

Charlottesville  
Redevelopment and  
Housing Authority's  
**Policies, Procedures and  
Practices Handbook**

Adopted, Revised and Effective March 23, 2005

## DISCLAIMER STATEMENT

This Policies, Procedures and Practices handbook has been prepared to help you become familiar with your new employer and to make your transition smooth and effective. **The adoption of this employee handbook is entirely voluntary on the part of the Charlottesville Redevelopment and Housing Authority (“CRHA”) and shall not be construed as creating a contractual relationship between the CRHA and any employee. It is neither a contract nor an agreement of employment for a definite period of time;** rather, it is a summary of CRHA’s policies, work rules, and benefits you enjoy as an employee.

From time to time, conditions or circumstances may require management to change, amend, or delete some of the policies and benefits contained in this handbook. The provisions and guidelines of this handbook may also be subject to change in accordance with applicable federal or state law. When such changes are made, management, of course, will notify you of the new or revised policy.

The contents of this handbook are presented as a matter of information only. None of the benefits or policies in this handbook are intended by reason of their publication to confer any rights or privileges upon you, or to entitle you to remain employed by the CRHA. While we hope that your employment with the CRHA will be long-lasting, employees are free to resign at any time, just as the company is free to terminate your employment at any time.

This issue of the employee handbook supersedes all previous issues and any other previously-issued employee policy.

The CRHA is an Equal Employment Opportunity Employer.

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## **Introduction**

The purpose of the Charlottesville Redevelopment and Housing Authority's (hereinafter "CRHA") Policies, Procedures and Practices manual is to provide specific information on the policies, procedures, and programs that may affect an individual's employment with CRHA. This manual/handbook provides guidance to all CRHA employees on a variety of important and relevant employment issues.

However, while this manual/handbook seeks to cover the most important employment policies, procedures, practices and programs, it is not intended to cover all aspects of CRHA employment. If you have questions concerning these guidelines or need further information about any employment topic, please consult with your supervisor or the Director of Operations, her/his representative and he/she will be happy to help you.

CRHA employees are asked to read this handbook carefully and retain it for future use. Employees are asked to familiarize themselves with its contents as soon as possible. CRHA wants its employees to be fully informed and to thoroughly understand its policies, procedures and practices.

It is important to note that this manual/handbook is not intended to create any kind of contractual relationship between the employer and employee, and that any of CRHA policies, procedures, practices and programs are subject to change at CRHA's discretion, with or without notice.

CRHA recognizes that most, if not all, of its best practices comes from the ideas of its employees and employee teams. CRHA welcomes your suggestions for improving any of the policies and practices covered in this handbook or in any other aspect of its Operation. Your ideas, effort, and performance contribute significantly to both CRHA's effectiveness as well as your personal development.

**ALSO SEE DISCLAIMER AT THE BEGINNING OF THIS  
HANDBOOK**

## About CRHA

The Charlottesville Redevelopment and Housing Authority (“CRHA” or “Authority”) oversee the provision of public housing, housing services, section 8 rentals, some neighborhood revitalization, and urban redevelopment within the City of Charlottesville, Virginia. The Charlottesville Redevelopment and Housing Authority serves low income residents of the City of Charlottesville by providing affordable housing mostly for low income families, including seniors and disabled individuals. Established by referendum in 1954, the Authority has operated under state enabling legislation and federal housing regulations of the Department of Housing and Urban Development (HUD). Its first commission appointments were ratified in 1958 and the first public housing site was constructed in 1965.

A seven-member Board of Commissioners appointed by the City Council and the Executive Director governs the Authority. Traditionally, some of the Housing Commissioners have been Housing Authority residents; at least one is a City Councilor and the others are at-large appointees. Commissioners are responsible for the policies of the Housing Authority as well as for the selection of the Authority’s Executive Director. The Board of Commissioners holds its regularly scheduled meetings each 4<sup>th</sup> Monday of the month, unless changed in special cases. The Authority rotates its meetings among the various public housing sites in order to facilitate resident participation. For information about the agenda or location of the next scheduled meeting, call the Authority’s central office.

CRHA currently operates a number of public housing communities, one high-rise housing community for the elderly, and an active Section 8 rental voucher program. CRHA intends to be considered a leader in providing innovative resident programs, offering a wide variety of services to create economic independence and private homeownership.

## Section 1: General Information

The purpose of this section is to provide information on the Human Resource philosophy of CRHA, and the role of this manual.

### HR 101: The Human Resources Philosophy

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#### **Philosophy**

The Charlottesville Redevelopment and Housing Authority (CRHA) operates under Human Resource policies and practices that:

- Provide for individual dignity and respect.
- Recognize and reward employee contributions to CRHA.
- Acknowledge that the employees of CRHA are central to achieving the organization's mission, goals, and objectives.
- Provide the environment for career development and job satisfaction through promotional opportunities, education, tuition assistance programs, and quality of work life initiatives.
- Compensate employees fairly.
- Encourage employees to bring their ideas, concerns, and grievances to management.
- Provide a safe environment in which employees work.

### HR 102: The Director of Operations Consulting Role

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#### **Role**

The Director of Operations and legal advisors serves as consultants to CRHA managers and employees on all Human Resources ("HR") matters. Consultation in employee/manager relations is provided upon request or when a procedural matter has a potential impact on CRHA.



**Responsibilities**

CRHA strives to assure that all HR actions comply with existing CRHA policies and practices as approved by the Executive Director. The Director of Operations is responsible for handling the processing of personnel action requests.

Employees are encouraged to confer with managers regarding benefits, training, education, EEO complaints, grievances, and explanation of the CRHA policies and practices.

Managers are encouraged to consult with the Director of Operations, or the Executive Director in resolving staff issues. However, the ultimate responsibility and accountability for handling, documenting, and resolving employee problems, work performance deficiencies, complaints, disputes, grievances, etc. lies with the Executive Director and in few cases, the Board of Commissioners of CRHA.

The Director of Operations gathers facts, analyzes problems, interprets policies and practices, recommends solutions, mediates and offers guidance to managers in handling employee related issues.

**Exceptions**

The Executive Director is responsible for determining if a proposed Human Resource action warrants review by the Director of Operations or designee for an exception to policy.

The Executive Director or his/her designee makes the final decision on CRHA policy matters after considering the information provided by the requesting manager and Director of Operations.

**HR 103: Changes to the CRHA Policies, Procedures and Practices Handbook**

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**Policy Change**

While CRHA will always attempt to notify its employees of any changes to this manual, CRHA Board of Commissioners in conjunction with the Executive Director reserves the right to modify, amend, or eliminate any policies, procedures and practices at any time, with or without notice.

**Not a Contract**

The specific provisions of the CRHA Policies and Practices manual are intended to serve as guidelines for managers and employees. The provisions of the manual are not intended to create any contract or other binding agreement between the employer and employee. All policies, procedures and practices in the manual are subject to change, modification, or deletion at the employer's discretion, at any time that circumstances warrant such alteration.

**Receipt**

Employees are required to sign a statement acknowledging their receipt and review of the manual (and any updates) and of notification agreeing to abide by the policies and practices of CRHA as a condition of employment (or continued employment). Failure or refusal to sign is grounds for disciplinary action and/or termination.

Managers are responsible for assisting in distributing, explaining and collecting the signed acknowledgement statements from their employees.

Signed acknowledgement statements will be forwarded to the Director of Operations and maintained in the employee's personnel file.

## Section 2: Employment

The purpose of this section is to provide information on the hiring and placement policies, procedures, and practices of CRHA. Topics covered include equal employment opportunity, employment-at-will, appointment / recruitment, selection, hiring, promotion, transfer, demotion, and termination.

