names of individuals. Ensure that your chart:

1. Includes all Company functions (sales, marketing, accounting, etc.)
2. Identifies only one immediate supervisor for each position.
3. Provides clear and distinct reporting relationships.

Additional information such as supervisory responsibility and line of authority will be addressed in the section on Job Descriptions.

Refer to [Appendix A](#) for a sample Organization Chart that you can customize.

Collective Bargaining Agreements

This Manual has been prepared for employees working at _____ who are not covered by a collective bargaining agreement.

We rely on our relationships with the following labor organizations to provide our skilled trades professionals:

Trade Name, Local # and link to website.

Business Manager and/or Benefit Administrator contact information.

_____ participates in Collective Bargaining, the process in which workers, through their labor unions, negotiate contracts with employers to determine the terms of employment, including pay, benefits, hours, leave, job health and safety policies, etc.

Employees covered by collective bargaining agreements should refer to those agreements for information regarding benefits and terms and conditions of employment. Please direct all questions on the collective bargaining agreement to your Business Manager. If your Business Manager does not have an answer to your question, please contact the Human Resources or Labor Relations Department.

Code of Conduct

We ask each employee to make a personal commitment to follow our Code of Conduct. The policies outlined in this section should guide you in upholding our ethical commitment. If you have a question or concern about what proper conduct for you or anyone else is, promptly raise the issue with your supervisor or Human Resources.

_____ leaders are committed to fostering a culture in which compliance with Company policy and applicable law is at the core of our business activities. A sense of fair play, honesty, transparency and ethical business practice are the foundation of our operating philosophy. These values help create the basis for our positive working environment and reputation in the construction industry. It is important that the policies and principles set forth in this section be understood and followed on a consistent basis by each of us. The integrity of each individual and a shared commitment to excellence in all aspects of our business is fundamental to _____ success.

- Obey the applicable laws and regulations governing our business conduct.
- Be honest, fair and trustworthy in all your Company activities and relationships.
- Avoid all conflicts of interest between work and personal affairs.
- Foster an atmosphere in which fair employment practices extend to every member of the diverse _____ community.
- Strive to create a safe workplace and to protect the environment.
- Sustain a culture where ethical conduct is recognized, valued and exemplified by all employees.
- Support the dignity of each individual, encourage professionalism, nurture innovation and reward achievement.

Sample Welcome Letter

This Manual is written to help each one of us work together in a spirit of cooperation, understanding, and mutual respect. This Manual sets forth employment guidelines which employees are expected to follow and lets employees know what can be expected from _____. It is your responsibility to read this manual carefully and become acquainted with its contents. It will provide you with information about your benefits as well as the policies and procedures of our Company.

Our objective is fair and equitable treatment for all employees. None of the statements or policies outlined in this employee handbook is meant to imply that _____ is guaranteeing employment for anyone. This Manual is not nor is it intended to be construed as an employment contract. Policies are applied at the discretion of management and may be withdrawn, or amended at any time. This Manual becomes effective _____ and replaces any prior manual. Questions you may have on the contents should be discussed with your supervisor or the Human Resources Director.

Please sign the [Acknowledgement of Receipt](#) in the Appendix of this Manual and return to Human Resources. By doing so, you are documenting receipt of this Manual and an understanding of the employment guidelines for _____.

Welcome! Your suggestions for improvements in the organization or operation of our business are always welcome. We are glad to have you as part of our team.

The Customer

The customer is:

- The single most important person in the business life of this Company.
- Not dependent on us – we are dependent on them.
- The purpose of our work – never an interruption.
- A human being with feelings and ideas – not just a project number.
- A person who brings us a set of wants and needs.

It is our ability to serve both our customers internally and externally efficiently and respectfully that determines the success of our Company. A happy and satisfied customer is our best advertisement.

The care we share with our customers cannot be found in the building where we do business, in the machines we use or the equipment we install. It can only be found in the PEOPLE who are the Company. We are proud of our people and their ability to build customer relationships.

We must continue to devote our full attention to servicing our customers better than anyone else, keeping a positive attitude regarding customer service in everything we do. This customer service responsibility extends equally from members of the management team to the most recently hired staff member.

Company Employee Objectives

_____ understands that our employees are our most valuable asset. We seek to provide

our employees with job satisfaction, recognition of achievement, and opportunities for personal and professional advancement. Our Company commits to fair employment practices, including the prohibition against all forms of illegal discrimination. By providing equal access and fair treatment to all Employees on the basis of merit, we improve our success while enhancing the progress of individuals and the communities where we are located.

If an employee believes that these general principles have not been followed, he/she should follow the process outlined in Employee Concerns.

Recruitment and Hiring Policies

Immigration Reform Act Compliance

In compliance with the *Immigration Reform and Control Act*, _____ will only hire persons who are legally permitted to work in the United States. This definition includes citizens and nationals of the U.S. and aliens authorized to work in the U.S.

It is our responsibility to verify the identity and employment eligibility of anyone to be hired, which includes completing and retaining the *Employment Eligibility Verification Form (I-9)*. We are also required to keep I-9s on file for at least three years or one year after employment ends, whichever is greater. In order to verify employment eligibility, you will be asked to provide the necessary identity documents (such as passport, driver's license, social security card, birth certificate, etc.). Refer to the following site for the complete listing of acceptable identity documents: <https://www.uscis.gov/sites/default/files/files/form/i-9.pdf>

Equal Employment [and Affirmative Action Policy - If applicable]

_____ offers equal employment opportunity to all qualified persons and is committed to those principles for all employees, without regard to age, race (including traits associated with race, (such as natural hairstyles and texture, braids, locks and twists), creed, color, religion, sex, gender identity or sexual orientation, age, national origin, disability, veteran status, genetic information or any other status

protected by federal, state and local laws. All matters pertaining to employment, including recruiting, hiring, transfer and promotion will be based on the principle of equal employment opportunity. In addition, we will ensure that employee benefits, compensation, Company-sponsored training, education, social and recreational programs, etc., offered by _____, will be administered based on the principle of equal employment opportunity.

_____ will take steps to ensure that employees are not subject to harassment based on a protected class, and will commit the necessary time and resources to carry out its Equal Employment and Affirmative Action obligations. _____ will comply with all applicable affirmative action laws, directives, and regulations. _____ maintains affirmative action plans for minorities, women, disabled persons and veterans, and is committed to affirmative action in its hiring and employment policies.

Fair Employment Practices

_____ is committed to fair employment practices, including the prohibition against all forms of illegal discrimination and harassment. By providing equal access and fair treatment to all employees on the basis of merit, we improve our success while enhancing the progress of individuals and the communities where we are located.

_____ is committed to following the applicable labor and employment laws wherever we operate.

- Use merit, qualifications (for example, education, experience, competencies, etc.) and other job-related criteria as the sole basis for all employment-related decisions affecting employees and applicants.
- Recruit, hire, train, compensate, promote, and provide other conditions of employment without regard to a person's age, race (including traits associated with race, (such as natural hairstyles and texture, braids, locks and twists),

creed, color, religion, sex, gender identity or sexual orientation, age, national origin, disability, veteran status, genetic information or any other status protected by federal, state and local laws.

- Provide a work environment free of improper harassment, such as harassment directed at a person because of his/her race, religion, sex, etc.
- Respect the privacy rights of employees by using, maintaining, and transferring their personal data in accordance with applicable Company guidelines and procedures. While seeking to maintain employee privacy, however, we reserve the right to monitor use of Company property (for example, computers, email, phones, proprietary information, etc.) in accordance with applicable law.
- Comply with all relevant laws and regulations.
- If a conflict arises between an employee and manager, follow our established problem-solving procedure.

Employment Advertising and Hiring Procedures

_____ will make every effort to inform all employees about vacant positions within the Company. We will work under the terms of the Collective Bargaining agreements as applicable for the recruitment and/or temporary placement of skilled trade personnel. We will utilize the following practices to advertise for and hire new employees.

1. All vacancies and new positions will be posted internally.
2. Vacancies and new postings will be posted through the appropriate employment services (web-based, newspaper, local job center, etc.)
3. The Company will accept personal referrals (***if employee recruitment incentive is available – make reference here***).

4. Employment or placement agencies will be used only as needed and in accordance with the terms of any applicable Collective Bargaining agreements.

Pre-Employment Physical Examination

If _____ makes a conditional offer of employment, a prospective employee may be asked (or requested to demonstrate) whether he/she can perform the “essential duties” of the position with or without reasonable accommodation.

This determination could include pre-placement physicals, range of motion tests or other means. The examination will be conducted by a healthcare provider selected by the employer. The employer will bear the cost of such physical examination. Records pertinent to these medical examinations are private and confidential.

If there is question whether an individual can perform the essential duties of the position due to a medical condition, the Company will work with the employee to evaluate whether or not a reasonable accommodation can be made; i.e., shift some of the functions to another position, place the individual in a different position, etc.

ADA Policy Statement and Reasonable Accommodation Policy

_____ is committed to complying in all applicable respects with the American with Disabilities Act (ADA) and applicable state or local laws. It is _____ policy not to discriminate against disabled employees. The _____ does not discriminate against qualified applicants for employment or employees with disabilities with regard to application procedures, hiring, advancement, discharge, compensation, training or other terms, conditions and privileges of employment. It is also _____ intention to reasonably accommodate qualified employees and/or applicants with a known disability if they can perform the essential functions of the position with or without reasonable accommodation unless the accommodation would pose an undue hardship.

_____ will reasonably accommodate qualified individuals with a disability so that they can perform the essential functions of a job unless doing so causes a direct threat to these individuals or others in the workplace and the threat cannot be eliminated by reasonable accommodation or if the accommodation creates an undue hardship. Contact human resources (HR) with any questions or requests for accommodation.

Requests for Accommodation and the Interactive Process

An employee (or applicant) who believes that he or she requires an accommodation due to a disability must advise the _____. _____ may require that an individual requesting an accommodation confidentially provide documentation from a medical provider to support any such request.

Definition of Key Terms

- **Qualified individual.** An individual with a disability is qualified if the employee satisfies the requisite skill, experience, education, and other job-related requirements of the position and can perform the essential functions of the position with or without reasonable accommodation.
- **Reasonable accommodation.** Any change in the work environment or in the way things are customarily done that would allow a qualified individual with a disability to enjoy equal employment opportunities. It is the responsibility of individual employees to identify themselves as an individual with a disability when seeking an accommodation or modification to the working environment.
- **Essential functions.** Those job duties that are so fundamental to the position that the individual holds or desires that he or she cannot do the job without performing them. A function can be essential if, among other things, the position exists specifically to perform that function; there are limited number of other employees who could perform the function; or the function is specialized, and the individual is hired based on his or her ability to perform it. Determination

of the essential functions of a position must be done on a case-by-case basis so that it reflects the job as it is actually performed and not simply the components of a job description.

- **Undue hardship.** If a specific type of reasonable accommodation causes significant difficulty or expense, then the employer does not have to provide that particular accommodation. Determination of undue hardship is always made on a case-by-case basis, considering factors that include the nature and cost of the reasonable accommodation needed and the impact of the reasonable accommodation on the operations of the employer.
- **Direct threat.** A direct threat is a significant risk of substantial harm to the health or safety of the individual or others that cannot be eliminated or reduced by reasonable accommodation.
- **Fitness for duty.** A fitness for duty examination may be requested of an employee if it is job related and consistent with business necessity.

Reasonable Accommodation for Pregnancy, Childbirth or Related Medical Conditions

Purpose

As required by the Pregnant Workers Fairness Act (PWFA) and applicable Minnesota state laws, _____ will provide reasonable accommodations to employees and applicants with known limitations related to pregnancy, childbirth or related medical or health conditions, unless the accommodation will cause undue hardship to _____ operations.

Policy

An employee or applicant may request a reasonable accommodation due to pregnancy, childbirth, or a related medical or health conditions by submitting a request orally or in writing to human resources (HR). If your request is made orally, HR may request that you put your request in writing to obtain more information as described below. An employee's accommodation request should include

an explanation of the pregnancy-related limitations, the accommodation needed and any alternative accommodation(s) that might be reasonable.

Depending on the employee's pregnancy, childbirth, or related medical condition and the nature of the requested accommodation, an employee may be requested to submit supporting documentation from your health care provider substantiating the request for and/or need for the requested accommodation. If you fail to provide documentation in response to _____ reasonable request for documentation, your request may be denied. _____ will keep confidential any medical information obtained in connection with your request for a reasonable accommodation.

The Company will offer the following accommodations to an employee without requiring the employee to seek the advice of their healthcare provider or certified doula (1) more frequent or longer restroom, food, and water breaks, including the ability to carry, keep or drink water nearby; (2) seating and standing; and (3) limits on lifting.

Upon receipt of a request for accommodation, HR will contact the employee or applicant to discuss the request and determine if an accommodation is reasonable, to discuss alternative accommodations, and whether any accommodation can be provided without significant difficulty or expense, i.e., undue hardship.

While the reasonableness of each accommodation request will be individually assessed, possible reasonable accommodations include the following:

- Flexible hours and/or schedule.
- Job restructuring, including how, when and where job duties are performed.
- Acquisition or modification of equipment, uniforms, or devices.
- Providing paid or unpaid leave in accordance with Company policy to attend medical appointments, receive health care treatment related to pregnancy, childbirth, or related

condition, including time off to recover from childbirth, miscarriage, stillbirth, or related medical conditions.

- To be accommodated in work which requires strenuous activities and/or activities that involve exposure to compounds deemed unsafe.
- Lactation and pumping breast milk accommodations as required by applicable federal and state laws.

An employee may request paid or unpaid leave as a reasonable accommodation under this policy; however, _____ will not require an employee to take time off if another reasonable accommodation can be provided that will allow the employee to continue to work.

_____ will make every effort to review requests for an accommodation as soon as practicable after a request has been made. The Company makes determination about reasonable accommodation and the duration of such accommodation on a case-by-case basis and based on an individualized assessment of the circumstances of each request.

_____ prohibits any retaliation, harassment, or adverse action due to an employee's good faith request for an accommodation or for reporting or participating in an investigation of unlawful discrimination under this policy. The Company will not take adverse action against an employee for asserting rights or remedies for asserting rights under this section.

Lactation/Breastfeeding Policy

As part of our family-friendly policies and benefits, _____ supports breastfeeding employees by accommodating an employee who needs to express breast milk during the workday.

Accommodation for Lactating Employees

For up to one year after the child's birth, any employee who is breastfeeding will be provided reasonable break times to express breast milk. _____ has designated the room located _____ for this purpose.

Employees must reserve the room by contacting _____. Employees who work offsite or in other locations will be accommodated with a private area as necessary.

A small refrigerator reserved for the specific storage of breast milk is available. Any breast milk stored in the refrigerator must be labeled with the name of the employee and the date of expressing the breast milk. Any nonconforming products stored in the refrigerator may be disposed of. Employees storing milk in the refrigerator assume all responsibility for the safety of the milk and the risk of harm for any reason, including improper storage, refrigeration, and tampering.

Breaks of more than 20 minutes in length will be unpaid and recorded on timesheets where appropriate.

Religious Accommodation

_____ respects the religious beliefs and practices of all employees and will make, upon request, an accommodation for such observances when a reasonable accommodation is available that does not create an undue hardship on the Company's business.

Reasonable accommodation of an employee's religious beliefs is any change in the work environment or in the way tasks or responsibilities are customarily done that enables an employee to participate in his/her religious practice or belief without undue hardship on the conduct of the employer's business or operations.

A reasonable religious accommodation may include, but is not limited to, providing an employee with leave for religious observances, providing a time and/or place to pray, and/or providing the flexibility to wear religious attire. Other examples of accommodating an employee's religious beliefs include scheduling changes, voluntary substitutions of shifts or hours with a supervisor's or department chair's approval, job reassignments, and lateral transfers.

An employee whose religious beliefs or practices conflicts with his/her job, work schedule, or with the Company's policy or practice on dress and appearance, or with other aspects of employment and who seeks a religious accommodation must bring their request for an accommodation to the attention of the Company

by first speaking with Human Resources about the request for the accommodation. The request must include the type of religious conflict that exists and the employee's suggested accommodation.

Once the employee brings forward the request for accommodation to Human Resources, _____ will engage in a dialogue with you to explore potential accommodations that could resolve the conflict between your religious beliefs and practices and one or more of your work requirements. _____ encourages you to suggest specific reasonable accommodations that you believe would resolve any such conflict. However, _____ is not required to make the specific accommodation requested by you and may provide an alternative, effective accommodation, to the extent any accommodation can be made without imposing an undue hardship on _____.