### HR 201: Equal Employment Opportunity

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#### **Policy**

CRHA values diversity. CRHA is an equal employment opportunity employer and does not discriminate against employees or job applicants on the basis of race, color, religion, sex, age, national origin, citizenship status, marital status, physical or mental disabilities, genetic information, past, present or future membership in a US Uniform Service, or sexual orientation. CRHA recruits, hires, trains, promotes and disciplines its employees without unlawful discrimination.

#### **Complaint Procedure**

Whenever employees have a suggestion, problem, or complaint related to equal employment, they should contact their manager, the Director of Operations or the Executive Director.

Discrimination in employment may be eligible under the CRHA *Grievance Procedure* (HR 502). Other federal, state, and local anti-discrimination laws may also apply.

Employees may file a discrimination complaint without being subject to reprisal.

### HR 202: Employment at Will

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#### **Policy**

Employment with CRHA is employment at will, based on the mutual consent of the employee and CRHA. Each party voluntarily enters into the employment relationship. Either the employee or CRHA can terminate the relationship at any time, for any reason, with or without good cause, and with or without notice. Only the Executive Director or his designee is authorized to employ any individual for a specified period of time.

### HR 203: Employment Status

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#### **Employment Status**

CRHA classifies each position into one of three types of employment status: Regular Full Time, Regular Part Time, and Temporary. Employment status does not guarantee continued employment and does not affect employment at will (HR 202).

**Regular Full Time (RFT):** Positions are budgeted at 40 hours per week and include full employee benefits as a budgeted cost.

**Regular Part Time (RPT):** Positions are budgeted from 20 to 39 hours per week and include partial employee benefits as a budgeted cost.

**Temporary (TEM):** Positions are budgeted for less than one year in duration, internship positions, or employment for less than 20 hours per week, and do not include benefits as a budgeted cost. Seasonal and On-Call positions are designated as Temporary positions.

#### **Legal Status**

All employees must provide documentation establishing identity and employment eligibility (including compliance with immigration laws) within three working days of hire, or the employee will be terminated as an employee.

All CRHA employees are required to wear ID badges.

**ID Badges**

While CRHA will always attempt to outline the duties of each employee's job through a formal job description, CRHA reserves the right to employ staff without a job description on a temporary basis or to alter an existing job description for current employees. In such a case, the employee shall perform duties as assigned by their supervisor.

**Job  
Description  
s**

(For a summary of benefits eligibility for each type of employment, see HR 422.)

**HR 204(a): Employees with Disabilities or Diseases**

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**POLICY**

CRHA will fully comply with all requirements of the Americans With Disabilities Act.

Our policy is to treat all employees without discrimination because of physical or mental disability in regard to any position for which they are qualified, and to treat them equally in employment practices, such as the following: rate of pay or other forms of compensation, benefits, training, upgrade, transfer or demotion, layoff or termination, and all other terms, conditions, and privileges of employment.

CRHA will make reasonable accommodation to the known physical or mental limitations of qualified applicants or employees with a disability, to enable them to perform essential job duties, unless such accommodation would impose an undue hardship on the operation of the business.

The CRHA will maintain all personnel information regarding the medical condition or history of applicants, employees, and employees' dependents on separate forms and in separate locked medical files, and treat such information as a confidential medical record, to be utilized only as permitted by law.

Employees in need of accommodation for workplace accessibility or usability, to perform essential job duties, to participate in company-sponsored programs and activities, or who need alternative accessible formats for company communications, or emergency treatment or emergency evacuation assistance, should make a written request of such needs to their immediate supervisor.

Further, any employee who feels that this policy is not being adequately fulfilled should make, in writing, such feelings known to their immediate supervisor or to any member of management with whom they feel comfortable discussing the situation.

Employee accommodation requests and related information will be treated as confidential by the CRHA, to the maximum extent feasible.

## HR 204(b): Accommodation Transfers

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### **POLICY**

An employee who can no longer perform the essential functions of their current position because of a disability, with or without accommodation, will be placed on a lateral basis in an existing (or soon to be) vacancy (if available) for which they are qualified and can perform the essential job duties, with or without accommodation. Accommodation transfers will be considered before vacancies are made available for other employees or applicants.

If no such vacancies exist, or the employee declines placement, the employee will be terminated.

Employees in need of an accommodation transfer should make the need known to their supervisor and will be given first consideration for such vacancies on a lateral or downgrade basis.

Employees in need of an accommodation transfer will be considered for promotional opportunities, along with other internal candidates, without priority or preference, provided such a transfer does not run counter to our seniority system.

## HR 204(c): Temporary Services

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### **Policy and Procedure**

The Director of Operations procures temporary staffing agencies and administers their contracts.

Staff provided through external temporary service agencies is available through the office of the Director of Operations. Temporary service staff is used in accomplishing short-term tasks or for temporary substitution of CRHA employees.

Managers must contact the Director of Operations to communicate needs, receive approval and identify funding.

### **Funding**

Costs are charged to the department if the position is vacant, the incumbent is on leave without pay status, or special funding is available. The Director of Operations may use the temporary service budget in other situations.

### **Identification Badges**

Temporary service staff are required to wear an identification badge.

The manager is responsible for getting the ID card back from temporary service staff when their assignment has ended. The manager will return the ID card to the Director of Operations.

## HR 205: Position Creation

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### **Authority**

Decisions to create new positions, and to fill or abolish existing positions are made by the Executive Director. The Executive Director is responsible for bringing any newly created position to the attention of the Board of Commissioners and confirming that the newly created position is within budget.

### **Request to Create Position**

The manager submits a *Position Profile Questionnaire* (PPQ) or job description to the Director of Operations. A new job description is developed in collaboration between the manager and the Executive Director.

The Director of Operations classifies the position into the Compensation Plan, assigns the position to the appropriate grade, and obtains approval from the manager and the Executive Director.

## HR 206: Appointment / Recruitment

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### **Vacancy Review**

All vacancies are to undergo several automatic reviews by the manager and Executive Director. This includes an analysis as to whether the position needs to be filled and a review of the potential for filling the position in a lower pay grade (for example, reclassifying a senior position as a non-senior position). The Executive Director may choose not to fill the position or change the job description and requirements of the position.

### **Appointment**

As a means of budget control and more effective use of staff, the Executive Director may reorganize the division by appointing current employees to fill any created or existing vacancy with or without advertising the position. There is no requirement that a position be advertised “in house” before or in addition to external advertising. In most cases, the employee's former position would then be abolished.

### **Administrative Transfer**

Appointments may result in administrative transfers, promotions, or demotions. If an employee is appointed to a position at the same grade, this is considered an administrative transfer. There is no change in salary or merit review date.

### **Administrative Promotion**

If an employee is appointed to a position at a higher grade, this will be considered an administrative promotion. The hiring manager will consult with the Executive Director to determine an appropriate salary increase, taking into consideration the employee's qualifications, amount of new responsibility, current salary, timing of the promotion in relation to merit pay increases, equity within the organization, and availability of other qualified candidates.

The employee's pay rate may be raised to at least the minimum salary of the new position.

Administrative promotions result in a change in the merit date to one year from the effective date of the administrative promotion.

### **Administrative Demotion**

When an employee is appointed to another position with a lower pay grade level, this results in an administrative demotion. (Regarding other reasons for demotion, see HR 211 voluntary demotion and HR 501 disciplinary demotion).

If an employee is appointed to a position at a lower grade, and employee's salary is within the pay range of the new pay grade, the appointment will not affect the employee's salary, unless the appointment is due to a disciplinary demotion. In such case, the employee's salary shall not be lower than the starting salary for the demoted position.

Other than disciplinary demotions, if the employee's current salary is above the maximum of the new grade, the employee's pay rate will remain unchanged for a period of three months and the employee will be given notice. At the end of the three-month period, the employee's salary will be reduced to the maximum of the new pay grade.

An administrative demotion does not affect merit review date. The employee's next performance pay will be based on the midpoint of the new grade (see HR 302).

## **Request to Fill Vacancy**

The manager initiates recruitment by completing a *Request for Personnel*. It must be approved by the Executive Director and forwarded to the Director of Operations.

Managers must identify the funding source to pay for the position with the appropriate accounting codes.

## **Job Listings**

Depending on the position, and at the discretion of the Executive Director, vacant positions that are open for recruitment may be listed for at least one week on:

- *Employment Opportunities* sheet (sent out by e-mail to all staff).
- *Any Job Hotline* or bulletin boards.
- CRHA intranet and internet ([www.Charlottesville.org](http://www.Charlottesville.org)) sites.
- Newspapers.

Note: CRHJA does not require job postings to be listed internally before or in addition to external postings for positions.

If a position has been listed and a similar position becomes available in the same department within the next six weeks, the previous listing will be considered sufficient for recruitment.

The job listing should include the following information:

- Job title.
- Knowledge, skills, and abilities required.
- Preferred worker qualifications.
- Location of job within CRHA.
- Pay rate or pay range.

## **Recruitment**

Recruitment may be restricted to current CRHA employees or public housing and Section 8 residents. Exception: At the discretion of the Executive Director, positions that can be filled by current qualified employees of CRHA shall not be required to be advertised outside of the Housing Authority.

External recruitment may include advertisement in newspapers, trade or professional publications, Internet, etc.

## HR 207: Nepotism and the Employment of Relatives

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| <b>Nepotism</b>    | Nepotism is favoritism to a job applicant or current employee in hiring, retention, reduction in force, promotion, transfer, or any other conditions associated with employment resulting from a relationship by blood, marriage or close personal relationship (see below).   |
| <b>Policy</b>      | <p>Employees are prohibited from supervising or being supervised by other employees to whom they are related as defined above.</p> <p>CRHA may offer employment to an applicant who is related to a current employee except as prohibited.</p> <p>Employees are not eligible for promotion, demotion, or transfer that would result in a prohibited supervisory relationship.</p>  |
| <b>Supervision</b> | <p>For the purposes of the nepotism policy, supervision is defined as the ability to affect the work assignment, evaluation of job performance, compensation, promotion, demotion, reduction-in-force, retention, transfer, or any other decision making authority which influences the employee's employment status.</p> <p>Relatives of the Board of Commissioners, the Executive Director, or senior management will not be employed by CRHA under any circumstances. Federal and Virginia State law shall govern the hiring of contractors.</p>  |
| <b>Relative</b>    | <p>For the purposes of the nepotism policy, relative is defined as:</p> <ul style="list-style-type: none"><li>• Spouse, boyfriend, girlfriend, or significant other.</li><li>• Sibling (brother/sister), step sibling or half-sibling.</li><li>• Parent (mother/father), step parent, foster parent, or legal guardian, where such relationship is officially recognized by a state or local governmental entity.</li><li>• Child (son/daughter), stepchild, adopted child, or foster child, where such relationship is officially recognized by a state or local government entity.</li><li>• In-law (brother, sister, mother, father, son, daughter, including step or half in-law).</li></ul> |
| <b>Marriage</b>    | Marriage between current employees is allowed but the same restrictions apply.   |
| <b>Disclosure</b>  | <p>Employees must disclose family relationships with other employees to the Director of Operations within ten working days from the date of discovery. The Director of Operations will determine whether this policy applies.</p> <p>It is every employee's ongoing duty to disclose any family relationships. Failure to make a timely disclosure will be considered cause for disciplinary action, including termination.</p>  |
| <b>Appointment</b> | <p>Whenever a prohibited employment relationship is determined to exist, the Director of Operations or her/his designee informs the affected employees and obtains their preferences regarding resolution of the situation.</p> <p>The Executive Director, in consultation with managers and the Director of Operations, will reach an appropriate resolution that gives due consideration to, but is not bound by, the affected employees' stated preferences. This may include appointment to another position for which either employee is qualified (see HR 206).</p>  |
| <b>Termination</b> | If no appointment can be made due to the affected employees' qualifications or lack of a vacancy, a termination may result.  |

An unfavorable appointment or termination is applicable to the last hired of the affected employees. If a termination results, it will be effective 30 calendar days following notice to the affected employee.

## HR 208: Employment Screening

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| <b>Testing</b>                              | CRHA may administer tests of job-related knowledge, skills, and abilities when applicable. Tests may be taken twice in one day. Retesting is necessary for applicants whose latest test scores are more than one year old. Score results are provided to interviewing managers.  |
| <b>Screening</b>                            | <p>CRHA's management reviews all applications and supporting documents for completeness, and screens candidates for knowledge, skills and abilities required to perform the essential functions of the position, as well as preferred job-related qualifications.</p> <p>Other screening criteria included on the application that may be considered are: previous CRHA employment, legal right to work in the United States, felony convictions, nepotism and possession of a driver license (if applicable).</p> |
| <b>Referral</b>                             | All employment interviews are scheduled by the appropriate senior manager. Applicants are referred to the interviewing manager via an <i>Interview Notice</i> form, with a copy of applications and related materials.   |
| <b>The Director of Operations Interview</b> | <p>Preliminary interviews may be conducted by CRHA non-senior manager staff, usually at the work site immediately prior to the manager interview.</p> <p>The preliminary interviews are primarily intended to provide CRHA with background information about the candidate and the applicant with information about CRHA, the position they are applying for, and benefits.</p>  |
| <b>Manager and Panel Interviews</b>         | <p>The manager or designee will conduct the employment interview. The manager is encouraged to involve a panel of co-workers and residents for management positions in the interview process.</p> <p>The manager and panel must restrict their interview to job-related questions. Guidance on interviewing is available from the Director of Operations of CRHA.</p>  |
| <b>Applicant Inquiries</b>                  | <p>During the recruiting period, a designated staff member of CRHA will respond to applicant inquiries.</p> <p>If applicants contact the interviewing manager and desire further information concerning the status of the position, they must be referred directly to this designated staff member.</p>  |
| <b>Reactivation of Application</b>          | Applications may remain on file one year from the filing date. Applicants may call The Director of Operations to reactivate their application as other vacancies are announced. CRHA reserves the right to contact applicants for position openings other than the one applied for as appropriate.   |



## HR 209: Selection and Hiring

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| <b>Selection</b>                             | <p>The responsibility and accountability for the hiring decision rests with the hiring manager. However prior approval for all hiring must be obtained from the Executive Director.</p> <p>Managers are responsible for documenting their decisions regarding each applicant on the <i>Interview Notice</i> form. Forms for all referred applicants must be returned to the Director of Operations prior to the offer of employment.</p> |
| <b>Reference Checks</b>                      | <p>Academic, employment, and personal reference checks may be conducted by CRHA staff to confirm the job candidate's stated work education and experience. Results are shared with the hiring manager.</p>   |
| <b>Starting Salary</b>                       | <p>The hiring manager will consult with the Director of Operations to determine an appropriate initial salary, taking into consideration the applicant's qualifications and current salary, the availability of other qualified candidates, and budget.</p> <p>All salary offers, including starting salaries above the midpoint of a job's pay range require prior approval of the Executive Director.</p>                              |
| <b>Conditional Offer of Employment</b>       | <p>The Director of Operations is responsible for making a conditional offer of employment to the selected applicant. This offer is conditioned on meeting pre-employment requirements such as drug testing, physical examination (if applicable), criminal history record, legal status (see HR 203) and driving record (if applicable).</p>   |
| <b>Drug Testing and Physical Examination</b> | <p>All positions require a post-offer, pre-employment drug test. Designated positions require a post-offer, pre-employment physical examination (see HR 510) at the expense of the applicant.</p> <p>The Executive Director may require drug testing and background checks for any and all employees, regardless of the date of hire or the results of previous drug screening.</p>  |
| <b>Criminal History Record</b>               | <p>All positions require a post-offer, pre-employment <i>Criminal History Record</i>, obtained by CRHA with the applicant's authorization.</p> <p>The Executive Director may also require an update of an employee's criminal record, and may discharge an employee for criminal convictions.</p>  |
| <b>Driving Record</b>                        | <p>Pre-employment driving records are required for positions that require the operation of CRHA vehicles or motorized equipment as an essential function (see HR 512).</p> <p>The selected applicant is responsible for obtaining a driving record from the Commonwealth of Virginia Division of Motor Vehicles.</p> <p>Updated driving records may be requested by management for any and all employee(s).</p>                          |
| <b>Employment Sign Up</b>                    | <p>All new employees are asked to report to CRHA's payroll office on the morning of their first day for completion of required documentation and briefing.</p> <p>After this initial visit, new employees are escorted or directed to their assigned place of employment.</p>  |
| <b>Identification Card/Badge</b>             | <p>An identification card/badge (ID) is issued to each new employee. The employee will be required to wear and make visible the ID card/badge at all times while at work.</p>  |