_____ may ask you to provide additional information about your religious practices or beliefs and the accommodation requested. If you fail to provide the requested information, your request for an accommodation may be denied.

_____ makes determinations about religious accommodations on a case-by-case basis considering various factors and based on an individualized assessment in each situation.

Employee Classifications

Each job within _____ is classified in compliance with the Fair Labor Standards Act (FLSA) as either:

Exempt from the overtime provisions of the Fair Labor Standards Act (FLSA) and applicable state law. Exempt Employees are individuals who are not eligible for overtime because their duties fall under the legal definition of executive, professional, or administrative or other employees exempt from the overtime laws.

Non-Exempt (hourly) as outlined by the FLSA and applicable state laws. Non-exempt (hourly) employees will receive minimum wage and overtime pay (according to the Fair Labor

Standards Act) for work over 40 hours per week or subject to applicable state laws.

Any employee who feels he/she has been incorrectly classified should immediately notify the Human Resources Department.

Regular Full Time: An employee who is normally scheduled to work thirty (30) or more hours per week. Regular full-time employees are generally eligible for _____ benefits, subject to eligibility requirements of the specific benefit plan.

Regular Part Time: An employee who is normally scheduled to work twenty (20) or more hours per week. Regular part-time employees may be eligible for _____ benefits, subject to eligibility requirements of the specific benefit plan.

Temporary/Intern: An employee who holds a position, either part-time or full-time, for a limited time only. Temporary employees and interns are not eligible for _____ benefits.

At Will Employment

Employment at the _____ is at will, meaning that the employee or the employer can terminate the employment relationship at any time for any reason. No manager or supervisor has authority to alter an employee's at-will status. Only the Company President is authorized to modify the Company's at-will employment policy or enter into any agreement contrary to this policy. Any such modification must be in writing and signed by the employee and the President.

New Employee Orientation/Introductory Period

The first 90 days of employment are considered an Orientation Period to acquaint you with your fellow employees and job requirements. During this orientation, you are observed to determine your aptitude for the work and your attitude toward the Company, your co-workers, and customers. During

this time you will receive on-the-job training and guidance from an experienced employee who will be responsible for instructions, demonstrating and reviewing each step involved in your job duties. This training is instrumental in the development of your job knowledge, work habits and attitudes, so be sure to ask questions concerning your job. This period benefits you and the _____ by allowing both to determine whether you are suited for a particular position.

On the first day of employment, Human Resources will explain personnel policies and benefits. This includes:

1. Compensation;
2. Group Insurance;
3. Holidays, Vacations, Sick Leave;
4. Completion of necessary paperwork;
5. Company rules and regulations in Personnel Policies and Procedures Manual; and
6. Drug Testing (if necessary).

During the first week of employment, the employee's supervisor will:

1. Introduce the new employee to co-workers;
2. Identify the facilities such as lavatory, lunch/break room, lockers, etc.;
3. Explain the normal working schedule;
4. Explain the procedures for breaks, lunch, wash-up periods, etc.;
5. Discuss the job's requirements, responsibilities and procedures;
6. Arrange for any special training that is required;
7. Help the employee with any procedures that seem to be creating difficulty; and
8. Ensure that the employee has read and understands the Company's rules and regulations as outlined in this Manual.

Completion of the introductory period does not alter an employee's at-will status. Employees remain at-will during and after the introductory period.

(A sample 90-day performance review form can be found in [Appendix C.](#))

Employee Bonding

The Company reserves the right to require bonding of all employees who occupy positions that require the handling of Company funds or other valuables. The Company will bear the cost of such bonding.

Employees who apply for positions requiring bonding must be eligible for standard coverage by an independent bonding Company.

Employee Referral Program

_____ future depends on our ability to attract and retain a motivated and skilled workforce. Our employee referral program encourages you to introduce your talented friends, family members, or former colleagues to new career opportunities at _____. You can share in the success of identifying and recruiting the right talent and earn a referral bonus of \$500 (less taxes and withholdings).

Requirements:

- Recruitment of former employees of the Company does not qualify for a referral bonus.
- Applicants must use your name when applying for a position. No exceptions.
- Employee must notify HR of the name of the candidate that was referred prior to applicant applying.
- Applicants must complete 90 days of employment before bonus is paid out.

SECTION 2: COMPANY RULES AND REGULATIONS

General Policies: Work Regulations

Hours of Work

The normal work week (Monday – Friday) for all full-time employees consists of 40 hours. Non-exempt employees will be paid for hours actually worked each week. Pay for any weekly period will be based on an hourly rate for the number of hours actually worked.

The normal workday is eight (8) hours excluding lunch but including two fifteen (15) minute breaks during each four-hour segment of an eight-hour shift. Lunch breaks may be from one half-hour to one hour, depending on the needs of your department. Non-exempt employees are to be completely relieved of duties during unpaid breaks. Adjusting lunch hour schedules may have an impact on the department and customer service. For these reasons, changes in your normal lunch break schedule should have prior approval from your supervisor. ***Please note: Many states have different requirements for meal and rest breaks. Please consult your attorney to make sure that all state law requirements are outlined here.***

Recording Hours Worked

The regular work week for all regular full-time Employees is forty hours. Your work schedule may vary based on Company or customer needs. Daily and weekly work schedules may be changed at the discretion of _____ to meet business needs. Changes in your work schedule will be announced as far in advance as possible.

Timecards are to be submitted on _____. Your timecard must accurately reflect all regular and overtime hours worked, any absences, late arrivals, early departures and meal breaks. At the end of each week, your supervisor is to verify and approve your hours. It is a violation of this policy for any employee to misrepresent or falsify their own, or another employee's hours, or to under-

or over-report hours worked. Any employee found falsifying work time will be subject to disciplinary action, up to and including termination.

Overtime

Non-Exempt: Most non-exempt employees will be paid at their straight hourly rate up to 40 hours worked and at one and one-half times their hourly rate for hours worked in excess of 40 hours in one week unless applicable state laws provide a different standard. If overtime is anticipated during a workweek, advance approval is to be requested from your supervisor. Paid hours for a holiday, vacation, float day, sick leave, etc., are not considered hours worked for overtime purposes. ***Please note: Many states have different requirements for payment of overtime. Please consult your attorney to make sure that all state law requirements are outlined here.***

Exempt: Exempt employees are not entitled to receive overtime pay. Exempt employees receive a salary which is intended to compensate them for all hours they may work.

Company Holidays

Company holidays will be determined each year based on where the holiday falls on the calendar and customer needs. The following holidays will be observed:

New Year's Day	Veteran's Day
Memorial Day	Thanksgiving Day
Independence Day	Christmas Eve (1/2 day)
Labor Day	Christmas Day

When a holiday falls on a day the Company would normally be open for business, full time employees (working at least 30 hours or more) will be paid on an eight-hour basis. Eligible part-time employees (those working at least 1,000 hours per year and 20 hours per week) receive prorated holiday pay based on their regularly scheduled work hours for that day. If a holiday falls on a day the Company is not normally open for business (i.e., Sunday), the Company may observe the holiday on Monday and therefore be closed

for business OR remain open. Temporary employees, interns or employees working less than 20 hours each week are not eligible for holiday pay.

Attendance and Leaves of Absence

Attendance and Tardiness

The successful operation of the Company depends largely upon the attendance of each of its employees. Employees who do not conscientiously accept this responsibility affect not only daily operations, but also the way in which fellow employees are able to perform their duties. Most Company work is of such a nature that it cannot be carried over from one day to another. Tardiness and absences place an extra burden on the remaining staff and may also seriously affect the Company's service to its customers.

This Manual identifies the proper procedures for reporting absences and will ensure consistent and equitable treatment of absences and late arrivals, throughout the organization. These guidelines are by no means all-inclusive of every occurrence.

Regular attendance is expected of every employee. It is your responsibility to be on the job on time each day, fully able and ready to work. We realize you may find it necessary to be absent from time to time and you are not expected to work when ill or when an emergency arises.

If you are unable to report to work, you should notify your supervisor as soon as reasonably possible. Whenever possible, notification should be no later than your regularly scheduled starting time. Employees should speak directly with their supervisors when possible and are not to leave voice or text messages. If messages are left, supervisors may follow up with employees.

If it appears that you will be absent for more than one day, it is your responsibility to keep your supervisor advised. Absences for reasons other than sickness or emergency must be arranged before the absence occurs. If you are absent due to accident or illness, management may request a release for your return to work, signed by a licensed physician.

Excessive absenteeism and/or excessive tardiness may lead to discipline including termination. See "Employee Separation" section for more information regarding this policy.

Acceptable Reasons for Absence

Whenever possible, employees are required to obtain authorization prior to the date of their absence. The following are acceptable reasons for absence:

- Vacation Day;
- Sick or Medical Leave;
- Jury Duty;
- Military Service;
- Death of a Family Member; or
- Voting.

Refer to Paid Time Off in this manual for definitions on each of the above absences and notification requirements. All other absences, unless authorized by a supervisor or Human Resources, are considered unpaid time off.

Paid Time Off

Note: Some companies elect to offer Paid Time Off instead of separate recording of personal days, vacation, and sick time. If you elect to use PTO, delete the conflicting verbiage in this section.

_____ believes that employees should have opportunities to enjoy time away from work to help balance their lives. _____ recognizes that employees have diverse needs for time off from work. _____ has established this paid time off (PTO) policy to meet those needs. The benefits of PTO are that it promotes a flexible approach to time off. Employees are accountable and responsible for managing their own PTO hours to allow for adequate reserves if there is a need to cover vacation, illness or disability, appointments, emergencies, or other situations that require time off from work.

Eligibility: PTO is not available to employees covered by a collective bargaining agreement. PTO is accrued upon hire or transfer into a benefits-eligible position. Eligible employees must be scheduled to work at least 20 hours per week on a regular basis to accrue PTO. Employees working less than 20 hours per week on a regular basis, on-call and temporary employees are not eligible to accrue PTO.

PTO accruals are available following completion of the 90-day orientation period. All hours thereafter are available for use in the pay period following the pay period in which they are accrued.

Accrual and Payment of PTO: Accruals are based upon paid hours up to 2,080 hours per year, excluding overtime. Employees working less than 40 hours per week and at least 20 hours per week will earn PTO hours on a prorated basis, according to the accrual rate. Length of service determines the rate at which the employee will accrue PTO. PTO does not accrue on unpaid leaves of absence or PTO cash outs upon termination. Employees become eligible for the higher accrual rate on the first day of the pay period in which the employee’s anniversary date falls.

Years of Service	Accrual Rate per Hour	Annual PTO Accrual*	Maximum Accrual**
Less than 1 year	.06538	17 days (136 Hours)	25.5 days (204 hours)
1-3 years	.08462	22 days (176 hours)	33 days (264 hours)
4-10 years	.10385	27 days (216 hours)	40.5 days (324 hours)
10 or more years	.12307	32 days (256 hours)	48 days (384 hours)

* Annual PTO Accruals are based on an employee having 2,080 paid hours per year (40 hours per week).

** Unless otherwise required by applicable state law, no PTO hours will accrue beyond the maximum accruals listed.

Use and Scheduling of PTO: Employees are required to use available PTO when taking time off from work with the exception of a Company-required absence due to low workload or absences occasioned by the Company. PTO may be taken in increments of as low as one hour. However, PTO may not be used for missed time because an employee reports late to work, except during inclement weather.

Whenever possible, PTO must be scheduled in advance. PTO is subject to supervisory approval, department staffing needs and established departmental procedures. Unscheduled absences will be monitored. An employee will be counseled when the frequency of unscheduled absences adversely affects the operations of the department. The supervisor may request that the employee provide a statement from a health care provider concerning the justification for an unscheduled absence.

When PTO is used, an employee is required to request payment of PTO hours according to his or her regularly scheduled workday. For example, if

an employee works a six-hour day, he or she would request six hours of PTO when taking that day off. PTO is paid at the employee’s straight time rate. PTO is not part of any overtime calculation.

Employees may not borrow against their PTO banks; therefore, no advance leave will be granted.

Payment Upon Termination: In accordance with [State] law, after [xx number of days] of employment, an employee will be paid upon resignation, separation or retirement for all PTO hours accumulated but not used. Employees whose positions are eliminated through a reduction in force or reorganization whose hours drop below 20 hours per week are paid PTO on the effective date of the termination.

Cash Out: After one year of service, employees are eligible to cash out their leave. Leave balances in excess of 40 hours may be cashed out. For leave cash out, eligible employees are required to indicate the cash out amount on their time sheet. The benefit will be paid in the next regular pay cycle.

Personal Days

When an employee’s work performance, attitude and absence record are satisfactory, personal time off with or without pay may be provided on an individual basis and in the sole discretion of Company management. This is not to be considered sick leave and may include, but not be limited to, funeral days or special appointments. This time off must not interfere with normal Company operations and must be approved by your supervisor in advance.

Vacation

Paid vacation time is available to full time employees working 30 hours or more who have successfully completed their introductory period (first 90 days) of employment. For 40-hour per week employees, vacation is paid based on an 8- hour day. For employees working less than 40 hours per week, vacation pay is prorated based upon the average number of compensable hours per week during the previous year.

Full-time employees accrue vacation annually in accordance with the following schedule.

New Hires (prorated based on date of hire)

Less than 1 year	5 days
1 – 5 years	10 days
5-8 years	15 days
8+ years	20 days

Employees hired to work at least 30 hours but less than 40 hours each week will accrue prorated vacation leave based on regularly scheduled hours each week at the time of hire. At the beginning of each calendar year, eligibility for vacation time will be reviewed.

Regular part-time employees working a minimum of 20 hours a week are eligible for prorated paid vacation following one year of employment, in accordance with the schedule listed above. Vacation pay is prorated based on the average compensable hours per week during the previous year.

The Company prefers that vacation be used prior to the end of the calendar year. However, subject to applicable state law, employees are permitted to carry over up to 5 days of vacation into the next calendar year. Vacation days can be used in quarter hour increments up to 8 hours per day. If one of the paid holidays as defined in our [Holiday Policy](#) falls during an employee’s scheduled vacation, the paid holiday will be applied in lieu of the paid vacation day.

If illness or disability occurs during a vacation, the time off is still considered vacation time and shall not be paid as sick time, except as required by law.

Vacation time accrues in equal amounts monthly. Upon termination, any unused accrued vacation time will be paid out on the employee’s final paycheck. If permitted by applicable state and federal law, vacation time taken in excess of the accrued amount will be deducted from the final paycheck.

Scheduling of Vacation: Vacations are to be approved in advance by the employee’s supervisor. Vacation scheduling will be determined on a departmental basis. In scheduling, the supervisor will consider the employee’s date requests, length of service and the needs of the department. Management reserves the right to deny vacation requests when scheduling does not permit.

All employees eligible for more than ten days of vacation are encouraged to take at least five days consecutively that the Company is open for business.

Sick Days

The purpose of _____ Sick Leave Policy is to prevent any loss of pay due to personal illness, injury, or temporary medical disability. Sick leave benefits are effective after completing 90 days of employment. Sick leave is available for excused absences including your illness, injury or medical appointments or for members of your immediate family (members of immediate family include those individuals covered under State and Federal Family Medical Leave Act), and for temporary medical disabilities.

Medical appointments should be scheduled outside working hours when possible. Medical appointments scheduled during working hours may need to be approved in advance by your supervisor. Depending upon the needs of the department, employees may be allowed to “make up” time out of the office due to illness or medical appointments. If makeup time is permitted, any time missed must be made up within the same workweek and must be arranged in advance with your immediate supervisor. Employees who are making up for missed time may not reduce their lunch hour to less than one half-hour.

Full-time employees receive ten (10) sick days per calendar year, awarded on the first pay cycle of the year. Part time employees who work more than 20 hours per week will be awarded sick days based on regularly scheduled hours each week at the time of hire. At the beginning of each calendar year, eligibility for sick time is reviewed.

As a courtesy to fellow employees and to expedite staffing needs, employees using sick leave are requested to contact their supervisor daily unless a prior arrangement has been made. Whenever possible, notice should be given before your scheduled start time. Employees should speak directly to their supervisors and should not leave voice mail messages.

Sick time is a benefit to be used only in time of need. _____ reserves the right to request proof of absences due to illness in the form of a doctor’s statement. No payment will be made for unused sick leave.