**Notification** The hiring manager notifies applicants who were interviewed but not selected by mail.

**Inquiries** Inquiries by job applicants who were not selected are handled by the Director of Operations or his/her designee.

If applicants contact the interviewing manager and desire further information concerning the status of the position, they must be referred directly to the Director of Operations.

## HR 210: Rehire

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**Pay** Former CRHA employees may be rehired at up to the equivalent salary level of their previous service, provided such rehiring is in the same or lower classification as their prior service. This option and rehire is at the discretion of the Executive Director.

Former employees who have acquired substantial additional qualifications may also apply for a position at a higher grade.

**Benefits** Rehired employees will accrue vacation leave according to an adjusted service date, at the discretion of the Executive Director.

## HR 211: Transfer / Promotion / Demotion

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### Transfer

**Request for Transfer** Employees may apply for a posted position vacancy by completing a *Request for Transfer* form and forwarding it to their manager.

The manager must complete and return the form to the Director of Operations while applications are being accepted.

A copy of the *Request for Transfer* will be returned to the employee upon receipt by the Director of Operations.

Note: CRHA does not require internal (in house) job postings for all positions.

**Accommodation Transfers and Promotion Screening** Employees in need of an accommodation transfer will be considered for promotional opportunities along with other internal candidates without priority or preference, provided such transfer does not run counter to our seniority system, if any.

Current employees who apply for a posted vacancy are subject to the same screening, referral and selection process as outside applicants.

**File Review** The interviewing manager may review the employee's file and may make inquiries of the current manager about the employee's performance.

**Interview** If the employee is selected for an interview, the employee's manager will be contacted by the Director of Operations to schedule an interview. Managers are responsible for notifying their employees of scheduled interviews. Managers are expected to accommodate requests for employees to attend CRHA job interviews.

**Effective Date** A transfer, promotion, or voluntary demotion takes effect following two weeks notice to the current supervisor, unless other arrangements are mutually agreed to by the current supervisor and hiring supervisor.

**Definition** A transfer relocates an employee to another position in the same pay grade.

**Salary** A lateral transfer does not affect salary or merit review date.

All salary adjustments must be approved by the Executive Director.

## Promotion

**Definition** A promotion occurs when an employee requests a transfer to a posted vacant position in a higher pay grade, or when requested to do so by a manager, and is selected for the position through the recruitment process.

**Salary** The hiring manager will consult with the Director of Operations to determine an appropriate salary increase, taking into consideration the employee's qualifications, amount of new responsibility, current salary, timing of the promotion in relation to merit pay increases, equity within the organization, and availability of other qualified candidates.

The employee's pay rate will be raised to at least the minimum salary of the new position.

Promotions result in a change in the merit date to one year from the effective date of the promotion unless otherwise indicated. The employee's next performance pay will be based on the midpoint of the new grade (see HR 302).

All promotions and salary adjustments must be approved by the Executive Director.

## Voluntary Demotion

**Definition** A voluntary demotion occurs when an employee requests transfer to a posted vacant position in a lower pay grade and is selected for the position through the recruitment process. (Regarding other reasons for demotions, see HR 206 administrative demotion and HR 501 disciplinary demotion).

Voluntary demotions require the approval of the Executive Director.

**Salary** A voluntary demotion does not affect salary if the employee's salary is within the pay range of the new pay grade.

If the employee's salary is above the maximum of the new pay grade, the employee's salary will be immediately reduced to the maximum salary of the new pay grade.

A voluntary demotion does not affect merit review date. The employee's next performance pay will be based on the midpoint of the new grade (see HR 302).

All salary adjustments must be approved by the Executive Director.

## HR 212: Interim and Trainee Status

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**Interim Status** A qualified employee may be placed in a position on an "interim" status for a limited period of time (generally a minimum of three months and maximum of a year).

Circumstances warranting such interim status usually involve an employee being on an extended leave of absence and a need to fill the position until the employee's return.

**Compensation** The manager will consult with the Director of Operations to determine an appropriate salary increase, taking into consideration the employee's qualifications, amount of new responsibility, current salary, timing of the promotion in relation to merit pay increases, equity within the organization, and availability of other qualified candidates.

The employee's pay rate will be raised to at least the minimum salary of the new position.

Interim pay is not reported to the Virginia Retirement System (VRS) and will not increase the cost of purchasing prior service or the Average Final Compensation (AFC) used in calculating retirement benefits.

Upon completion of the interim status, the employee's title and salary reverts to where it would have been without the interim increase in compensation.

The above must be approved by the Executive Director.

**Trainee Status** The hiring manager may be willing to consider applicants that are not fully qualified for a vacant position. External applicants or current employees requesting transfer who lack the required knowledge, skills, and abilities may be selected for the position in a trainee status.

Reasons for choosing this option include the lack of fully qualified applicants, or the desire to provide career opportunities to current employees.

Certain positions that require very specialized college level course work or licenses (such as a professional accountant or registered architect) are not eligible for trainee status.

**Compensation** Trainees may be compensated below the minimum of the salary range until they meet the minimum qualification requirements of the position. The hiring manager will consult with the Director of Operations to determine an appropriate salary, taking into consideration the employee's qualifications, amount of new responsibility, current salary, timing of the promotion in relation to merit pay increases, equity within the organization, and availability of other qualified candidates. This decision must be approved by the Executive Director.

## HR 213: Introductory Period

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### **Policy**

The first six months of employment with the CRHA are considered an introductory period where the manager observes and evaluates the new hire's job performance.

The manager may extend the introductory period for up to an additional 90 days when circumstances warrant. A memorandum explaining the introduction extension and how long it applies will be given to the employee, with a copy to the Director of Operations for the personnel file.

Transfer, promotion, demotion, and status changes may result in a new introductory period, or probation if for disciplinary reasons.

### **Responsibility**

The Director of Operations is responsible for informing employees of their introductory period.

### **Benefits**

The introductory period does not affect eligibility for benefits (see Section 4).

### **Performance Evaluation**

The manager is responsible for conducting two performance evaluations (each at least three months apart) prior to the end of the introductory period (see HR 302).

**Employment  
-At-Will**

Completion of the introductory period does not affect employment-at-will (see HR 202) or guarantee employment beyond the end of the introductory period. Employees may be terminated at will before and after the introductory period.

**Grievance  
Procedure**

Employees are not eligible to file a grievance during the introductory period (see HR 502), or during any additional introductory period(s) or during probationary periods for work performance.

**HR 214: Reduction in Force**

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**General**

If and when it appears that a reduction in force (RIF) is necessary for any reason, either organization-wide or within any division/department, the Executive Director decides whether to implement a RIF plan.

"Reduction in Force" shall not be used as a reason for termination without authorization of the Executive Director and coordination with the Director of Operations.

**Determinati  
on of Need**

The Executive Director and the managers will determine the need for a RIF as far in advance as possible.

Alternatives to a RIF will be explored.

The Executive Director's decision to implement a RIF includes:

- Time period for the RIF (beginning and end dates).
- Which vacant positions shall be filled or not filled during a RIF.
- Advising managers to carry out RIF procedures.
- Advising the CRHA Board of Commissioners.

**Compile  
Lists**

The managers whose work forces are targeted by a RIF must list the individual positions and employees to be affected and send the list to the Executive Director.

The Director of Operations will review the personnel records of the individuals listed, prepare notices, estimate termination benefits costs, and advise the Executive Director.

**RIF Steps**

The Executive Director will use the following steps when deciding position/personnel reductions in work forces:

**First Step: Necessity of Function (Positions):**

- A. Each position and job function within the division/department involved will be assessed against CRHA's need to continue the service or function, or of retaining only the vital portions of that service/function in a reduced capacity.
- B. If the impact of the loss of a position is relatively minor, that position may be targeted for abolishment. Consideration will also be given to combining two or more jobs into one remaining position.

**Second Step: Productivity and Performance (Employees):**

- A. Each employee in a position slated for abolishment will be evaluated against employees in similar positions not slated for abolishment. The Executive Director, along with line management, will review each affected employee's contributions to CRHA and demonstrated ability, giving consideration to:
  - i. Capacity to assume more or different job responsibilities, including education and training received.
  - ii. Past performance in areas such as results of effort, accomplishments, judgment, and attendance.
  - iii. Recognition, including promotions and letters of commendation.

- iv. Negative work performance factors such as demotions, denied merit increases, and reprimands.
- v. Previous documented performance evaluations.
- B. Employees who rank high in the comparative evaluations will be considered for retention or reassignment. Employees who rank low in the comparative evaluations will be recommended for termination. An exception to this procedure may be allowed, but not required, if an employee's work performance is considered poor within the previous six months before the planned RIF.
- C. An exception to this procedure may be allowed where specific or highly specialized skills requiring considerable training or education are involved in the remaining positions.

**EEO Review**

The Director of Operations will carefully review the documentation of positions and employees targeted for termination for EEO consequences.

**Eligibility**

Regular Full Time and Regular Part Time employees in positions targeted for abolishment are eligible (but not guaranteed unless owed to employee) for termination benefits upon execution of a separation agreement. Temporary employees are ineligible for such benefits.

**Notice**

Following the EEO review and satisfactory resolution of any questions raised, the Director of Operations will prepare notification letters and coordinate termination benefits.

Letters of notification will be addressed individually to each affected employee from the Director of Operations or his/her designee and will include:

- Reasons for the RIF.
- The date of termination.
- Encouragement for individuals to apply for available vacant positions (if qualified) both internal and external to CRHA.
- Information about counseling available through the Employee Assistance Program.
- Permission for up to four hours for each absence for interviewing. These absences will be marked "Official Business" on time sheets.

Accompanying this letter will be information about the estimated termination benefits available to employees as of the date of their termination.

Copies of the signed notification letters will be made for inclusion in the affected employees' personnel files. The Executive Director will give the sealed letters to the employee's manager for hand delivery to the affected personnel.

If an affected employee is on leave status at the time of notification, the Director of Operations will mail the notification letter by Certified Mail - Return Receipt Requested.

**Benefits**

Each eligible employee will receive a listing of termination benefits in a Separation Agreement or if no severance pay is offered then in a letter, either of which will include:

- The number of full years of Regular service.
- The approximate number of vacation leave days available upon termination if no leave is taken prior to that date. A terminated employee may not extend the termination date by use of accrued leave.
- The current daily salary rate.
- The amount of authorized severance pay being offered, if any, subject to approval of the Executive Director
- The payoff amounts of any unused accrued vacation leave, if applicable (see HR 404, HR 405). No payment for unused sick leave shall be made.
- Notice of eligibility or ineligibility to apply for unemployment compensation through the Virginia Employment Commission (VEC).

- Notice of eligibility to apply for retirement benefits through the Virginia Retirement System (VRS).

**Coordination**

When employees in more than one division are affected by the RIF, the Director of Operations will coordinate their actions to assure all notifications are conducted simultaneously, in an effort to reduce apprehension elsewhere in the organization through misstatements and rumors.

**Special Projects**

If CRHA is under a current special project contract with an outside entity, during such a RIF, the Director of Operations will, in compliance with that contract, provide written notification to said entity noting that CRHA is implementing a reduction in its work force.

**News Releases**

If considered appropriate by the Executive Director, the Director of Operations will prepare a news release announcing the RIF. Names of those specific employees affected by the RIF will not be released.

**Documents**

After all notifications have been made, the Director of Operations will document the actions by inserting copies of the notification letters in each affected employee's personnel file.

A memorandum will be issued from the Director of Operations to the Executive Director listing the affected employees and recommending the appropriate amounts of severance pay, if any, and benefits per individual.

**Termination Processing**

The affected employees will be processed in accordance with routine termination procedures (see HR 215).

**Grievance**

Employees terminated as a result of a RIF are not entitled to a grievance.

**Budget**

Where budget revisions are necessary following a RIF, the manager whose department has been reduced, or an employee designated by the Executive Director, will coordinate a reallocation activity with the Director of Operations.

**HR 215: Termination of Employment**

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**Responsibility**

The Executive Director, in coordination with managers, is responsible for the termination of an employee in their respective departments.

**Types of Terminations**

There are two types of terminations: voluntary and involuntary.

**Voluntary Terminations:** Employees may voluntarily terminate their employment without prior notice. Employees who voluntarily terminate their employment are requested, but not required, to provide at least two weeks notice to their manager to allow an effective transition and transfer of service. Managers are requested to give three weeks notice of voluntary termination. When employees resign from CRHA, they must do so in writing and their letter of resignation must either be notarized or signed in the presence of the manager and witnesses. While letters of resignation not done in this manner will be accepted, the manager may be disciplined for not following procedure.

**Involuntary Terminations:** Employees may be terminated at will, with or without good cause, and with or without prior notice (see HR 202).

**Notice of Termination**

Managers are responsible for the documentation of all terminations of their staff and must complete a *Notice of Termination* form used to notify CRHA, attaching all supporting

documentation. An employee's re-employment status and a final rating will be indicated on this form.

The completed *Notice of Termination* form, and *Financial, Tool and Equipment Release* form (where required) will be forwarded to the Director of Operations.

The Director of Operations will coordinate with the appropriate department regarding the employee's payroll, leave records, and return of CRHA's property.

**Exit  
Interview**

The Director of Operations or designee conducts an exit interview with each terminated employee (see HR 216).

**Identification  
Cards/Badge/  
Property**

All terminating employees are required to return all property of CRHA (intellectual or other) in good condition, as well as their CRHA Identification Card/Badge to the Director of Operations on or before their final day of employment.

In the event that an ID card/badge is lost, stolen, or misplaced, the Director of Operations will accept a written statement from the employee documenting the circumstances.

**Final Pay**

Final pay for terminating employees is direct-deposited, or other agreed form, on the scheduled pay date for employees. The value of the CRHA property damaged or withheld by the employee who has been terminated shall be deducted from the employee's final pay, as per voluntary agreement with employee.

**Retirement**

Employees retiring from CRHA must notify the Executive Director in advance if they wish paper outline of their retirement benefits. Thereafter, the Director of Operations advises employees about retirement and coordinates the retirement process.