Family and Medical Leave

The Company will comply with all applicable state and federal laws concerning family and medical leave (FMLA). This policy describes the federal FMLA laws and addresses certain differences between the two laws. When both laws apply, the laws under state and federal law will run concurrently and the provisions more beneficial to the employee will apply. To the greatest extent permitted by applicable law, leave under worker’s compensation, short term disability, and any other leaves required by federal, state or local laws, will run concurrently with FMLA.

To qualify for FMLA, employees must be employed by the Company for a total of at least twelve (12) months and have actually worked at least 1,250 hours in the preceding 12-month period. Employees on FMLA leave may not engage in any other employment that is inconsistent with the reason for the employee’s FMLA leave.

The Company will not use the taking of FMLA leave in compliance with the law as a basis for any adverse employment decision. Employees should direct any questions regarding FMLA leave to Human Resources.

Federal FMLA: Under the federal FMLA, eligible employees are allowed up to 12 workweeks of unpaid leave per 12-month period for the following reasons (see also Military Family Leave below):

- The employee’s own serious health condition that makes the employee unable to perform the functions of his or her position.
- To care for the employee’s spouse, child, or parent with a serious health condition.
- For the birth of the employee’s child, or placement of a child for adoption or foster care with the employee.
- For incapacity due to pregnancy, prenatal medical care or childbirth.

The Company calculates the federal FMLA 12-month period on a calendar year basis.

Definitions of “Child” and “Parent”

Under federal FMLA law, “child” means a biological, adopted or foster child, stepchild, legal ward, or a child for whom the employee provides day-to-day care. Also, the child must either be under age 18, or be 18 years or older and unable to care for him/herself because of a mental or physical disability or serious health condition. Under federal law, “parent” means biological parent, foster parent, adoptive parent, step parent or an individual who was responsible for the day-to-day care of the employee when the employee was a child. Under federal FMLA law, “parent” does not include parents of spouses or domestic partners.

*Many States have their own FMLA laws. Use the following link to obtain state specific laws: <http://www.ncsl.org/research/labor-and-employment/state-family-and-medical-leave-laws.aspx>

Serious Health Condition

A serious health condition is an injury, illness, impairment or physical or mental condition that involves:

- Inpatient care in a medical care facility; or
- Continuing treatment by a health care provider for a condition that either prevents the employee from performing the functions of the employee's job or prevents a qualified family member from participating in school or other daily activities. Continuing treatment by a health care provider includes:
 1. A period of incapacity of more than three (3) consecutive full calendar days combined with at least two (2) visits to a health care provider or one (1) visit and a regimen or continuing treatment under the supervision of a health care provider (time limits apply to health care provider visits);
 2. Any period of incapacity due to pregnancy or prenatal care;
 3. Any period of incapacity or treatment for such incapacity due to a chronic serious health condition;
 4. A period of incapacity which is permanent or long-term due to a condition for which treatment may not be effective; or
 5. Any period of absence to receive multiple treatments by a health care provider or for a condition that would likely result in a period of incapacity of more than three (3) consecutive calendar days in the absence of medical intervention or treatment. (Under the Wisconsin FMLA, the requirement for more than three (3) consecutive calendar days of incapacity does not apply.)

Notification and Certification

Whenever possible, employees must give at least 30 days' written notice of the need for FMLA leave. When 30 days' notice is not possible, employees are expected to give as much written notice as is practical. Please see Human Resources for FMLA request forms. Normal call-in procedures must also be followed for all FMLA absences.

When requesting FMLA, employees must give sufficient information to determine if the leave may qualify for FMLA protection and the anticipated timing and duration of the leave. Sufficient information may include that the employee is unable to perform job functions; a family member is unable to perform daily activities, the need for hospitalization or continuing treatment by a health care provider, or circumstances supporting the need for military family leave. Employees must also inform the Company if the requested leave is for a reason for which FMLA leave was previously taken or certified.

The Company may require an employee who is requesting FMLA leave to provide medical certification for the leave. Employees will have 15 days in which to provide the certification, except in extenuating circumstances. If an employee fails to provide adequate certification in a timely manner, the employee's leave request or continuation of leave may be delayed or denied altogether. The Company may require a second medical opinion at its expense regarding a serious health condition from a health care provider of its choice. If the first two opinions differ, the Company may obtain a third opinion at its expense from a mutually agreed upon health care provider. The third opinion shall be binding on the parties. Recertification and periodic reports regarding the employee's status and intent to return to work may also be required as allowed by law.

The Company will inform employees who have requested leave whether they are eligible for leave, specify any additional information needed, and inform the employee of his/her rights and responsibilities. If the employee is not eligible for leave, the Company will provide a reason for the ineligibility. The Company will also inform eligible employees whether

requested leave will or will not be designated as FMLA leave and the amount of leave that will be counted against the employee's leave entitlement.

Substituting Paid Time Off

To the extent permitted by applicable state law, an employee is required to substitute any paid leave the employee would be eligible to take in compliance with the Company's normal paid leave policies.

Benefits During Leave

An employee's coverage under group health plans (i.e., group health and dental coverage) will be maintained during the period of an FMLA leave as required by the federal FMLA laws and in accordance with the applicable terms of the plans.

Employees who normally pay a portion of the premium for insurance coverage must continue to do so during the period of FMLA leave. If paid leave is substituted for unpaid leave, the employee's portion of the premium will be deducted from the employee's paycheck. For those employees on unpaid leave, payment arrangements must be made prior to the start of the leave, or as soon as practicable. A 30-day grace period will apply to premium payments. If payment is not made within the grace period, the employee's group health/dental insurance may be terminated.

If the Company maintains an employee's insurance during an FMLA leave, and the employee does not return from FMLA leave, under certain circumstances the Company will have the right to recover the total cost of the insurance premiums paid during the employee's leave, as allowed by law.

Use of FMLA cannot result in the loss of any employment benefit that accrued prior to the start of the employee's leave. Other benefit accruals may be suspended during the period of the leave and will resume upon return to active employment. Check with Human Resources regarding other benefit continuation provisions.

Returning to Work at the End of Leave

Employees who return to work from FMLA leave within the timeframes protected by the FMLA laws

will be returned to their former position or, if that position is no longer available, an equivalent position with equivalent pay, benefits, and other employment terms. If an employee wishes to return to work before his/her leave is to end, and work is available, the employee must notify Human Resources at least 2 days prior to the desired return date. If an employee took FMLA leave for his/her own serious health condition, a fitness for duty certification will be required before the employee may return to work. In such cases, an employee's return will be delayed until such a certification is received.

Failure to Return to Work at End of FMLA-Protected Leave

If an employee fails to return to work after the expiration of an FMLA-protected leave, the employee's rights under state and federal FMLA laws will no longer be in effect and the employee will be subject to immediate termination. If the employee's inability to return to work is due to the continuation, recurrence or onset of the employee's own serious health condition, or of the serious health condition of the employee's spouse, child or parent, the Company will consider a request for additional unpaid leave. However, the employee must submit a written request for consideration of a further leave as soon as the employee realizes that he/she will not be able to return at the expiration of the FMLA-protected leave period. The Company will consider each such request on a case-by-case basis. There is no guarantee that a further leave will be granted.

Failure to Meet Policy Requirements

If the employee fails to meet the requirements of this policy for family or medical leave, the request for leave will be denied until the requirements are met.

Employee Acknowledgement

Information provided to the employer in connection with a request for FMLA or an FMLA absence must be true and correct. Any false or misleading statements or deliberate omissions on any FMLA form may lead to disciplinary action, up to and including termination.

Maternity Leave

Under federal FMLA, leave for birth, adoption or foster care placement must be concluded within 12 months of the birth or placement for adoption or foster care. If both parents work for the Company, the employees will share one 12 week leave for the birth or placement of a child.

Military Family Leave

An employee will be granted a military leave of absence without pay to serve in the United States Armed Forces, in accordance with federal and state regulations. An employee may elect to use available vacation time while on a military leave but is not required to do so for that purpose.

The Company will comply with all reinstatement and other obligations under applicable state and federal military leave laws. Any questions regarding a military leave can be directed to Human Resources.

The federal FMLA provides for military family leave. Several provisions of this FMLA policy (including employee notice provisions and certification requirements) apply to military family leave as well.

There are two types of military family leave:

Qualifying Exigency Leave: Eligible employees with a spouse, son, daughter or parent on covered active duty or called to covered active-duty status may use their 12-week FMLA entitlement to address certain qualifying exigencies. Qualifying exigencies may include attending certain military events, arranging for alternative childcare or parental care, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings. The 12 weeks of leave afforded for a qualifying exigency is not in addition to the general 12 weeks afforded under the federal FMLA. An employee is entitled to no more than 12 total weeks of leave for any combination of personal, family or qualifying exigency military FMLA.

Servicemember Care Leave: Eligible employees may also take up to 26 weeks of leave during a single 12-month period to care for an ill or injured service member who is the employee's spouse, parent, child,

or "next of kin" who is a covered servicemember. A covered servicemember is a current member of the Armed Forces (including National Guard or Reserves) or a covered veteran who has a serious injury or illness incurred in the line of duty on active duty in the Armed Forces or that existed before the beginning of the member's or veteran's active duty and was aggravated by service in the line of duty on active duty in the Armed Forces that may render the servicemember medically unfit to perform his or her duties and for which the servicemember is undergoing medical treatment, recuperation, therapy, is on outpatient status, or is otherwise on the temporary disability retired list. The 26 weeks of leave afforded for servicemember care is not in addition to the general 12 weeks afforded under the federal FMLA.

Bereavement Leave

_____ cares for our employees and as such we provide employees three work days of bereavement leave for the death of your parent, grandparent, sibling, child, spouse, spouse's parent or sibling, grandchild, aunt or uncle.

The Company will consider requests to extend the bereavement leave by utilizing sick or vacation days, based on consideration of employee needs and the Company's operational needs. Employees should provide proper documentation to the Human Resource Department to schedule leave and ensure proper payment of time.

Jury and Witness Duty

The Company encourages all employees to be civic minded. If you receive notification to serve on a jury or are subpoenaed as a witness, notify your supervisor immediately and present the official documentation. Full-time employees who serve on a jury will be paid the difference between his/her wage and the amount received for jury duty.

The employee must present authorized evidence to the Human Resources Department of jury attendance and the amount paid. Employees must return to work on any day when jury or witness duty dismisses prior to the end of the employee's regularly scheduled workday.

Weather Related Closure

If an office location closes due to inclement weather, exempt Employees will be paid for the time the Company is closed. Employees are responsible for calling in if weather will prohibit their coming to work. Time lost due to weather conditions can be made up during the same week, vacation or PTO time can be used, or the time can be taken without pay. If an employee scheduled a vacation or sick leave day on the same day as the Company closes due to inclement weather, the original designation will remain.

Workplace Expectations

Confidentiality

Employees are obligated to protect _____, its' business partners, vendors and customers' proprietary and non-public information. Non-public information about _____, its' business partners, vendors and customers must be treated as highly confidential and must not be disclosed to, or discussed with, third parties. Employees must also maintain the confidentiality of the Company's proprietary information (i.e., business strategies, marketing or product development plans) and trade secrets.

The Company owns the rights to all confidential information. Unauthorized use or distribution of non-public information could violate the _____ confidentiality policy. It could also be illegal and result in civil or even criminal penalties. Confidential information includes, but is not limited to:

- Business plans, strategies, operating methods, processes, practices or systems;
- Asset or stock purchases or sales;
- Customer lists;
- Pricing information;
- Vacancy rates;
- Terms and conditions of contracts;
- Construction costs;
- Prospective property sites and/or related development information;

- Finances;
- Employee information;
- Resident/customer information;
- Travel plans of employees;
- Other matters not publicly disclosed;
- Personnel or payroll information;
- Information from, or contracts with, third parties that the Company has agreed to keep confidential; and
- Systems, policies, procedures, practices, plans or processes.

Employee Confidentiality: Any requests for personal information regarding a current or former _____ employee, either written or over the telephone, must be referred to the Human Resources Department. Under no circumstances should any employee other than Human Resources release any information about a current or former _____ employee.

Customer Confidentiality: Any and all non-public confidential information regarding a customer must be treated as confidential and not disclosed to anyone outside the Company without proper authorization. The use of such information for personal or other gain is unethical and may be illegal. All information in the Company's files concerning customers or potential customers should be presumed to be confidential. Employees who must use or disclose confidential customer information must take all reasonable steps to protect the confidentiality of such information.

Anti-Trust Laws

United States antitrust laws apply to _____ operations. Employees must comply with these laws by avoiding collusion, illegal price fixing, or other unfair competitive practices. Questions regarding antitrust matters should be brought to the attention of your supervisor or Human Resources.

Conflict of Interest

_____ encourages participation in community events and membership in outside organizations. However, participation in any activities that may present a conflict of interest, or the appearance of conflicts of interest, involving financial and/or personal interest is prohibited. Prior to engaging in any activities that may present a conflict of interest, employees must report and get approval of such activities. Specific types of outside activities that raise conflict of interest questions include the following:

- Employment by a company that is competitive with _____.
- Use of _____ equipment, supplies or facilities for personal financial gain.
- Performing a service that _____ itself could perform.
- Serving as a Director, Board Member, Officer, Partner, Consultant, or in a managerial or technical capacity with an outside enterprise which does or is seeking to do business with _____.

You must disclose to your supervisor any potential conflict of interest. A conflict of interest is subject to approval of Company management.

Outside Employment

_____ does not encourage employees to have more than one full-time position; however, we do recognize that circumstances may make it necessary for an employee to consider outside employment on occasion. Working for another entity or an active personal business requires formal approval from _____. Outside employment will not be considered an excuse for poor position performance, tardiness, absenteeism, or refusal to work overtime. Failure to obtain written approval or violation of any of the above conditions may result in disciplinary action, up to and including termination.

Personal Appearance and Attire

Your appearance creates a long-lasting impression on how the Company is perceived by the public.

We expect all employees to dress in an appropriate, tasteful manner that is suitable for their position. Departments may have unique standards and/or level of dress which they will manage accordingly.

Proper attire, neatness, cleanliness and good personal health habits are important to the impression we leave with our customers, as well as the overall image of the Company. Employees are expected to wear clothing that demonstrates good taste and judgment. These guidelines are to be followed in regard to business appearance and grooming. This list is not all-inclusive but reflects what the Company considers good judgment in maintaining a professional appearance.

- Employees must report to work clean.
- Hair must be worn or maintained in a manner that does not present a safety hazard.
- Jewelry should be worn in moderation and not present safety concerns. You may be asked to remove gages and body piercings if visible.
- You may be asked to cover tattoos.
- Shoes should be appropriate for your position.

The Company may require different business appearance standards for different employees, depending on the employee's position. For example, employees with high levels of customer contact may be held to higher business appearance standards than employees whose positions do not involve significant client contact.

Employees who do not meet the standards of these dress code guidelines may be required to take corrective action, including leaving the premises to correct the problem. Violations may also result in disciplinary action, up to and including termination.

Appropriate Conduct

All _____ employees must respect and obey the laws, rules and regulations of the federal government and the cities and states in which they operate. All employees are required to conduct themselves in a professional manner that enhances the Company's reputation and refrain from any behavior

that might be harmful or offensive to co-workers, the Company, or current or potential customers.

The Company does *not* allow behavior, which is abusive, disruptive, unsafe, illegal, dishonest, unethical, or detracting from the quality of the office environment. Being insubordinate, threatening, intimidating, disrespectful or assaulting a manager/supervisor, coworker, customer or vendor will result in discipline.

Corrective action may include any of the following, in any order, depending on the supervisor's perception of the severity of the employee's misconduct or performance issues: verbal warning, written warning, probation, suspension, demotion, transfer, or termination.

Employees are expected to report to their direct supervisor of the Human Resource Director, any known or suspected criminal activity of any nature, or any dishonest or fraudulent act, which may affect the Company, its employees, associates or customers. Any person or person(s) reporting such activities in good faith shall be free from retaliation or retribution of any kind by _____. All employees are advised that any failure to comply with these procedures will be viewed as a violation of their duty to obey applicable laws.

Drug, Cannabis and Alcohol Use

The Company is committed to maintaining a work environment which is free from the use or misuse of drugs, cannabis, and alcohol in the workplace to protect the health, safety, and well-being of our employees and the general public. As part of this commitment, the Company maintains a drug, cannabis, and alcohol-free workplace which is applicable to all employees working for the Company.

The Company recognizes that substance abuse or chemical dependency may be treated and urges those employees to seek assistance before it impacts an employee's work performance. A leave of absence may be granted for treatment to any employee who voluntarily seeks treatment for substance abuse or chemical dependency. The leave of absence will be in accordance with Company policy.