**Service Retirements:** A 90-day advance notice to the Virginia Retirement System by the Director of Operations will help the retiree receive retirement benefits in a timely fashion.

**Disability Retirements:** Applications for disability retirement may be initiated at any time while an individual is employed in a Regular Full Time position. Consult the Director of Operations when considering this form of retirement.

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**HR 216: Exit Interview**

**Purpose**

Exit interviews are conducted with all employees when they voluntarily terminate employment. The exit interview includes discussions about the employee's experiences with CRHA and provides information about:

- Arrangements for issuing the final pay, benefits, including retirement, conversion of benefits to non-group plans, and the option to continue health benefits in accordance with the Consolidated Omnibus Budget Reconciliation Act (COBRA).
- The terminating employee's feelings and thoughts about CRHA, job, and reason for leaving. This information is considered confidential and is shared only with others outside the Authority (other than courts of law) with the terminating employee's and CRHA's written authorization.

**Procedure**

The Director of Operations or designee schedules and conducts the exit interview. Employees must coordinate the time with their manager.



# Section 3: Compensation

The purpose of this section is to provide information on the compensation policies, procedures, and practices of CRHA. Topics covered include job classification, job evaluation, merit pay, and general wage increases.

## HR 301: Compensation Plan

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### Policy

The Executive Director has established the CRHA Compensation Plan. The Executive Director has the final authority to establish, modify, and abolish positions; assign positions to pay classifications, grades, and steps; and award incentives, as considered appropriate. CRHA makes an effort to assure that the base compensation paid to CRHA employees is comparable to similar positions in the local labor market.

### Compensation Plan

The CRHA Compensation Plan includes:

- **Job Titles:** A descriptive title is assigned to each position.
- **Job Descriptions and Job Specifications:** The representative duties and responsibilities of each position and qualification requirements are defined in written job descriptions. Job descriptions are available by request from the Director of Operations.
- **FLSA Exemption Status:** All jobs are reviewed and assigned to a Fair Labor Standards Act (FLSA) exempt or FLSA nonexempt status. An *exempt* job is not covered by the Fair Labor Standards Act (FLSA), and is thus exempt in part or whole of the Act's overtime and standard workweek provisions. A *nonexempt* job is covered by the FLSA and is entitled to receive overtime for work in excess of the standard 40-hour workweek (See HR 303).
- **Job Evaluation Scores:** Each job is evaluated by the CRHA Job Evaluation system and assigned a job evaluation score. The score is used to assign a job to a specific pay grade, which reflects the level of responsibility relative to other positions.
- **Pay Grade Structure:** CRHA jobs are assigned to pay grades. Each pay grade has a related pay range that includes the minimum dollar amount that will be paid for the job, as well as the maximum dollar amount. Multiple pay grade structures may be used within CRHA as deemed necessary.
- **Merit Pay Plan:** CRHA considers employees for pay increases on the basis of its merit pay plan (See HR 302). CRHA awards pay increases based on performance and budget, and may give lump-sum payments to those employees at the maximum of their pay range.
- **General Pay Increases:** CRHA may grant general wage increases to assure the stability of the employee's buying power and to correct salaries and wages for changes in the job market. General wage increases are considered on a year-by-year basis, are not automatic, and are not guaranteed for any specific year.
- **Organization Chart:** There is an organization chart showing all established positions.

The Compensation Plan is affected by the availability of funds and approved budgets.

The Executive Director reserves the right to modify the compensation plan in whole or in part as conditions warrant.

### Pay Grade Assignments

All positions are (or will be) evaluated according to a job evaluation process and assigned a title, grade and salary range to ensure internal equity and external competitiveness.

### Maximum Salary Compensation

No employee will be paid above the maximum salary of the assigned pay grade.

Job evaluation may result in reassignment to a higher or lower grade.

If the position is assigned to a higher grade, the manager will consult with the Executive Director to determine an appropriate salary increase, taking into consideration the employee's qualifications, amount of new responsibility, current salary, timing in relation to merit pay increases, and equity within the organization. The employee's pay rate will be raised to at least the minimum salary of the new position. Assignment to a higher grade will result in a change in the merit date to one year from the effective date of the promotion.

If the position is assigned to a lower grade, and employee's current salary is within the pay range of the new pay grade, the job evaluation will not affect the employee's salary. If the employee's current salary is above the maximum of the new grade, the employee's pay rate will remain unchanged for a period of two months. At the end of the two-month period, the employee's salary will be reduced to the maximum of the new pay grade. Assignment to a lower grade does not affect merit date.

The employee's next performance pay will be based on the midpoint of the new grade (see HR 302).

### **Cost of Living Increases**

**GENERAL COST OF LIVING INCREASES ARE CONSIDERED ON A YEAR-BY-YEAR BASIS AND ARE NOT GUARANTEED FOR ANY SPECIFIC YEAR. THE EXECUTIVE DIRECTOR MAY ADJUST INDIVIDUAL PAY RATES AND THE PAY GRADES AS DEEMED NECESSARY TO MAINTAIN INTERNAL EQUITY AND TO ASSURE MARKET COMPETITIVENESS.**

## **HR 302: Performance Evaluation / Merit Pay**

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### **Performance Evaluation**

All employees are periodically evaluated (usually every six months) in writing and are given an opportunity to review and comment on their evaluations.

### **Purpose**

The purpose of performance evaluation is to:

- Objectively document job performance.
- Provide feedback.
- Clarify future job performance expectations and goals.
- Identify training and development needs.
- Assure accountability.

### **Process**

Performance evaluations are conducted:

- Prior to completion of the introductory period (see HR 213).
- At a six-month interim review.
- At least annually (but usually every six months), prior to the employee's merit review date.
- At any other time, by request of the employee or manager.

A formal performance evaluation system is used at CRHA and is directly connected to the employee's job description and the CRHA merit pay system. Managers are strongly encouraged to provide frequent performance feedback to their employees on an informal basis as well.

Other separate performance evaluation systems may be used by managers to deal with special employment circumstances, including interim appointments, interns, and temporary employees.

Note: The Executive director may require annual evaluations to occur at the same time each year for all employees.

**Responsibility**

While it is the Executive Director that determines or approves merit increases, promotions, demotions, transfers, terminations, and other personnel actions, managers are responsible for the evaluation given their staff. Performance evaluations are a vital source of documentation supporting these decisions.

**Rewards and Discipline**

Reward and disciplinary action is not contingent upon the completion of a performance evaluation. Employees can be rewarded and disciplined, up to and including termination, without formal evaluation or regardless of the favorability of any previous or current evaluation as the situation warrants.

**Merit Pay**

It is the policy of CRHA to reward employees on the basis of documented work performance.

Regular Full Time (RFT) and Regular Part Time (RPT) employees are eligible for annual merit increases.

Merit pay increases are subject to availability of funds and the approval of the Executive Director.

**Merit Review Date**

The merit review date is the calendar date on which an employee is considered for a merit increase.

The merit review date is initially established according to the hire date, or may be set by the Executive Director for the purposes of establishing the same review date for all employees.

Promotion as a result of appointment (see HR 206), recruitment (see HR 206), or job evaluation (see HR 302) changes the merit review date to one year from the effective date of that action unless otherwise determined by the Executive Director.

**Procedure**

The Director of Operations forwards a *Personnel Action* form listing the employee's name, salary, grade and pay increase amounts for which the employee is to be considered to line management in advance of its effective due date. The manager completes the form and obtains the signatures specified by the form. The supervising manager completes the form and forwards it to the Director of Operations. The Director of Operations then issues copies of the *Personnel Action* form to the Executive Director for approval and to the employee's manager for hand delivery to the employee.