Employees are not excused from the requirements and consequences of the Drug, Cannabis and Alcohol Testing Policy when they request to enter voluntary treatment and/or request a leave after they are informed that they must submit to a drug, cannabis, or alcohol test under this policy or where circumstances allowing testing under this policy have occurred. Nor will such requests, leaves, or participation in treatment or counseling excuse employees from compliance with normal standards of performance or conduct. Requests for voluntary treatment or counseling, and related matters, will be kept confidential in accordance with any applicable federal and/or state law requirements.

While on Company property, the Company is not required to accommodate, nor may employees use, possess, distribute, sell, offer, purchase, transfer, be under the influence of or impaired by alcohol, drugs (including medications which contain a controlled substance used for a purpose, in an amount, or by a person for whom they were not prescribed or intended), cannabis products, or any other substances which have an intoxicating effect or impair the ability of employees to work safely and effectively. To be under the influence of or impaired by alcohol, drugs or cannabis includes, but is not limited to, a situation where an employee does not possess that clearness of intellect and control of self that the employee otherwise would have.

This policy prohibits reporting for work and working anywhere on behalf of Company, using a Company vehicle (including operation of a personal or rental vehicle in connection with Company business), machine, or equipment, while under the influence or impaired by alcohol, drugs, or cannabis products, or any substances which have an intoxicating effect or impair the ability of employees to work safely and effectively.

This policy applies to all official or unofficial break and meal periods, on or off-site paid or unpaid breaks and meal breaks, and all other times during the working day when an employee has reported for work or is expected to return to work anywhere on behalf of the Company. The only exception to this policy is the responsible use of alcohol at official Company sponsored social or business events at which alcoholic beverages are served.

Employees must report any violations or suspected violations of this policy to Company management.

Violations of this policy may lead to disciplinary action up to and including termination.

Important Note:

Prescription medication and over-the-counter medications are not prohibited when taken according to the medication directions and/or according to the provider's prescription and provided the Employee remains fit for duty.

The legal use of prescription medication is permitted on the job only if it does not impair an employee's ability to perform the essential functions of the job safely and effectively and in a manner that does not endanger other individuals in or outside the workplace.

Any employee taking medication containing a substance which could impact the employee's ability to safely and effectively perform the employee's job is expected to inform their provider of the nature of the employee's job and ask whether the medication could cause impairment at work or poses a threat to health or safety on the job or to others. If an employee or the employee's provider believes that such impairment or threat exists, the employee must inform his or her supervisor or Human Resources immediately.

Medical Cannabis. Unless applicable law provides otherwise, the Company will not discipline employees for their lawful off-duty use of medical cannabis. Employees who are authorized by applicable state law to use and possess medical marijuana are prohibited from using medical cannabis at the work site or during work hours or while operating a Company vehicle, and from being impaired by medical cannabis at the work site and/or while at work. Use of medical cannabis at work, even if the employee is permitted such use by being on the registry, may result in discipline up to and including termination. The Company will not modify an individual's position or working conditions or the requirements of this policy unless required to do so under applicable law.

Tobacco Usage

For the overall health and welfare of our employees and customers, all Company facilities and client sites are tobacco-free environments. Each location has a designated area where employees may smoke. Please dispose of smoking materials properly to avoid littering. The use of e-cigarettes and 'vaping' are included in this policy and must be used only in designated smoking areas.

Prohibited Harassment, Inappropriate and Offensive Behavior and Discrimination Policy

_____ will not tolerate discrimination or harassment on the basis of any protected class including race, creed, color, religion, sex, including pregnancy, sexual orientation, gender identify or expression, national origin, disability, age, familial status, or any other class protected by federal, state or local laws (hereinafter referred to as "Protected Class").

Equal Employment Opportunity

It is the policy of _____ to ensure equal employment opportunity to all applicants and employees without regard to race, creed, color, religion, sex, including pregnancy, sexual orientation, gender identify or expression, national origin, disability, age, familial status, or any other class protected by federal, state or local laws. In addition, _____ prohibits discrimination or harassment based on protected class. This policy applies to all management practices and decisions and terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation, and training.

Employees and applicants are also protected from retaliation for engaging in protected activity such as reporting discrimination or unlawful harassment or participating in an investigation into a complaint of discrimination or harassment.

It is the policy of _____ to investigate reports of discrimination, harassment, and retaliation promptly and thoroughly.

Individuals and Conduct Covered By This Policy

This policy applies to all applicants and employees, whether related to conduct engaged in by fellow employees or by someone not directly connected to _____ (e.g., an outside vendor, sub-contractor, consultant, or customer).

Conduct prohibited by these policies is unacceptable in the workplace and in any work-related setting connected to the workplace such as business trips, business meetings and business-related social events.

Harassment and Offensive Behavior Policy

Introduction

Harassment under this policy is defined as unwelcome verbal, visual or physical conduct that denigrates or shows hostility or aversion towards an individual because of any actual or perceived protected class (outlined above) or which has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Prohibited harassment under this policy may be verbal (including slurs, jokes, insults, epithets, gestures, or teasing), visual (including offensive posters, symbols, cartoons, drawings, computer displays, text messages, social media posts or e-mails) or physical conduct (including physically threatening another, blocking someone's way, etc.). Because it is difficult to define unlawful harassment, employees are expected to behave at all times in a manner consistent with the intended purpose of this policy.

The intent of this policy is to deter disrespectful, intimidating, hostile, degrading, humiliating or offensive behavior. Such conduct violates this policy, even if it does not rise to the level of a violation of applicable federal, state, or local laws.

Policy

No employee, contractor or third party may engage in discrimination, harassment, or offensive behavior. Unlawful harassment is defined as verbal or physical conduct that denigrates or shows hostility or aversion

toward an individual because of that person's protected class if the conduct:

1. Has the purpose or effect of creating an intimidating, hostile or offensive work environment.
2. Has the purpose or effect of unreasonably interfering with an individual's work performance, or
3. Otherwise adversely affects an individual's employment opportunities.

The following are non-exclusive examples of prohibited discrimination, harassment and offensive or inappropriate behavior based on protected class. Please note that these are not the only examples.

- Harassment and offensive behavior can be physical, verbal, visual or written or a combination of behaviors. Examples include, but are not limited to the following:
- Negative stereotyping, name-calling or slurs that relate to protected class.
- Threatening, intimidating or hostile acts that relate to protected class.
- Written, electronic or graphic material that belittles or shows hostility or aversion toward an individual or group because of protected class.

Sexual Harassment. A specific form of prohibited harassment is sexual harassment. Sexual harassment may include:

- Making unwelcome sexual advances or requests for sexual favors or other verbal or physical conduct of a sexual nature a condition of an employee's obtaining employment or continuing employment; or
- Making submission to or rejection of such conduct the basis for employment decisions affecting an employee.
- Creating an intimidating, hostile or offensive working environment or otherwise substantially

interfering with an individual's employment by such conduct; or

The following are examples of sexual harassment. Please note that these are not the only examples.

- Direct and indirect suggestions that an employee's job security, job assignment, conditions of employment or opportunities for advancement depend in any way on the granting of sexual favors or relations.
- Unwelcome sexual flirtations, propositions, and invitations to social events.
- Unwelcome physical contact or physical closeness, including touching, tickling, pinching, patting, brushing up against, hugging, cornering, kissing, and fondling, including forced sexual contact.
- Use of words of a sexual nature describing body parts or sexual acts, telling "suggestive" jokes or stories, and conversations about sexual exploits or sexual desires.
- Displaying in the workplace sexually suggestive objects, pictures, cartoons, or representations of any action or subject which is sexual in nature, and which can be perceived as offensive;
- Sabotaging an employee's character, reputation, work effects, or property because of sex or gender.

Importance of Communication

Respect for coworkers and effective communication are necessary elements in achieving the goals of a workplace free from discrimination, harassment and offensive or inappropriate behavior. It is assumed that respectful and courteous behaviors are the usual forms of communication. However, because the workplace is composed of individuals who have varying levels of sensitivity, individuals are often not aware of the offensive nature of their behavior or communications. If an employee is comfortable speaking directly to the person engaging in offensive behavior, employees are encouraged to take this step.

Reporting an Incident of Harassment or Discrimination

If an employee has experienced or witnessed discrimination, harassment, offensive or inappropriate behavior, _____ encourages employees to report your concerns regardless of the offender's identity or position. Individuals who believe that they have been the victim of such conduct should report their concerns with any of the following people, your immediate supervisor, Human Resources, or _____.

For managers/supervisors/forepersons or other organizational leaders, reporting employee concerns or observed behavior in violation of this policy is mandatory.

Once _____ has received a report of harassment, offensive behavior or retaliation, the following will take place:

1. An employee may be asked to put the facts surrounding the offensive conduct or communication in writing.
2. _____ will take steps to investigate the complaint.
3. The investigation may include interviews with the employee making the claim, the accused employee, and appropriate witnesses, depending upon the individual circumstances of the matter.
4. During the complaint and investigation process, the confidentiality of the information received, the privacy of all individuals involved, and the wishes of the complaining person will be protected to the greatest extent possible.
5. When the investigation is concluded, the determination of whether the complained of behavior violated this policy, will be made on a case-by-case basis, depending upon the circumstances of the matter, including the type of harassment alleged, the context in which the alleged harassment occurred, and any other facts deemed relevant.

6. The employee making the complaint will be kept apprised of the status of the investigation and advised of the final disposition of the matter.
7. If the complaint is substantiated, the _____ will take immediate and proportionate corrective action.
8. A violation of this policy may be grounds for discipline, up to and including discharge, or other appropriate action. Discipline will be determined on a case- by-case basis, after a review of relevant information. Responsive action may include, for example, training, referral to counseling or disciplinary action such as a warning, reprimand, withholding of a promotion or pay increase, reassignment, temporary suspension without pay, or termination, as _____ believes appropriate under the circumstances.
9. Information gathered as part of an investigation will be kept confidential to the greatest extent possible.
10. _____ will not retaliate against an employee for making a report under this policy, and _____ will not tolerate or permit retaliation by management, co- workers or third parties against an employee who brings a complaint of harassment or who participates in the investigation of a complaint of prohibited harassment.

False and malicious complaints of harassment, discrimination, or retaliation (as opposed to complaints that, even if erroneous, are made in good faith) may be the subject of appropriate disciplinary action.

Any questions regarding your obligations and those of others under this Policy should be directed to _____.

Consensual Relationships

Consenting or voluntary romantic and sexual relationships between a person in management and an employee, while not forbidden, are considered by the _____ as unwise and having the

potential for charges of inappropriate behavior or sexual harassment. Given the uneven balance of power within such relationships, consent by the staff member is suspect and may be viewed by others or, at a later date, by the staff member as having been given as the result of coercion or intimidation. In addition, if the relationship is known to staff, the relationship can create perceptions of bias, favoritism, intimidation, coercion or exploitation and could undermine the spirit of trust and mutual respect that is a key to a functioning and healthy work environment.

It is the expectation of _____ that if employees enter a romantic or consensual sexual relationship where one party has supervisory authority (direct or indirect and real or perceived) over the other, that both employees will notify _____ about the relationship so appropriate steps can be taken to confirm that the relationship is fully and mutually consensual.

Employees need to be aware that if one of the parties has any supervisory authority over the other (real or perceived) one or both may be moved to a different department, and, if appropriate, or other actions may be taken. Factors to be considered in making this decision include the title of the supervisory employee, whether the reporting relationship is direct or indirect and the effect of the relationship on co-workers).

If _____ becomes aware of a sexual or romantic relationship between staff members with whom there is a direct or indirect reporting relationship, the matter will be reviewed by human resources.

A charge of sexual harassment arising out of such a relationship will be investigated under these policies and procedures in the same manner as any other complaint.

How To Get More Information

Any questions regarding your obligations and those of others under this Policy should be directed to _____.

Violence-Free Workplace

_____ is committed to a work environment that is free from threatening or intimidating conduct. _____ has no tolerance for violence or threats of violence in any form in the workplace, at work-related functions, or outside of work if it affects the workplace.

No individual may engage in any verbal or physical conduct which causes or threatens to cause harm to persons or property. This includes conduct which has the effect of threatening others, regardless of the intent of the individual.

Examples of impermissible behavior

Harmful behavior prohibited by this policy includes:

- Making statements that cause another to fear unwanted touching or physical harm;
- Touching or hitting another in a threatening or unwanted manner;
- Possession of firearms or any other weapon on property owned or leased by _____ in a vehicle being used on Company business, or at a work related function;
- Threatening with a firearm or weapon, or any device used in a weapon-like manner;
- Threatening, obscene, or harassing phone calls, voicemails or e-mail messages depicting or threatening violence; and
- Any other conduct or acts which management believes represents an imminent or potential danger to workplace safety/security.

Reporting a Problem

Things to report include:

- Statements or communications by others that imply physical harm;
- Harassing, obscene phone calls;
- E-mail messages which are violent or offensive;

- Weapons or discussions about weapons;
- Pushing, shoving or horseplay; and
- Suspicious or unfamiliar people in your work area who don't appear to have any reason to be there.

If you encounter behavior that violates this policy, you should immediately contact Security or Human Resources.

Violating the Policy

Any employee found to be in violation of this policy may be subject to disciplinary action, up to and including discharge.

Weapons Policy

_____ strives to provide a safe and secure work environment for all employees and customers. All employees are prohibited from possessing or carrying weapons, whether open or concealed, at the workplace or while working on behalf of the Company. Our workplace is defined as all Company owned or leased buildings, Company owned vehicles and locations employee is sent to perform services as a representative of _____ (position, site, client offices, vendor facilities, etc.). For purposes of this policy, a weapon includes, but is not limited to, firearms, handguns, knives and explosive devices. This policy applies even if the employee is licensed to carry a concealed weapon under state law. ***Please note, Conceal and Carry Laws differ depending on state law. Consult with your attorney about this policy.***

Personal Use of Company Resources

Employees should not use Company resources, equipment or materials for non-Company related activities. This also includes, without limitation, photocopying services, delivery services, and postage metering. Requests to use Company resources for non-business purposes must receive prior approval from an authorized Company representative.

Use of Company Vehicles

_____ wants to ensure the safety of those individuals who drive Company vehicles and to provide guidance on their use. Vehicle accidents are costly to our Company, but more importantly, they may result in injury to you or others. It is the employee's responsibility to operate the vehicle in a safe manner and to drive defensively to prevent injuries and property damage.

_____ requires adherence to all applicable state motor vehicle regulations relating to driver responsibility. The Company expects each driver to drive in a safe and courteous manner pursuant to the following safety rules.

Prior to approving a driver and periodically thereafter, _____ must check the employee's driving record. Employees approved to drive on Company business are required to inform their supervisor of any changes that may affect either their legal or physical ability to drive or their continued insurability.

Employees holding jobs requiring regular driving for business as an essential job function must, as a condition of employment, be able to meet the driver approval standards of this policy at all times.

Non-employees and nonbusiness passengers (i.e., family and friends) are prohibited from riding in Company vehicles.

In addition to the Driving Safety policies in this Manual, the following apply to Company-Owned Vehicles:

1. Company vehicles are to be driven by authorized employees only.
2. Employees must carry personal insurance coverage.
3. No unauthorized personnel are allowed to ride in Company vehicles.
4. Drivers are responsible for the security of Company vehicles assigned to them. The vehicle must be locked whenever the vehicle is left unattended.

5. All accidents in Company vehicles must be reported to the police and the Company supervisor immediately.
6. Drivers must report all ticket violations received during the operation of a Company vehicle, within 72 hours.

Driving Safety

_____ wants to ensure the safety of those individuals who drive Company vehicles or their own vehicles for Company business. It is the driver's responsibility to operate the vehicle in a safe manner and to drive defensively to prevent injuries and property damage. The attitude you take when behind the wheel is the single most important factor in driving safely. The Company expects adherence to all applicable state motor vehicle regulations relating to driver responsibility. Employees are to drive in a safe and courteous manner pursuant to the following safety guidelines:

- All employees operating a vehicle during work hours on behalf of the _____ must be licensed in the state of _____.
- Your driving record will be checked and all driver's records are checked periodically.
- All employees that receive a car allowance for driving their own vehicle for Company business are responsible to maintain proper vehicle license and insurance coverage. The Company has the right to request documentation to demonstrate such coverage.
- The use of vehicle during work hours while under the influence or impaired by drug, cannabis or alcohol is forbidden and is sufficient cause for discipline, including dismissal.
- No driver shall operate a vehicle during work hours when his/her ability to do so safely has been impaired by illness, fatigue, injury, or medication.
- The driver and all passengers riding in vehicles driven during work hours must wear seat belts, even if air bags are available.