**Merit Pay Increases**

Merit pay increases are awarded on the basis of the manager's judgment of the employee's performance rating.

Merit pay increases are effective on the date of the employee's merit review date, or a date set by the Executive Director.

Merit pay increases are calculated as a percentage of the employee's salary.

The specific percent of the pay increase is determined by the employee's supervising manager and the Executive Director.

**Lump-Sum Merit Payments**

Employees who are at the maximum rate are eligible to receive a lump-sum payment (bonus) in recognition for performance upon approval of the Executive Director.

Lump-sum merit payments are awarded on the basis of the manager's judgment of the employee's performance.

Lump-sum merit payments are effective on the date of the employee's merit review date. If a performance evaluation is delayed, the employee will receive the payment during the pay period after the *Personnel Action* form has been submitted to the Director of Operations.

Lump-sum merit payments are calculated as a percentage of the employee's current salary.

Lump-sum payments are not reported to the Virginia Retirement System (VRS) and will not increase the cost of purchasing prior service or the Average Final Compensation (AFC) used in calculating retirement benefits.

## HR 303 (a): Work Schedule / Overtime

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### Normal Business Hours

Normal business hours are between 8:00 a.m. and 5:00 p.m., Monday through Friday, or approved flexible work hours by the Executive Director

Managers, with the approval of the Executive Director may compensate nonexempt employees required to work outside normal business hours (evenings and weekends) at the rate required by applicable labor laws if total hours worked for the week is above 40 hours. This may include scheduled work or emergency on-call work. Employees who are on call to respond to emergencies will be paid as per the on-call section below. (For work required on observed holidays, see HR 403.)

### Alternative Work Schedules

CRHA will consider alternative work schedules, which may have the following benefits:

- Improve recruitment opportunities.
- Reduce tardiness and absenteeism.
- Increase productivity.
- Improve organizational efficiency.
- Improve customer service.
- Improve employee morale.

Alternative work schedules require management and Executive Director's approval. Managers should carefully consider:

- Adequate coverage during normal business hours.
- Delegation of authority.
- The effect on co-workers, including the possible need for cross training.
- Attention to internal communication.
- Compliance with the Fair Labor Standards Act (FLSA), which requires nonexempt employees to be paid overtime for more than 40 hours of work per week.

The Director of Operations is available to help in the development and implementation of alternative work schedules.

There are a variety of types and variations of alternative work schedules, all requiring the prior approval of the Executive Director:

- **Flextime:** Employees may choose their work hours, as long as they include the core business hours.
- **Compressed workweek:** One variation is working 10 hours per day, 4 days per week.
- **Telecommuting:** Employees work some of their hours at home, using telephone, fax, and personal computer. This could be a long-term arrangement, or a short-term accommodation of a medical condition. In no event shall such employee meet clients or have office visitation at home without the approval of the Executive Director.
- **Voluntary reduced work time:** Employees retire from their Full Time positions, but continue to work Part Time.

- **Job-Sharing:** One Full Time job performed by two Part Time employees.
- **Part Time:** At CRHA, any position that is normally scheduled to work between 20 and 39 hours per week.
- **Temporary:** At CRHA, any position that is expected to last less than one year, or normally scheduled to work less than 20 hours per week, or employees in a training program. This can include interns, trainees, employees who work on an as-needed basis (example: On-Call program), or seasonally (example: summer grounds). CRHA also uses temporary agency personnel when necessary.

**Eligibility for Overtime**

The Director of Operations determines which positions are exempt or nonexempt in accordance with guidelines provided in the Fair Labor Standards Act (FLSA) and upon approval of the Executive Director.

**Exempt Positions**

Employees in exempt positions are ineligible for overtime pay, unless deemed a “special circumstance” by the Executive Director. Any work time in excess of a normal workweek is considered a necessary part of the job.

**Nonexempt Positions**

Employees in nonexempt positions who work more than 40 hours per pay week are eligible for overtime pay.

Overtime shall be kept to a minimum and must be authorized in advance by the manager.

**Pay Week**

For the purposes of overtime, the CRHA pay week begins and ends at 12:00 midnight on Friday night.

**Overtime**

All nonexempt employees receive overtime pay at the rate prescribed by law or at least 1½ times their usual hourly rate of pay in excess of 40 hours worked per pay week.

This refers to hours actually worked during the pay week, excluding paid leave. Holidays, Vacation Leave, Sick Leave, and other paid leave do not count toward the 40 hours used to calculate overtime pay.

**Comp Time**

The substitution of paid leave in lieu of earned overtime pay is prohibited except for special situations authorized by the Executive Director and except for maintenance workers required to work during approved office closings.

**On-Call**

Employees on-call will be paid a minimum of two hours salary for time spent on an assignment up to and including two hours. A predetermined hourly pay (as determined by CRHA) shall be paid to employees on standby.

**HR 303 (b): Time Records**

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**Policy**

The laws and regulations today are very strict about recording the exact number of hours you work. It is our responsibility to keep accurate records. Additionally, keeping accurate time records provides us with a permanent record of time for computing your earnings.

Non-exempt employees should accurately record the time they begin and end their work, as well as the beginning and ending time of each meal period. They should also record the beginning and ending time of any split shift or departure from work for personal reasons. If there is an error made on the timesheet, they should notify their supervisor at once. The supervisor will make the necessary correction, and both the supervisor and employee will initial the correction.

Employees should not “clock in” more than seven minutes before or after their scheduled starting or quitting time unless requested by their supervisor. All time worked must be shown on the timesheet. In addition, all days not worked that are to be paid, such as vacation days and funeral leave, must be shown on the timesheet by supervision if payment is to be received.

It is the employee's responsibility to sign their time record at the end of each workweek to certify the accuracy of all time recorded. The supervisor will review and then sign the time record before submitting it for payroll processing.

No employee is to work while “clocked out” for lunch. Additionally, employees are not to work any overtime unless authorized by their supervisor. Altering, falsifying, tampering with time records, or recording time on another employee's time record may result in disciplinary action, up to and including termination of employment.

**Definition**

“Clock in” or “clocked out” means either required punching of a time card or signing in/out on daily or weekly timesheets.

**HR 303 (c): Attendance**

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**Policy**

Regular attendance contributes significantly to better team effort and productivity; each employee is very important to the smooth operation of the CRHA. Good attendance is an essential component of solid employee performance.

Occasionally, however, it may be necessary for you to be absent from work as a result of illness, injury, or for personal reasons. In such cases, you are expected to give your supervisor as much advance notice as possible before the beginning of your scheduled starting time. This advance notification is necessary in order that proper arrangements can be made to handle your work during your absence. If your absence cannot be predicted in advance, you should notify your supervisor within the first half-hour of your starting time on each day of absence. If you must leave work, your supervisor should be notified as far in advance as possible.

Absences are classified into two categories -- Authorized and Unauthorized -- as follows:

- **Authorized Absences:**  
Authorized absences include holidays, vacation days, and authorized leaves of absence. Should you be absent for more than three consecutive calendar days due to illness or injury, on the first day of your return to work, you must provide your supervisor with a medical certification of your ability to work.
- **Unauthorized Absences:**  
Unauthorized absences occur upon failure to report to work as expected. An unauthorized absence of any duration will be considered an occurrence. Employees will receive a disciplinary warning for each occurrence. Two or more occurrences of unauthorized absences within a twelve month period will result in disciplinary measures, up to and including dismissal. Three or more occurrences of unauthorized absences within a six-month period will result in dismissal.

Two consecutive scheduled workdays in which an employee fails to report to work as expected will be considered a voluntary resignation on the part of the employee.