- Fire extinguishers and first aid kits are to be kept in every vehicle used for Company transportation. It is the employee's responsibility to keep them current.
- All other state laws, local laws, or D.O.T. motor carrier safety regulations must be obeyed.
- Legal load limits must be observed.
- Any employee who has a driver's license revoked or suspended shall immediately notify the supervisor. Failure to do so may result in disciplinary action, including dismissal.
- All accidents, regardless of severity, must be reported to the police and to supervisor
- Failing to stop after an accident and/or failure to report an accident may result in disciplinary action, including dismissal.
- Fines for traffic violations will be paid by the offender.

Cell Phone Usage

_____ has a zero-tolerance policy regarding using a cell phone while driving. For the safety of our employees and others it is imperative that you pull over and stop at a safe location to dial, text, receive or converse on the cell phone in any way.

_____ reserves the right to amend or alter the terms of this policy. Violations of this policy will be subject to the highest forms of discipline, including termination.

Anti-Bribery and Corruption

_____ has a strict policy against bribery and corruption in any form. All Company personnel are expected to conduct Company business legally and ethically. The U.S. Foreign Corrupt Practices Act (the "FCPA") makes it illegal for U.S. persons, including U.S. companies and their subsidiaries, to bribe foreign officials. The FCPA also requires U.S. companies and their subsidiaries to keep accurate and complete books and records and to maintain proper internal accounting controls.

The recordkeeping provisions of the FCPA require publicly held U.S. companies, and their subsidiaries to keep their books, records, and accounts in reasonable detail, accurately and such that they fairly reflect all transactions and dispositions of assets. Thus, the FCPA prohibits the mischaracterization or omission of any transaction on a Company's books or any failure to maintain proper accounting controls that result in such a mischaracterization or omission. Keeping detailed, accurate descriptions of all payments and expenses is crucial for this component of the Act.

Accordingly, Employees must follow applicable standards, principles, laws, and Company practices for accounting and financial reporting. In particular, Employees must be timely and complete when preparing all reports and records required by management.

Acceptance of Gifts

No employee or any member of his or her immediate family shall accept cash, gifts, loans, gratuities, entertainment, trips, employment of household members, or other favors having more than a nominal value (greater than \$50) that could influence or appear to influence that person's impartial performance of his or her duties to the Company or that could place him or her under an obligation to a party dealing (or attempting to deal) with the Company.

If you receive invitations to events/activities (i.e., tickets to sporting events, golf tournaments, fishing or hunting trips) or gifts in excess of \$50, you must disclose any of these types of invitations or gifts to your supervisor. You may be allowed to occasionally participate in these activities at the sole discretion of the Company. Your participation cannot be frequent, excessive or create a conflict of interest. Additionally, you should not solicit these types of invitations or gifts.

Community Involvement

_____ encourages community involvement/volunteerism among its employees. Involvement in community activities benefits the employee, the community and the image of the Company. Employees are urged to take part in

community affairs that enhance the quality of life of the community. Wherever possible, the Company will lend support to such activities by approving time off during work hours, or access to Company materials and equipment.

Requests for Community Involvement that impact work hours or donated materials/equipment should be submitted to your supervisor or Human Resources at least two weeks in advance of the event.

Solicitation/Distribution of Literature

Solicitations, distribution or posting of literature or collection of contributions on the premises of _____ for any purpose during work time and in work areas will not be permitted. The guidelines for this policy are:

- No Solicitations by employees for any cause of any organization during work time.
- No Distribution by employees of during work time.
- The restriction on solicitation/distribution does not apply during non-work hours, such as breaks, lunch, or other periods employees are relieved of work duties.
- Distribution of literature or solicitation by non-employees is prohibited at all times on Company property.
- Trespassing by non-employees on Company property is prohibited at all times.
- Events approved and organized by the Company, or identified within the Company's Charitable Gift or Employee Volunteer program, are exempt from the above guidelines.

Employee Concerns and Suggestions

Communication is a joint responsibility shared by the _____ and you. Each employee is responsible for contributing to our work environment. In order to maintain a pleasant working environment, we are committed to the prompt and fair resolution of your problems and concerns.

Your opinions, suggestions and questions are important to us and we will attempt to provide you with honest, straightforward responses. Feel free to talk to your supervisor about issues at work that concern you. However, if your supervisor cannot adequately reach a solution, you are encouraged to talk with the Human Resources Director or any member of the Executive Team. At any time you feel it is necessary, you may bypass a level of authority to discuss the matter. A problem or concern can be solved only if it is brought out in the open and discussed. We hope that our open door policy will encourage you to air your concerns so that an early solution may be found.

Company Events

_____ believes that the culture of our organization is enhanced when employees spend time together for social purposes. Employees will be invited to various optional Company sponsored events. Some events are intended to bolster Company awareness such as job fairs and community functions and other events are for the enjoyment of our employees.

Employees are not required to attend Company events. No accidents, injury, or illness as a result of a Company event may be considered to have occurred "at work". The only exception is if non-exempt employees are being paid or exempt employees are working during their regular work hours when the injury occurred.

If alcohol is available or served at a Company event, employees are reminded to be cautious and to control their consumption. Although these events are not work related, overindulgence of alcohol can result in extreme behavior that can compromise your professional reputation and your employment. Employees are not permitted to use cannabis at Company events.

Safety

Note: It is recommended that the verbiage found in this Personnel Policy & Procedure Manual not replace a formal Safety Process and Procedure Manual.

General Safe Practices

_____ places the highest emphasis on employee safety and strives to ensure that working areas are safe and healthy. Our safety policy is designed to be in full compliance with all Occupational Safety and Health Act (OSHA) regulations.

Each employee has the responsibility to work safely and do everything possible to prevent accidents or injuries. Every employee is expected to report unsafe conditions, to think before acting, and to conscientiously avoid unnecessary risks. The Company firmly believes in preventative safety measures and encourages all employees to participate in the development of our safety program by making safety recommendations. Failure to comply with established safety rules can be cause for disciplinary action.

Supervisory personnel and Risk Management/Safety will familiarize employees with the hazards of all assigned jobs, instruct employees in the safe performance of all jobs, and enforce the rules of safety among employees under their supervision.

Generally accepted practices for accident prevention on construction job sites include the following:

- Employees should pay strict attention to their work;
- Report to work rested, and mentally and physically fit to perform your work.
- Observe all warning signs and signals posted to designate dangerous conditions;
- Do not take shortcuts through or over dangerous place;
- Do not jump from elevated places unless absolutely necessary to the performance of duty;
- Do not run unless it is absolutely necessary to the performance of duty;
- Wear hard hats at all times on job sites;
- Wear the appropriate Personal Protective Equipment (safety glasses, safety shoes, eye

protection, a respirator, hearing protection, etc.) directed by a supervisor or whenever required;

- Take precautions before beginning any work and never perform a task that you feel is unsafe. Report to your supervisor immediately.
- Pile and remove material in a slow, deliberate manner;
- Lift correctly knees bent, back erect and seek help for lifting heavy loads;
- Alert co-workers to any forthcoming action that might affect them;
- Practice good housekeeping, insuring that work areas and walkways are clean and free of stumbling or slipping hazards;
- Watch for protrusions, nails or other obstructions capable of causing injury;
- Issue a warning before raising or lowering material on a crane or lift;
- Never ride loads carried by a crane nor stand under such loads;
- No scuffling or horse-play on the job;
- When entering any confined space, use special safety precautions including lifelbelts; and
- Report any injuries immediately to your supervisor.

Site Specific Safety

_____ is committed is providing a safe and healthy work environment for all employees and subcontractors. Understanding that each project site is unique, the Company actively requires the following for each project. If a customer provides a specific safety plan, the stricter of the two policies should be followed.

1. **Safety and Health Plans:** _____ and its' subcontractors will identify and document all potential site hazards.

2. **Emergency Preparedness:** Each _____ jobsites will develop an Emergency Plan that outlines the actions necessary in the event of an emergency.
3. **Training:** _____ and its' subcontractors will provide the training necessary to meet federal, state, and client-specific training.
4. **OSHA Records:** _____ will maintain OSHA required records (typically an OSHA 300 Log) to record and all OSHA recordable injuries.
5. **Orientation:** All employees working on a _____ project shall attend a project specific safety orientation prior to executing any work. Upon client request, a hardhat identification or badge may be issued and required to work on site.
6. **Safety Meetings:** _____ conducts weekly safety meetings and all employees must attend.

5. To report all unsafe conditions or equipment to your supervisor or management immediately.

Reporting Injuries

In the event of a work-related injury or illness, you must immediately report such injury or illness to your supervisor and Risk Management/Safety. This will ensure that the Company can assist you in filing a claim timely and offer information on obtaining the appropriate medical treatment. Failure to follow this procedure may result in the appropriate workers' compensation report not being filed in accordance with the law, which may jeopardize your right to benefits in connection with your injury or illness. Therefore, it is important that all work-related injuries and illnesses be reported within twenty-four (24) to forty-eight (48) hours of their occurrence.

In the event you sustain a serious work-related injury and need to be treated at a medical facility, you may be drug tested. A urinalysis sample may be requested. Positive test results and/or refusal to submit to a drug test will result in immediate termination.

If you are absent due to a work-related injury or illness you may qualify for FMLA leave. In order to qualify for FMLA, you must work at a _____ location with at least 50 employees within a 75 mile radius, have been employed with the Company for 12 months consecutively, and have accumulated 1,250 hours. Your FMLA leave will run concurrently with your workers' compensation leave and you would be subject to the provisions of FMLA. Refer to the [Family and Medical Leave](#) Act section of this policy manual for more information regarding FMLA leave.

Workers Compensation Insurance

In accordance with our State's Worker's Compensation Law, the Company carries insurance for all its employees for injuries or illness arising from or occurring during the course of employment. The Company pays for premiums for this insurance.

Any accident or injury should be reported immediately to your supervisor, Risk Management and the Human Resources Department. Proper forms must be filed

Personal Safety

Every employee takes personal responsibility to prevent accidents for self and others. Accidents not only impact the employee and the Company; family, coworkers, and customers are also impacted. Employees are responsible to adhere to the following Personal Safety Guidelines:

To report all injuries immediately, no matter how slight.

1. To know and obey safety rules.
2. To understand the consequences for violating established Company safety rules.
3. To caution fellow workers performing unsafe acts.
4. To discuss questions or concerns with your supervisor when there is any doubt concerning safety.

with the insurance Company and the State within certain time limits in order to be eligible for benefits.

In the event of lost time due to a work-related injury or illness, you must use sick or vacation for the waiting period as defined by the state in which the injury or illness occurred (or as defined by the state in which you were hired, if reciprocity exists). Any time used during working hours for treatment or doctor visits will be treated as sick time.

If you have been absent from work due to a work-related injury or illness, you are required to obtain a physician's release specifically stating that you are capable of performing your normal duties or assignments before returning to work. If temporary modified duties or assignments are required you will be given, to the extent modified duties exist or are available, a modified list of duties to perform with respect to your current limitations/restrictions. The physician's release must be given to your supervisor within twenty-four (24) hours of your appointment or the next business day to ensure a prompt return to work transition.

Return to Work Program

If you have been absent from work due to a work-related injury or illness, you are required to obtain a physician's release specifically stating that you are capable of performing your normal duties or assignments before returning to work. If temporary modified duties or assignments are required you will be given, to the extent modified duties exist or are available, a modified list of duties to perform with respect to your current limitations/restrictions. The physician's release must be given to your supervisor within twenty-four (24) hours of your appointment or the next business day to ensure a prompt return to work transition.

Environmental and Liability Reporting

_____ strictly enforces compliance with environmental laws in order to:

- Protect against unnecessary costs, and
- Ensure that it is a respected corporate citizen.

Notify your supervisor or Human Resources if you are aware of an environmental condition relating to the Company's property, work area, investment, or a material risk of a claim against the Company.

Technology Policies

Company provided technology or devices are to be used for work-related communications only. Employees who are provided these devices are expected to protect them from loss, damage or theft. In addition, these devices must be password protected at all times. Upon employment separation, the employee will return the Company provided device. All Company provided devices will be made available for inspection at any time with or without notice.

Computer

The Company provides our employees with access to our electronic communication system, which includes, for example, computers, scanners, pagers, printers, fax machines, e-mail, Internet access and voice mail. This system is provided to assist employees in the performance of work assignments and to communicate with business partners and customers. Access to the system is a privilege and not a right.

The Company expects that employees will use the system in a responsible and ethical manner and in conformance with the rules outlined in Electronic Information Policy, separate from this handbook (refer to Information Technology Manual). We reserve the right to restrict or revoke an employee's authorization for use and access to the system at any time for any reason.

Please be aware that all information (including electronic, paper or other medium on which copies are stored) transmitted by, received from or stored in the Company's system or files are owned by the Company. Employees should have no expectation of privacy with regard to any information, messages, files and other data stored on the Company's electronic communications system or in files. The Company may access, search, monitor and/or disclose to appropriate authorities any communications at any time without prior notice being given. Nothing residing in the

employee's computer system or files or the Company's e-mail system will be considered personal, private or confidential.

Usage of Company computers for personal or non-Company business should be kept to minimum. Employees should report any misuse or loss of Company property immediately to their immediate supervisor and to the Information Technology Department.

Network Security

Data network access is provided to authorized _____ Employees and is subject to the following guidelines to protect the safety and security of Company files and information:

- Accessing a computer system or modifying or retrieving any stored information is prohibited unless authorized to do so. Access to protected information must be approved by your direct supervisor or Human Resources.
- Sharing usernames, user identification numbers or passwords with anyone, including fellow Employees, outside consultants or service providers or other outside parties is prohibited.
- Passwords must be changed according to the Company's password security protocol and guidelines.

All questions or concerns about breach of the Company's network security should be reported immediately to the Information Technology Department.

Electronic Devices

_____ wants to ensure the safety and security of not only our employees but our business operations. This policy covers all electronic devices including but not limited to cell phones, smart phones, PDAs, tablet devices, etc.

While at work, employees are expected to exercise the same discretion in using personal electronic devices as is expected for the use of Company phones. Excessive

personal calls/texts/emails during the work day, regardless of which device used, can interfere with employee productivity and be distracting to others. Employees should use non-work time when possible for personal matters.

Proper attention must be taken concerning the cameras and audio/video recording capabilities within electronic devices. The use of camera or other audio/video recordings within the Company office or client facilities is strictly prohibited without the express permission of management and of the person(s) present at the time. This prohibition is specifically applicable to Company meetings, customer or Company information, restrooms or other areas where personal privacy or Company information is expected to remain confidential.

Use of Electronic Devices While Driving

Employees are expected to follow all applicable state or federal laws regarding the use of electronic devices while driving. The Company requires that employees refrain from using devices while driving. The Company recommends employees pull off to the side of the road, safely stop the vehicle before using devices. Employees who are charged with traffic violations resulting from the use of electronic devices while driving will be solely responsible for all liabilities resulting from such actions.

Violations of this policy will be subject to discipline, including termination of employment.

Internet

Usage of the internet for personal or non-business purposes should be limited during work hours. _____ ensures security by using web filtering software to detect and block hacking sites, phishing attacks, malware, spyware and other unsafe content sites. All requests by an employee for a site to be unblocked must have the approval their direct supervisor or Human Resources.

Do not download or install any programs not purchased or licensed through the Company. No employee may download or install any program or software without

written permission from the IT Department. This includes demos of programs, screen savers, programs for personal use (example: iTunes), etc.

Social Media

The Company encourages employees to share information with co-workers and with those outside the Company for the purposes of gathering information, generating new ideas, and learning from the work of others. Social media provide inexpensive, informal, and timely ways to participate in an exchange of ideas and information. However, information posted on a website is available to the public and, therefore, the Company has established the following guidelines for employee participation in social media.

Electronic communications, including social media can take many different forms, including Internet forums, blogs such as Reddit, podcasts, wiki's, pictures and video, email, instant messaging, etc. Examples of social media applications are LinkedIn, Facebook, YouTube, Twitter, Instagram, Snapchat and TikTok, just to name a few.

When you participate in electronic communications, including social media you are potentially representing both yourselves personally and _____.

It is not our intention to restrict your ability to have an online presence or to mandate what you can and cannot say. However, activities inside or outside of work that affect your position performance, the performance of others, or the Company's interests are a proper focus for Company policy. Therefore, this policy provides guidelines for social media activity. Employee use of social media during non-work hours must comply with the provisions of this policy as well as other Company policies. Employees may not list their Company e-mail address unless the social networking site (such as LinkedIn), is used purely for professional purposes.

- Employees are not permitted to engage in social media activity during work hours, unless the activity is directly related to your work.
- Carefully read these guidelines, the _____, including the

Discrimination & Harassment Prevention Policy, and ensure your postings are consistent with these policies. Inappropriate postings that may include discriminatory remarks, harassment, and threats of violence or similar inappropriate or unlawful conduct will not be tolerated and may subject you to disciplinary action up to and including termination.

- Maintain the confidentiality of _____ trade secrets and non-public and private or confidential information. Trades secrets may include information regarding the development of systems, processes, products, know-how and technology. Do not post internal reports, policies, procedures or other internal business-related confidential communications.
- Express only your personal opinions. Never represent yourself as a spokesperson for _____. If _____ is a subject of the content you are creating, be clear and open about the fact that you are an associate and make it clear that your views do not represent those of _____, fellow associates, members, customers, suppliers or people working on behalf of _____.
- If you identify yourself as a Company employee on a web log, place a prominent disclaimer stating that you are expressing your personal views and not those of the Company.

Business Use: The Company recognizes that in certain circumstances, employees may have legitimate reasons to access or use social media on behalf of the Company. The Company is the sole owner of all Company social media accounts including the Company's [Facebook, Linked-in, Twitter, etc.] accounts used by the Company for business purposes or otherwise. Employees who have legitimate business need to access or use social media on behalf of the Company must seek approval from an authorized Company representative before such access or use. When using social media on behalf of the Company for work related reasons, employees should remember the following:

- Employees should disclose that they are a representative of the Company and their role at the Company.
- Employees should represent the Company accurately, avoiding misstatements or typographical errors. If a misstatement or error is made, it should be corrected as soon as possible.
- Employees should be aware of any legal or regulatory requirements that govern employee activities or communications via social media and should take appropriate actions to ensure compliance with all applicable rules and regulations related to such activities and/or communications.
- Employees may not publish information, including pictures, logos, links or other information about the Company's partners, vendors, or customers without their express written consent.
- If an employee has questions or concerns about any content to be published or posted on behalf of the Company, the employee must confer with management before publishing the content.

[If applicable] Employee Training: Employees will participate in the Company's on-going social media training program, which incorporates the Company's policies and procedures for using social media and includes compliance training and identifying procedures and restrictions for work-related use of social media.]

Right to Monitor: The Company's information technology equipment, including computers, laptops and smart phones, and Company networks are property of the Company. The Company has the right to access and review an employee's use of social media on Company property or through Company networks and employees have no expectation of personal privacy with respect to such use.

Concerted Activity: Nothing in this policy is intended to interfere with an employee's right to engage in concerted activity under the National Labor Relations Act or other applicable law.

Violation of Policy: Violation of this policy may give rise to disciplinary action up to and including termination.

Content referencing _____ in employee's communications with prospects and customers through their personal social media sites may be considered advertising. Proper compliance guidelines must be followed.

External Communications

Communication with all external audiences, including but not limited to reporters from newspapers, magazines and other media should be handled by authorized representative of _____. This external communication policy applies to press releases, reports to investors, speeches to industry groups, or any requests for information related to the operation of _____.

No Employee is authorized to respond to inquiries or discuss the financial or operating affairs of the Company with external audiences without specific authorization from one of the authorized persons.

Disciplinary Issues

Employee Concerns/Complaints

_____ will handle all employee concerns/complaints as swiftly and confidentially as possible in order to take appropriate corrective action. Lodging a complaint will not be used against the employee or have an adverse impact on the employee's employment status.

However, complaints not made in good faith are considered to be an abuse of this policy and will be treated as a violation and could result in termination of employment.

_____ has established the following procedure for lodging a complaint:

1. An individual may file a complaint in writing with his/her supervisor or Human Resources (HR). Except for complaints alleging unlawful harassment, no formal action will be taken against any person under this policy unless HR

has received a written and signed complaint containing sufficient details to determine if the policy may have been violated. The employee may obtain the complaint form from the HR department.

2. Upon receiving a complaint or being advised by a supervisor or manager that violation of this policy may be occurring, HR will notify the Company and review the complaint, with legal counsel if necessary.
3. Within five working days of receiving the complaint, HR will notify the person(s) charged of a complaint and initiate the investigation to determine whether there is a reasonable basis for believing that the alleged violation of this policy occurred. HR, together with legal counsel or other management employees, will interview the complainant, the respondent and any witnesses to determine whether the alleged conduct occurred.
4. Within 15 business days of the complaint being filed (or referred to HR), HR or the person conducting the investigation will conclude the investigation and submit a written report of his or her findings to the Company.
5. If it is determined that violation of policy has occurred, HR will recommend appropriate disciplinary action.
6. If the investigation is inconclusive or if it is determined that there has been no violation of policy but potentially problematic conduct may have occurred, HR may recommend appropriate preventive action.
7. Within five days of conclusion of the investigation, HR will meet with the complainant and the respondent separately, notify them of the findings of the investigation, and inform them of the action being recommended.

8. Either party may submit statements to HR challenging the factual basis of the findings, within five days of the meeting
9. Within 10 days the notification of findings HR will report the Company's decision to both parties and the appropriate management. The Company's decision will be in writing and will include findings of fact and a statement for or against disciplinary action. If disciplinary action is to be taken, the respondent will be informed of the nature of the discipline and how it will be executed.

Disciplinary Action

_____ has adopted guidelines to provide a process to improve employee performance and prevent undesirable behavior and performance issues. Factors that will impact the disciplinary intervention include repeat offenses, work record, and the impact the offense has on the organization. The Company reserves the right to impose disciplinary action, up to and including discharge, for other forms of misconduct that are not set forth in this section.

It should also be understood that these four levels of disciplinary action are only a guide. The Company reserves the right to impose that level of discipline, including discharge, that it believes is appropriate based upon the particular facts. The Company reserves the right to combine or skip steps based on the nature of the offense and immediately terminate the employee if it is appropriate to do so.

Verbal Warning: A verbal warning will result in a meeting between the employee and supervisor to bring attention to the existing performance, conduct or attendance issue. The supervisor will discuss the nature of the problem or the violation of Company policies and procedures. The supervisor is expected to clearly describe expectations and steps the employee must take to improve performance or resolve the problem.

Written Warning: A written warning involves more formal documentation of the performance issues and consequences. The immediate supervisor and employee will meet to review the offense and discuss corrective action plans.

Suspension: Some performance, conduct or safety violations are so serious that the most effective action may be the temporary removal of the employee from the workplace. Depending on the seriousness of the offense, the employee may be suspended without pay or placed on administrative leave pending an investigation.

Immediate Termination: The last and most serious step in the disciplinary process is a recommendation to terminate employment. If appropriate, _____ will try to follow progressive discipline. However, _____ reserves the right to terminate without prior notice or progressive discipline, depending on the circumstances of each situation and the nature of the offense. The following are examples of workplace conduct or behavior which could lead to a verbal warning, a written warning, suspension or termination.

- Unauthorized disclosure of non-public [company] confidential and proprietary business information, including client or vendor lists, financial information or accounting records, production processes, business operations, marketing, or development operations.
- Falsification of the application for employment or other company records or providing false or inaccurate information to the company to obtain consideration or privileges.
- Possession of dangerous or unauthorized materials, such as explosives, weapons, or firearms, in the workplace or on customer property.
- Possession, distribution, sale, transfer, or use (including impairment) of alcohol, drugs, or cannabis in the workplace, while on duty or while operating employer-owned vehicles or equipment.
- Engaging in conduct that violates the company's work rules regarding threats of violence, discrimination, unlawful harassment, or retaliation.
- Refusing or failing to carry-out reasonable instructions or orders from a supervisor (insubordination).
- Willful destruction or defacing of company property, or property of a fellow employee or a contractor of the company.
- Theft of company property, or property of a fellow employee, or a contractor of the company.
- Leaving the company premises during working shifts without permission of management.
- Fighting on company property.
- Failing to immediately report an on-the-job accident.
- Negligent or reckless behavior resulting in an accident while on duty.
- Sleeping on the job.
- Failing to abide by time clock rules (including, but not limited to, for example, failing to punch-in or out, punching-in too early, or failing to correct a mistake). Punching another employee's timecard, whether you are the one punching for the other employee, or whether the other employee is punching your timecard. Any other falsification of timecards or timecard information. Any theft of time.
- Excessive absenteeism and/or tardiness under the established attendance guidelines.
- Failing to call-in absent or late in advance as the established requirement for employees on the shift.
- Other improper or abusive actions that relate to attendance and/or the expectation that you appear for work as scheduled.
- Disregarding safety rules or workers compensation policies.
- Creating unsanitary or unsafe conditions.

- Neglecting or abusing – or failing to take proper care of – company tools or equipment.
- Discourtesy or disrespectful behavior towards a customer.

Nothing in this policy is intended to, nor should be construed to limit or interfere with employee rights as set forth under all applicable provisions of the National Labor Relations Act, including Section 7 and 8(a)(1) rights to organize and engage in protected, concerted activities regarding the terms and conditions of employment.

Whistleblower Reporting

A whistleblower is defined by this policy as a _____ employee who makes a good faith report of a violation or suspected violation of law, rules, regulations or Company policy. Examples of reportable activities are violations of federal, state or local laws; billing for services not performed or for goods not delivered; or irregular financial reporting.

The whistleblower is not responsible for investigating the activity or for determining fault or corrective measures; representatives of management representatives are charged with these responsibilities.

_____ prohibits any form of retaliation against an employee who has made a good faith report under this policy. If an employee who has made such a report believes that he/she is being retaliated against, the employee should report the retaliatory conduct to his/her immediate supervisor or to Human Resources.

The employee must exercise sound judgment to avoid baseless allegations. An employee who intentionally files a false report of wrongdoing will be subject to disciplinary action up to and including termination.

All managers and supervisors are responsible for the implementation of this policy and for ensuring that employees know and understand this policy. All employees will be held responsible and accountable for avoiding or eliminating prohibited conduct.

Wage and Salary Policy

General Policies

Wages and salaries are an integral part of the Company's strategy for attracting and retaining skilled and motivated people. Wages and salaries are based on the needs of the Company, the availability of qualified personnel in the local labor market, prevailing wage, and salary trends of the industry.

Adjustment to the wage and salary rates are made as needed based on labor market conditions, the cost of living, Company financial performance, or other factors deemed appropriate by management.

Exempt Pay Policy

Exempt employees who are required to be paid on a salary basis may not have their pay reduced for variations in the quantity or quality of work performed. Employees who feel their pay has been improperly reduced should report this immediately following the procedure specified below.

Exempt employees must receive their full salary for any week in which they perform any work, without regard to the number of days or hours worked. However, exempt employees need not be paid for any workweek in which they perform NO work at all the Company.

With certain exceptions as allowed by law, the salaries of exempt employees will not be subject to reduction because of variations in the quality or quantity of work performed. Deductions from pay can be made as a result of absences due to circumstances listed below.

In these cases, deductions may be permissible as long as they are consistent with other Company policies and practices.

- Absences of one or more full days for personal reasons other than sickness or disability.
- Absences of one or more full days due to sickness or disability and the deduction is made in accordance with the Company's bona fide plan, policy, or practice of providing compensation for loss of salary occasioned by such sickness and disability.

- As a penalty issued in good faith for infraction of safety rules of major significance.
- As part of an unpaid disciplinary suspension of one or more full days for infractions of certain workplace conduct rules.
- If an employee is absent or performs no work during an entire work week.
- Deductions for the first and last week of employment when only part of the week is worked by the employee.
- If the employee takes unpaid FMLA leave and no paid time source is used.

If any exempt employee believes his or her salary has been improperly reduced in violation of this policy, the employee should address the matter promptly with his or her supervisor or Human Resources. If it is confirmed that an improper deduction has been made, the employee will be reimbursed for the amount deducted.

If you have any questions about this policy, about whether you are an exempt employee, or any other matter relating to your compensation, please contact your supervisor or Human Resources. No employee will be retaliated against for raising a question or concern about a pay deduction.

Paydays

Employees are paid on a biweekly basis with payday being every other Friday. It is our policy and practice to accurately compensate employees and to do so in compliance with all applicable state and federal laws.

Review Your Pay Stub: We make every effort to ensure our employees are paid correctly. Occasionally, however, inadvertent mistakes can happen. When mistakes do happen and are called to our attention, we will promptly make any corrections necessary. If you believe a mistake has occurred or if you have any questions, please contact Human Resources.

Bonus and Incentive Compensation

If Company financial performance allows, _____ may provide bonus/incentive compensation to eligible employees.

Eligibility:

To be eligible for the bonus payment, an employee:

- Must have been employed for a minimum of 6 months.
- Must have a satisfactory performance review.
- Must be employed as of December 31 [or year in which bonus is calculated] of the bonus plan year.

The amount of the bonus pool is based on year-end Company profit. Each eligible employee's bonus is computed as a percentage of wages or base salary received as of year-end. The payment will be taxed at the appropriate (IRS) rate plus applicable state rates for bonus payments.

The Bonus Plan is provided at the discretion of _____, with the right to administer, modify or terminate the plan with or without notice.

Commission

Some positions within the Company may be compensated by a commission based on sales procured. The rates of commission, as well as the required profit margins, will be given to each new sales employee at time of hire. The Company reserves the right to change commission rates and profit margin requirements as needed to protect the financial integrity of the Company or to serve any other legitimate business interest.

_____ will pay commissions on a monthly basis and only on final sales. In no event will _____ pay commissions later than one week from the date when the money is received for the sale. _____ may provide a draw paycheck on the 30th day of the month. This draw is an advance against all commissions earned and will be deducted from the commission paycheck, which will

be issued on the ____ of the following month. If an employee's draw exceeds his or her commissions in any given month, the shortage will be carried forward and deducted from the next available commission paycheck.

Commissions will be considered final after 30 days. If you have a question, problem or disagreement with the amount of commission paid on a sale, submit in writing the details of your issue to Human Resources within 30 days of the date the sale was finalized.

Demotions

If an employee is demoted for disciplinary reasons to a position with a lower pay rate or range, the employee will be given a new anniversary date effective upon the demotion rate. Non-disciplinary demotions will be assigned a pay rate equal to that achieved if the employee's service had been continuous in that lower position from date of hire.

Reimbursable Expenses

Mileage: When asked to work or attend a meeting or training session at an office other than your normal "home base", mileage will be paid between offices in compliance with the IRS Guidelines. Travel from home to work is not reimbursable. If you are required to attend a meeting or seminar at a different location on your way to work, any additional mileage beyond your "home base" is reimbursable. Travel to and from educational programs where attendance is generally voluntary is not reimbursable. A mileage expense form should be completed and approved by your immediate supervisor, prior to submitting to accounts payable.

Lodging, Meals and Incidentals: Eligible employee's approved expenses for parking, meals, etc., are reimbursed with receipts and completion of Company expense form.

Per Diems: A per diem is a set amount of money, which may be paid to an employee to cover ordinary and necessary business expenses incurred, or reasonably expected to be incurred, by an employee for lodging, meals and incidentals while traveling away from home overnight. Per diems do not cover travel time. Per diems are not used if the employee will be returning to

his or her home the same day. An employee is not to put lodging, meals, or incidentals on a Company credit card if they are receiving a per diem for the same.

Payroll Deductions

The Company will make deductions from employees' salaries and wages, authorized by the employee (i.e., employee's health plan premiums, voluntary contributions to a 401(k) plan), or as required by law, (i.e., taxes, garnishments and other court-ordered payments).

Performance Reviews and Promotion of Personnel

Performance Reviews

Performance reviews occur periodically throughout the employee's orientation period, which is generally three months. Thereafter, employees are reviewed annually on their anniversary date or following a transfer or promotion. Either the direct supervisor or Human Resources may conduct performance reviews. During these performance reviews, an employee's strengths and weaknesses will be discussed as well as goals for the future, specific problems, areas of improvement, and any suggestions an employee may have regarding his/her job or the Company in general.

Should there appear in the performance of an employee a marked change that is not disciplinary in nature; an unscheduled performance evaluation may be held at any time. The intent of such an evaluation is to bring the employee's attention to a decline in performance and then to identify ways and means of correcting that decline.

Our objectives in conducting these reviews are:

1. To verify the employee is fully aware of his/her duties and responsibilities.
2. To review with the employee, the actual level of performance.
3. To identify and further develop individual employee strengths through training, job assignment, and experience.

4. To determine areas where performance can be improved and to suggest specific methods by which such improvement can be accomplished.
5. To motivate the employee to strive for greater productivity.
6. To identify employees who have advancement potential.

Salary Review

Salary reviews are ordinarily conducted on an employee's anniversary date to coincide with the annual performance review. If a salary adjustment is to occur, the adjustment normally takes effect the first pay period following an employee's anniversary date. There are no guarantees of salary increases.

Promotions and Internal Transfers

It is _____ policy to fill vacancies or newly created positions with the most qualified applicant available, either presently employed or a new hire. Employees with more than twelve months of service may request consideration of transfer to other jobs as vacancies become available and will be considered along with other applicants. Management will give thorough consideration to the transfer or promotional status of current employees, taking into consideration their qualifications as well as qualifications prior to joining the _____. To be considered for transfer or promotion, in addition to holding their current position for 12 months, employees must also have a satisfactory performance record and no disciplinary actions during the last 12 months. Most vacancies will be posted through the _____ email system. Management retains the discretion to make exceptions to this policy.

Personnel Records

_____ makes every effort to protect Employee privacy rights and interests and prevent inappropriate or unnecessary disclosures of information from an Employee's file. _____ maintains personnel records for each employee, including personal information that is critical for benefits, in a

secure file. Employees are responsible for notifying the Human Resources Department within 30 days with any changes in marital status, number of dependents/change of status or address of dependents, and beneficiary information. Employee records are confidential to the highest degree possible and access is limited. If you are interested in reviewing your personnel file, please contact the Human Resources Department to make appropriate arrangements.

Any requests for information regarding a current or former _____ employee, either written or over the telephone, must be referred to the Human Resources Department. Under no circumstances should any employee other than Human Resources release any information about a current or former _____ employee.

Employee Development

Position Descriptions

In order to support our Hiring and Employment Policies, _____ believes position descriptions are important tools for documenting the requirements of and skills necessary to successfully perform on the position. The Company has documented position descriptions for all position classifications. Upon hire, an Employee is provided with a copy of the position description for his/her position, including a summary of the essential functions of the position. The requirements of this position description serve as the outline for performance reviews.

- Position descriptions will be developed for positions prior to initiating the hiring process.
- Position descriptions will be reviewed and modified within a reasonable period of time if there is a change in the essential functions of the position.
- Position descriptions shall be reviewed, and modified as necessary, on an annual basis by Human Resources.

- Employees may obtain copies of position descriptions upon request from Human Resources to assist with employee preparation for promotion or transfer to a new position.

Refer to Sample Position Description in [Appendix B](#).

Mentoring

_____ is committed to the ongoing personal and professional development of our employees. We encourage the use of mentoring, a process where less experienced employees are matched with more experienced colleagues, to gain knowledge, skills, experience, information and advice. Every employee at any job level may participate and benefit from a mentoring relationship.

A successful mentoring program is a commitment that requires confidentiality and clear, open, two-way communication. The conversation/request for a mentor is initiated during the performance review between an employee and his/her supervisor. The supervisor and Human Resources will identify a suitable mentor and develop a mentoring action plan that includes recommended goals and outcomes.

The willingness to mentor employees is an expectation of all employees with supervisory responsibility.

Internal and External Educational/Training Opportunities

_____ encourages the continuous learning of employees. The Company establishes an annual Training and Development Plan and Budget. The Training and Development Plan identifies organization and functional knowledge and skill development that is required for job specific training, career development and educational development.

- Job specific training - training and development that increases employee skills and abilities to meet the requirements of the current position.
- Career development - training and development that build employee competencies to prepare them for future positions.

- Educational development - courses through a credited educational institution (often a separate policy is established to deal with educational leave and tuition).

Training and Development programs include internal and external opportunities for:

- Classroom training;
- Online training;
- Video training; and
- Conferences and seminars.

Supervisors, through the performance review process, identify with input from employees, the need to attend Training and Development programs that will result in the acquirement of the necessary knowledge and skills. Employees may also request to attend conferences, meetings or training sessions that will further their personal career development. The supervisor and Human Resources approves employee attendance at all Training and Development Programs that result in a Company-paid expense or interruption of work hours.

Educational Assistance

Employees who have a minimum of one year of service are encouraged to attend a Training & Development Program once a year on a subject within the scope of their employment duties. This is a demonstration of the Company's intent to keep our employees knowledgeable and up to date on current trends. The Company reserves the right to mandate employees to attend such training if the Company finds an applicable program that would benefit multiple employees or departments.

The Program must be approved, following the above guidelines, before any registration or travel reservation is made.

Educational Reimbursement (fees, per diem and travel expenses)

Mileage: Travel to and from educational programs where attendance is generally voluntary is not reimbursable. If not voluntary training, Company rules

on mileage do apply. Refer to Reimbursable Expenses in this Manual.

Lodging, Meals and Incidentals: Refer to Reimbursable Expenses in this Manual.

Certifications/Licenses

The nature of _____ work requires that some employees maintain specific certificates and licenses. The Company will reimburse 100% of *required* licensing and certification fees and preparation courses. Other industry-recognized certifications and preparation courses will be considered for reimbursement. Requests should be given to a supervisor during the Performance Review or Human Resources.

With supervisor's approval, employees are allowed paid time off to sit for professional certification and/or licensing examinations.

Company Sponsored Memberships

_____ encourages all employees to network with industry and community professionals and to enhance knowledge, recognizing the potential opportunity it creates for the Company. Employees may join associations/organizations that enable them to remain current with industry best practices and further develop community/customer relationships.

Full-time employees may submit a request to their supervisor during the Performance Review to join associations/organizations as a representative of the Company. In order for the membership fees to be paid by the Company, the association must have a direct relationship to the job performed by the employee. If approved, the employee is to submit the membership application to Human Resources for payment.

Expenses incurred from participation in the association/organization must be submitted on the proper expense report form with a receipt.

Separation From Employment

General Policies

Separation of employment with _____ can occur for several different reasons:

Resignation: _____ understands that varying circumstances cause employees to voluntarily resign employment. Resigning employees are encouraged to provide two weeks' notice or more in order to facilitate a smooth transition. Employees who provide a two week notice of resignation will be paid out any accrued unused vacation time and will be eligible for rehire. Employees who do not give a two-week notice will be ineligible for rehire.

Retirement: Employees who wish to retire are asked to notify the Company in writing at least one month before planned retirement date.

Position Abandonment: Employees who fail to report to work or contact their supervisor for three consecutive workdays shall be considered to have abandoned the position without notice, effective at the end of their normal shift on the third day. Employees who are separated due to position abandonment are not eligible for payout of accrued vacation and will be ineligible for rehire.

Termination: As stated above, employees are employed on an "at-will" basis and _____ retains the right to involuntarily terminate an employee at any time.

Temporary Layoff: Whenever a layoff of personnel becomes necessary, affected employees will be notified as far in advance as possible.

The employer will retain the most qualified employees based on the business requirements of the Company. Seniority is a secondary consideration. Laid-off employees will be entitled to the same terminal benefits as employees who resign in good standing.

Reinstatement/Rehire

Former employees who have left _____ in good standing may be eligible for rehire. Former employees must follow all applications instructions/processes/procedures and will be considered with all other applicants for hire.

SECTION 3: GROUP INSURANCE, RETIREMENT PLAN AND STATUTORY BENEFITS

Employees should refer to the Summary Plan Description for the current listing of benefits available to eligible employees.

Eligibility

_____ offers health and welfare benefits for full-time Employees who work at least 30 hours per week. The effective date of these benefits is the 31st day of employment.

You may enroll for this coverage during the initial enrollment period, annual enrollment, or if you experience a qualifying event (marriage, divorce, the birth or adoption of a child, the death of a covered dependent, termination of coverage under your spouse's employer, or your spouse obtaining alternate medical coverage).

Note: The Human Resources Department must be notified within 30 days of the qualifying event. Refer to the Summary Plan Description Booklets for details and eligibility requirements,

The Company may modify or terminate any insurance plan at any time without notice.

Employees Covered by Collective Bargaining

Employees who are covered by collective bargaining agreements should refer to those agreements for information regarding benefits and terms and conditions of employment.

HIPPA Privacy and Affordable Care Act

To the extent applicable, _____ is committed to compliance with the Standards for Privacy of Individually Identifiable Health Information as set forth by the Health Insurance Portability and Accountability Act (HIPAA Privacy Act). The regulations require that all personally identifiable health information that is received by or generated

from a Covered Entity have certain limitations and protections put on their use and disclosure. Covered Entities are defined as health plans, health care clearinghouses and health care providers. As a Plan Sponsor of a group health plan, we are required to make sure our health plans follow these requirements.

Not all personally identifiable health information is subject to the HIPAA Privacy requirements. Only our health plans, which include medical, dental, vision and health flexible spending account fall under this rule.

Group (Medical/Dental/Vision) Insurance

Health: Group health insurance is available to all regular full-time employees working at least thirty hours per week. New employees are eligible for health coverage the first day of the month following date of full-time employment. Operation of the plan is contracted to third-party providers.

The Company offers annual open enrollment to the group health plan. If you choose not to participate in the group health plan when you first become eligible, you may be eligible to participate at a later date due to a qualifying event such as family status change or through a loss or change in current coverage if it is outside of the annual open enrollment period. Any changes generally must be made within 30 days from the change of status.

Details with respect to plan benefits, claim procedures, and limitations can be found in the summary plan description. The plan document controls payment of any benefits. Each employee will be responsible for a portion of the required premium for the health plan chosen.

Dental: Group dental insurance is available to all regular full time employees working at least thirty hours per week. New employees are eligible for dental coverage the first day of the month following date of full time employment. Operation of the plan is contracted to third-party providers.

The plan offers annual open enrollment to the group dental plan. If you choose not to participate in the group dental plan when you first become eligible,

you may be eligible to participate at a later date due to a qualifying event such as family status change or through a loss or change in current coverage if it is outside of the annual open enrollment period. Any changes generally must be made within 30 days from the change of status.

Details with respect to plan benefits, claim procedures, and limitations can be found in the summary plan description. The plan document controls payment of any benefits. Each employee will be responsible for a portion of the required premium for the dental plan chosen.

Vision: Group voluntary vision insurance is available to all regular full-time employees working at least thirty hours per week. New employees are eligible for vision coverage the first day of the month following date of full-time employment. Operation of the plan is contracted to third-party providers.

The plan offers annual open enrollment to the group dental plan. If you choose not to participate in the voluntary vision plan when you first become eligible, you may be eligible to participate at a later date due to a qualifying event such as family status change or through a loss or change in current coverage if it is outside of the annual open enrollment period. Any changes generally must be made within 30 days from the change of status.

Details with respect to plan benefits, claim procedures, and limitations can be found in the summary plan description. The plan document controls payment of any benefits. The vision plan is completely voluntary and each employee who elects vision insurance will be responsible for the entire premium for the vision plan elected.

Flexible Benefits Plan

_____ offers a Flexible Benefits Plan. Participation in the plan allows employees to pay for such things as health and dental insurance premiums, childcare and other qualifying medical costs with pre-tax dollars.

Employees are eligible to enroll in the Health Care and/or Dependent Care Reimbursement Accounts

the first day of the month following date of full-time employment. Details and signup sheets are available through the Human Resources Department.

Employee Assistance Program

Through the employee assistance program (EAP), the Company provides employees with confidential access to professional counseling services. The EAP is available to all employees and their immediate family members. The EAP is strictly confidential and is designed to safeguard an employee's privacy and rights. There is no cost to consult with the EAP and available counselors. If further counseling is necessary, the EAP counselor will outline community and private services available, however, those services may have costs associated with them. Any costs outside the EAP will be the responsibility of the employee.

COBRA Continuation

An employee who experiences a "qualifying event" such as termination, reduction in hours, or military leave may be eligible to continue coverage under the Company's group plan for a limited period of time. To obtain COBRA coverage, the employee is required to pay the monthly premium in accordance with state and federal law. Employees may also be eligible for coverage on the Health Insurance Marketplace. If you have questions about continuing coverage, contact the Human Resources Department.

Life Insurance

_____ provides Group Term Life insurance for all regular full-time employees working at least thirty hours per week. You are eligible for coverage the first day of the first full month following date of hire. The amount of the policy is double your annual base salary or wages. The Company pays the entire premium. In the event of your death, this insurance is payable to the beneficiary on record; therefore, it is important you notify the Human Resources Department to any beneficiary changes you care to make.

The Company has open enrollment for voluntary life insurance for employee, spouse, and children. Notify the Human Resources Department for further information.

Supplemental Life Insurance

Supplemental life insurance is available on a voluntary basis for coverage of the employee, spouse and other relatives. Enrollment in this program occurs on annual basis, and interested employees should contact Human Resources.

Social Security/Medicare (FICA)

The Company shall make payroll deductions for FICA (Social Security and Medicare), and make appropriate FICA contributions, for eligible employees, following governing regulations. FICA and Medicare are federally mandated taxes withheld from employees' paychecks and a tax paid by the employer.

Short and/or Long-Term Disability Insurance

The Company provides a salary continuation plan for all regular full-time employees working at least thirty hours per week. This policy provides an income for insured employees who are disabled and unable to work. The Company pays the premium, however in order for the benefit to be tax free, the premium is processed as a payroll deduction and the employee is reimbursed. Details and eligibility requirements are found in the group insurance policy.

The Company has open enrollment for voluntary short-term disability insurance. Notify the Human Resources Department for further information.

Workers Compensation Insurance

In accordance with our State's Worker's Compensation Law, the Company carries insurance for all its employees for injuries or illness arising from or occurring during the course of employment. The Company pays for premiums for this insurance.

Any accident or injury should be reported immediately to your supervisor, Risk Management and the Human

Resources Department. Proper forms must be filed with the insurance Company and the State within certain time limits in order to be eligible for benefits.

In the event of lost time due to a work-related injury or illness, you must use sick or vacation for the waiting period as defined by the state in which the injury or illness occurred (or as defined by the state in which you were hired, if reciprocity exists). Any time used during working hours for treatment or doctor visits will be treated as sick time.

Unemployment Insurance

The State and Federal governments collect funds from employers to pay unemployment compensation. Full-time, part-time and temporary personnel are covered by this employment plan so that, in the event of a layoff, the employer's money is returned by the state in weekly payments to the worker as unemployment compensation. The cost of this coverage is paid by the Company.

Retirement Savings Plan

The Company, through its qualified retirement plan, wants to provide you with an opportunity to share in the earnings which are produced by your work, while at the same time providing for the accumulation of funds to assist in maintaining your accustomed standard of living in retirement.

Based on annual earnings, the Company may contribute a percentage of each employee's salary to the Profit Sharing Plan. The Company's contribution is reviewed annually by the Board of Directors. After eligibility is met, participation is automatic.

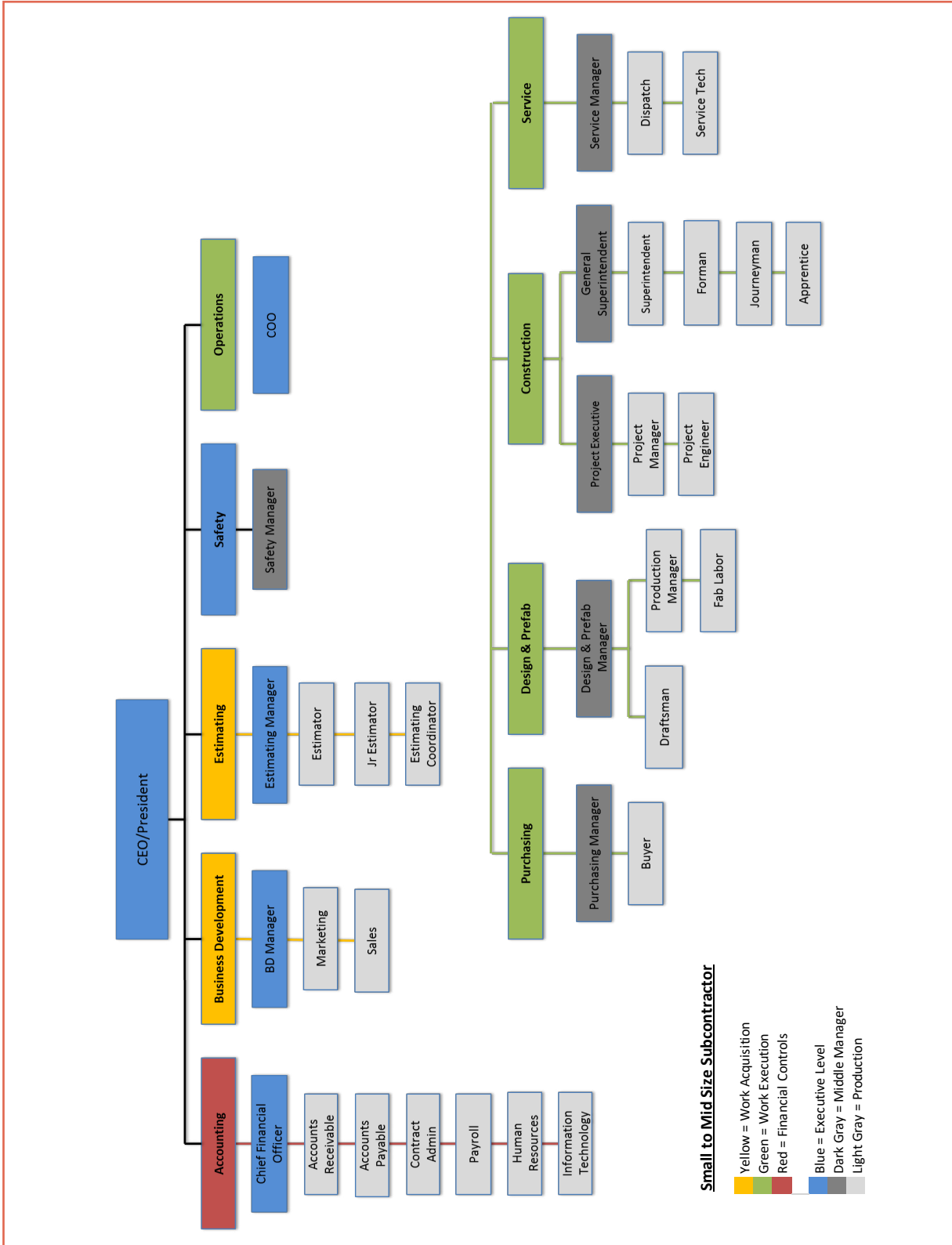
Eligible employees may elect to participate in the Company's 401(k) Plan. Under this plan an employee may elect to defer up to 50% of his or her salary pretax or post-tax, with certain IRS limitations.

For those eligible employees, the Company provides an employer match contribution.

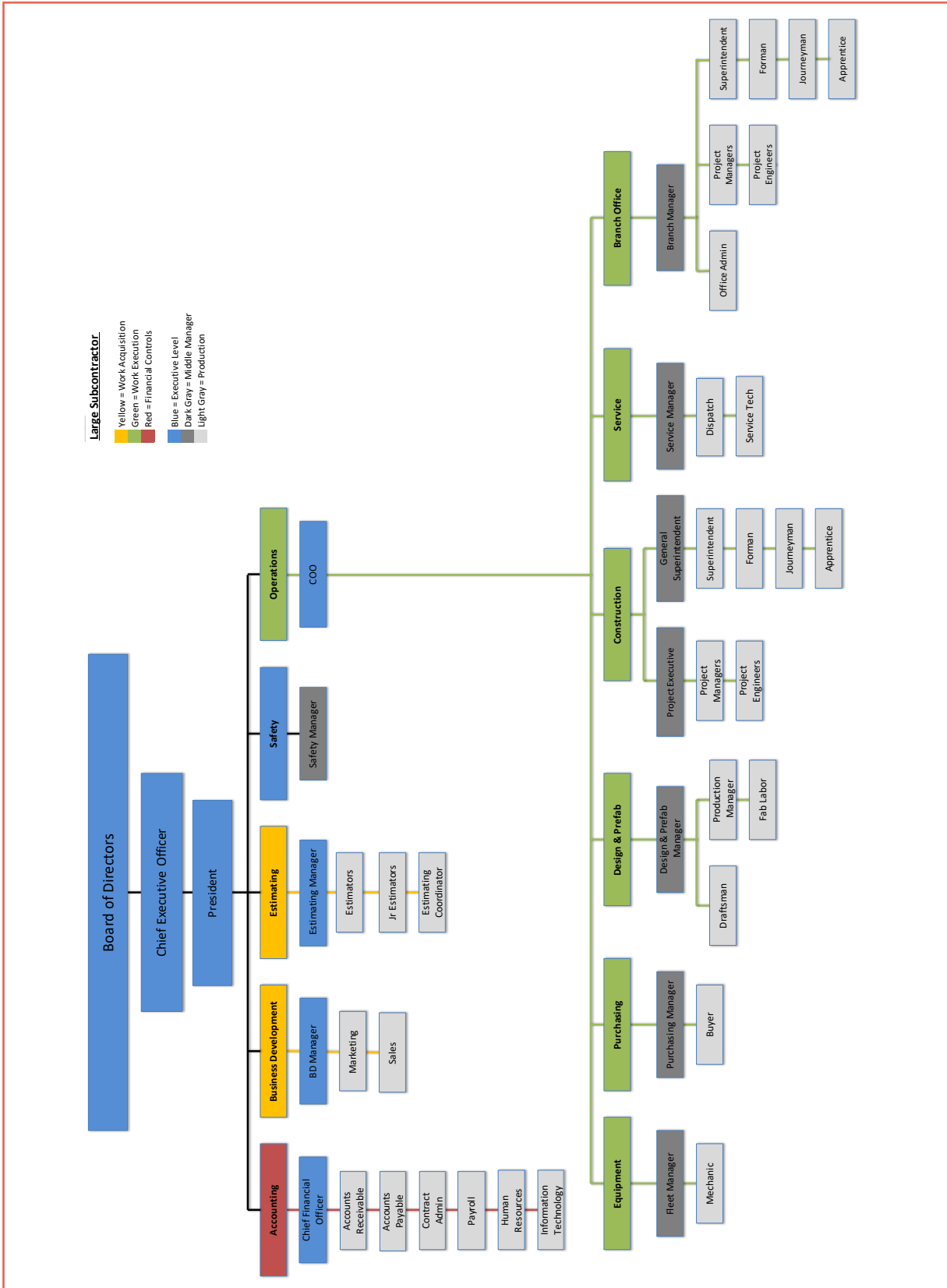
Details and records of the above plans are kept by the Human Resources Department, and are available upon request.

APPENDIX A – SAMPLE ORG CHART

Small to Mid-size Subcontractor



Large Subcontractor



APPENDIX B – JOB DESCRIPTION TEMPLATE

This template provides the major categories that you should include in your job descriptions along with an explanation of what to include in each category.

Job title	<i>The formal title of the position</i>
Reports to	<i>The title of the position that the job incumbent reports to</i>

Job purpose

Provide a brief description of the general nature of the position; an overview of why the job exists; and what the job is to accomplish.

- The job purpose is usually no more than four sentences long

Duties and responsibilities

List the primary job duties and responsibilities using headings and then give examples of the types of activities under each heading. Using headings and giving examples of the types of activities to be done allows you to develop a flexible job description that encourages employee to ‘work outside the box’ and within reason, discourages “that’s not my job”.

- Identify between three and eight primary duties and responsibilities for the position
- List the primary duties and responsibilities in order of importance
- Begin each statement with an action verb
- Use the present tense of verbs
- Use gender neutral language such as s/he
- Use generic language such a photocopy instead of Xerox
- Where appropriate use qualifiers to clarify the task – where, when, why or how often – for example instead of “greet visitor to the office” use “greet visitors to the office in a professional and friendly manner”
- Avoid words that are open to interpretation – for example instead of “handle incoming mail” use “sort and distribute incoming mail”

Qualifications

State the minimum qualifications required to successfully perform the job. These are the qualifications that are necessary for someone to be considered for the position.

All qualifications must comply with provincial human rights legislation.

Qualifications include:

- Education
- Specialized knowledge
- Skills
- Abilities
- Other characteristics such as personal characteristics
- Professional Certification
- Experience

Working conditions

If the job requires a person to work in special working conditions this should be stated in the job description. Special working conditions cover a range of circumstances from regular evening and weekend work, shift work, working outdoors, working with challenging clients, and so forth.

Physical requirements

If the job is physically demanding, this should be stated in the job description. A physically demanding job is one where the incumbent is required to stand for extended periods of time, lift heavy objects on a regular basis, do repetitive tasks with few breaks, and so forth.

Direct reports

List by job title any positions to be supervised by the incumbent.

Approved by:	<i>Signature of the person with the authority to approve the job description</i>
Date approved:	<i>Date upon which the job description was approved</i>
Reviewed:	<i>Date when the job description was last reviewed</i>

Ideally, a job description should be reviewed annually and updated as often as necessary.

APPENDIX C – 90 DAY PERFORMANCE REVIEW

90-Day Performance Review Form

(Manager to Complete)

Employee Name: _____ Department: _____

Current Date: _____ Date of Employment: _____

Title: _____

Current Evaluation Period: *From:* _____ *To:* _____

Current Evaluator Name/Title: _____

Work Performance

Work Performance	1. Unacceptable 2. Fair 3. Good 4. Superior			
	Comments	1	2	3 4
Client Service Skills				
The ability to develop client relationships by making an effort to listen to and understand the client. The ability to anticipate and provide solutions to client needs and give high priority to client satisfaction.				
Team Work Skills				
The ability to develop relationships with co-workers and to contribute to group solutions. The effort put forward to making our Company a better place to work for everyone.				
Quality of Work				
The value of work produced by the employee and the thoroughness, accuracy, neatness, and acceptability of the work completed. Ability to work under pressure and learn from previous mistakes. Accurately checking processes and tasks and handling issues in a timely manner.				
Judgment and Decision Making				
The ability to think logically and practically before making decisions. Use of independent thought, originality, and reasoning. Ability to prioritize work and timely implementation of workable solutions to problem. The ability to handle confidential information.				

90-Day Performance Review Form, *continued*

Work Performance	1. Unacceptable 2. Fair 3. Good 4. Superior	
Initiative	Comments	1 2 3 4
The demonstrated willingness to make significant contributions with little direction, voluntarily start projects, attempt non-routine jobs and tasks. Energy, enthusiasm, and ingenuity. The exercise of judgment and independent actions within limits of authority. The degree to which the employee is self starting and proactive.		
Dependability/Punctuality	Comments	1 2 3 4
The thoroughness demonstrated by the employee in following through on assignments and instructions in a reliable, trustworthy, and timely manner. Overall attendance and adherence to work schedules, office hours.		

Progress

How well has the employee integrated self into current position?

90-Day Performance Review Form, *continued*

Overall Results of Performance Appraisal

Based upon the attached evaluation, the overall performance rating of this employee is:

- (Rating #) Exceeds Standards: Superior performance in meeting employee objectives.
- (Rating #) Meets Standards: Satisfactory performance in meeting employee objectives.
- (Rating #) Meets Minimum Standards: Minimum performance in meeting employee objectives.
- (Rating #) Below Standards: Unacceptable performance in meeting employee objectives.

Development

State the agreed upon goals to be accomplished during the next rating period. Include agreed upon actions and time frames to be observed in attaining these goals:

Goals (Improvement/Achievement)	Actions/Objectives	To Be Completed (Mo/Yr)

90-Day Performance Review Form, *continued*

What steps can employee take to prepare for or enhance opportunities for future advancement? Include actions to be taken by reviewer to assist employee in accomplishing these steps:

Date of next performance review: _____

Signatures:

Reviewer

Date

Employee

Date

Employee Comments:

90-Day Performance Review Form, *continued*

(Employee to complete)

Employee Name: _____ Department: _____

Current Date: _____ Title: _____

Current Evaluator Name/Title: _____

Check appropriate answers and comments to below.

Do you understand the requirements of your job? Yes Partly No

Do you feel your training has been adequate to successfully complete your job? Yes Partly No

Do you have regular opportunities to discuss your work and objectives with your manager? Yes Partly No

Would you like to have more informal meetings with your manager than you are currently having? Yes Partly No

Do you have any skills, aptitudes, or knowledge not fully utilized in your job?

If so, what are they and how could they be used?

Is there any special help or “coaching” you would like from your manager?

How well does your position satisfy your personal/professional goals?

What training, career, or future job opportunities are of interest to you?

Please summarize your thoughts/feelings about your employment with our Company.

Additional remarks, notes, questions, or suggestions.

Employee's Signature: _____ Date: _____

APPENDIX D – PERFORMANCE REVIEW

Sample Performance Review

Employee: _____

Department: _____

Job Title: _____

Supervisor: _____

Reviewer: _____

Date: _____

Performance Ratings

Excellent – far exceeds job requirements.

Very good – usually exceeds job requirements.

Satisfactory – meets all job requirements.

Fair – meets minimum job requirements.

Unsatisfactory – falls well below requirements of the job.

Performance Areas

1. **Performance Results:** Completes work on time and without sacrificing performance goals or standards.
 Excellent Very Good Satisfactory Fair Unsatisfactory
2. **Cooperation/Teamwork:** Able to work on a team and willingly accepts assignments.
 Excellent Very Good Satisfactory Fair Unsatisfactory
3. **Initiative:** Self-starter who puts forth the time and energy to perform tasks without being told.
 Excellent Very Good Satisfactory Fair Unsatisfactory
4. **Organizing and Planning:** Effectively uses time and resources to accomplish work within appropriate deadlines.
 Excellent Very Good Satisfactory Fair Unsatisfactory
5. **Communication:** Both verbal and written communications are clear, concise, and accurate.
 Excellent Very Good Satisfactory Fair Unsatisfactory
6. **Interpersonal Skills:** Works well with others in both informal and formal situations.
 Excellent Very Good Satisfactory Fair Unsatisfactory

For Supervisors, Managers, and/or Sales-Related Positions That Include the Following:

7. **Supervision and Leadership:** Effectively directs staff, provides ongoing feedback, and acts as a positive model for others.

Excellent Very Good Satisfactory Fair Unsatisfactory

8. **Sales/Marketing:** Obtains new work (e.g., listings, corporate accounts, etc.) from both existing clients and new clients.

Excellent Very Good Satisfactory Fair Unsatisfactory

9. **Other:** (Define and rate another significant performance factor if necessary.)

Excellent Very Good Satisfactory Fair Unsatisfactory

Expected Improvements/Accomplishments:

Performance Areas That Need Further Development:

Overall Evaluation (*check one*):

Excellent Very Good Satisfactory Fair Unsatisfactory

Date of Next Review: _____

Additional Supervisor or Employee Comments:

Employee's Signature

Date

Immediate Supervisor's Signature

Date

Reviewer's Signature

Date

(Employee signature indicates that this evaluation has been discussed with you. It does not necessarily signify agreement).

APPENDIX E – COMPLAINT FORM

Employee Concerns/Complaint Form

It is Company policy to investigate all complaints and take appropriate action. If you wish, please use this form to document your complaint, and submit it to your supervisor or Human Resources.

The person(s) involved in this complaint are:

Note all relevant dates, places, events, etc. pertaining to the complaint: (Use second sheet if necessary.)

It may become necessary to disclose your identity and/or complaint, as well as to conduct a formal investigation. Should such a disclosure become necessary, it will be only to the person(s) with a need to know your identity or the details and nature of the complaint. I acknowledge that I have read this document and understand my obligation to provide information as needed and to cooperate fully and completely with any investigation of this complaint. Should it become necessary, I authorize the Company to disclose my identity and/or details of this complaint.

Your Name

Signature

Date

Supervisor/Human Resources

Signature

Date

APPENDIX F – ACKNOWLEDGEMENT OF RECEIPT

Acknowledgement of Receipt

I have received a copy of _____ Personnel & Policy Manual dated _____.
I understand that my employment with _____ is “at-will” and is not for a fixed period of time. Both I and _____ have the right to terminate this employment at any time for any reason. The language used in this handbook and any verbal statements of management are not intended to constitute a contract of employment, with expressed or implied, nor are they a guarantee of employment for any specific duration.

I understand that no representative of _____, other than the President of the organization, has authority to enter into an agreement of employment for any specific period and such an agreement of employment for any specific period and such agreement must be in writing, signed by the President and myself. We have not entered into such an agreement.

Further, I understand that the contents of this Manual are summary guidelines for employees and therefore not all inclusive. This Manual supersedes all previously issued editions. Except for the at-will nature of employment, the organization reserves the right to suspend, terminate, interpret or change any or all of the guidelines mentioned, along with any other procedure, practices, benefits or other programs of _____. These changes may occur any time, with or without notice.

Employee Signature

Date

Employee Name (*Please Print*)

Please return this form to Human Resources.