Authorized absences, however unavoidable, could also result in termination if such absences become excessive. This includes personal/sick days (paid or unpaid) and short-term disability absences that are not designated as family or medical leaves [see Family and Medical Leave of Absence Policy], and Personal Leaves of Absence. Such excessive authorized absences could also affect performance evaluations. Your supervisor will discuss your attendance record with you, as appropriate.

Family and medical leave absences, military leave absences, jury duty leave absences, funeral leave absences, and court appearances as a witness will not be counted against an employee's attendance record and will not affect performance evaluations.

**Attendance-  
continued**

All employees and the operation alike suffer when a machine sits idle, a desk is unused, or work piles up. Everyone loses when an employee is late or absent. The work either goes undone or someone else has to fill in.

It is the personal responsibility of each employee to be on the job, on time, every scheduled workday. By accepting employment with CRHA, individuals are indicating that they will take appropriate action to manage their personal affairs, take precautions against accidents, both on and off the job, maintain good health standards, and be at work promptly every scheduled working day.

Failure of an employee to notify their supervisor of an absence prior to the beginning of the employee's shift may be considered an unexcused absence.

An employee who leaves the work area prior to the scheduled quitting time, without proper supervisory authorization, will be subject to discipline as provided in the progressive discipline policy.

An incident of absence is defined as each occurrence of absenteeism. This may be one day, or in the case of an employee illness or injury, consecutive days may be considered as one incident, depending upon the circumstances.

In cases of absences and late arrivals, you must call your supervisor every day prior to the time you are scheduled to begin work. However, the requirement of calling each day can be waived by your supervisor where it is known that the absences or late arrivals will occur on two or more consecutive days.

Employees may be required to furnish their supervisor and the Director of Operation with correspondence from an attending physician for any absence, but specifically for an absence due to a non-occupational illness or injury.

Employees who are absent for two days without notifying the company will be assumed to have voluntarily terminated their employment.

## HR 304: Suspended Work Day

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| <b>Policy</b>                            | In the event of hazardous conditions or other circumstances, the Executive Director or designee may suspend the workday.  |
| <b>Closing</b>                           | <p>CRHA will announce on its main telephone voicemail, and if necessary, over local radio and television media the status of the workday (suspended or delayed opening). Employees should only follow those instructions listed for CRHA. Unless an employee has been designated as a member of an emergency response team or has been specifically asked to report to work, absences will be authorized for most CRHA employees.</p> <p>The Executive Director or designee may authorize early departure if emergency conditions (such as snow storms) occur during the workday. On-duty staff will be notified through their managers or their designees. If a decision is made to suspend work after the workday has begun, leave adjustments will be made only if the suspended time exceeds four hours. No leave adjustments will be made for suspended workdays less than four hours in duration.</p> |
| <b>Use of leave time during closings</b> | If an employee is required to report to work during emergencies, he/she cannot use vacation leave time to avoid reporting to work. Additionally, if an employee has already chosen to use vacation or sick leave time prior to the decision to close CRHA's offices, that employee must use the leave time that was chosen.   |
| <b>Emergency Services</b>                | Employees may be asked to report to work or to be on-call to provide emergency or essential services.   |
| <b>Employee Responsibility</b>           | Employees are responsible for monitoring CRHA's voice mail and e-mail as well as local radio and TV stations for announcements regarding suspended workday or delayed start time during periods of inclement weather. A recorded message will also be accessible through CRHA by calling the central office. Employees should check with their supervisor if they are uncertain as to office closings.  |
| <b>Pay</b>                               | <p>All employees who are not required to report to work on a suspended work day will be paid their usual salary for that day.</p> <p>Employees on paid leave (Vacation and Sick Leave) will be charged for leave.</p> <p>Employees on unpaid FMLA or LWP will not receive compensation for the suspended workday.</p>   |
| <b>Required To Work</b>                  | Exempt and Nonexempt employees who are required to work on a suspended work day will be granted Management Directed Time Off at the manager's discretion (see HR 409).  |
| <b>Time Sheets</b>                       | Time sheets will reflect the suspended work period. Managers must indicate the cause or nature of work suspension (for example, snow) on the time sheets. Nonexempt employees who are required to work on a suspended workday must complete their timesheets indicating actual hours worked during the suspension.  |

## HR 305 (a): Payroll Schedule

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| <b>Pay Days</b> | Employees are paid biweekly on the Friday following the close of the two-week pay period. |
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| <b>Errors</b>         | Errors in any of an employee's paycheck should be brought to the attention of the Director of Operation prior to the next pay period.   |
| <b>Direct Deposit</b> | Employees are paid by direct deposit every other Friday for work during the previous pay period, unless other requests are made.  |
| <b>Final Pay</b>      | If an employee resigns or is terminated, the final paycheck will be direct deposited on the normal payday and the final pay stub mailed to the home address, unless otherwise requested in writing to the Director of Operations. |

## HR 305 (b): Payroll Deductions

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**REQUIREMENTS** We are required to deduct from your pay your federal and state withholding taxes (income tax). These deducted amounts are turned over to the appropriate treasuries, and you are given credit for it on your income tax at the end of the year, shown on your Form W-2. If an employee's marital status changes, or the number of exemptions previously claimed increases or decreases, a new Form W-4 must be submitted to payroll. Each year you will receive a W-2 showing your total earnings for the year and the amount of taxes withheld.

Social Security and Medicare will be deducted from your paycheck at the rate established by law, as well as other employee-authorized deductions. CRHA pays an equal amount in Social Security and Medicare contributions on your behalf, up to the legally-mandated maximums. Any other deductions must be authorized by you, in writing, before they can be deducted through payroll.

## Section 4: Benefits

The purpose of this section is to provide information on the benefit policies, procedures, and practices of CRHA. Topics covered include paid leave, employee benefits, and optional benefits. Benefits are subject to change at any time. The Director of Operations will provide prior notice to employees whenever practical.

### HR 401: Employment Date

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**Employment Date** The employment date is the date the employee began employment and does not change. It is used to determine length of service and serves as the basis for accruing benefits.

Rehired employees accrue benefits according to an adjusted employment date (see HR 210).

### HR 402: Leave

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**General** Regular Full Time and Regular Part Time employees are eligible for the following types of paid leave: holiday, vacation, sick, bereavement, civil, and uniformed service.

**Responsibility** Managers are responsible for monitoring, administering and maintaining the integrity of the CRHA leave policy.

**Leave Request**

Managers will receive a request for paid or unpaid leave, which must be approved or denied and then forwarded to the payroll department.

Managers are responsible for assuring that time-sheet records reflect the correct leave type and dates.

**Finance**

Leave records are maintained through the payroll system in CRHA's Finance department.

In the case of leave without pay (LWP), uniformed service, extended sick, civil and bereavement leaves, the original supporting documents will be forwarded to the Director of Operations for inclusion in the employee's personnel file.

**HR 403: Holiday Leave**

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**General**

Regular Full Time and Regular Part Time employees are eligible for 11 paid holidays per year upon hire:

- Regular Full Time employees receive eight hours pay for each holiday.
- Regular Part Time employees receive four hours pay for each holiday.

**Eligibility**

In order to be eligible for holiday pay, employees must work, in full, their last scheduled workday before and the first schedule workday after the holiday, unless their absence on either of these days has been excused by their supervisor.

Employees will receive the paid Holiday even while on unpaid leave (FMLA, LWP).

**Holidays**

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|-------------------------------|--|
| • New Year's Day              | January 1 <sup>st</sup>                            |
| • Lee/Jackson Day             | Friday preceding 3 <sup>rd</sup> Monday in January |
| • Martin Luther King, Jr. Day | Third Monday in January                            |
| • President's Day             | Third Monday in February                           |
| • Thomas Jefferson's Birthday | April 13 <sup>th</sup>                             |
| • Memorial Day                | Last Monday in May                                 |
| • Independence Day            | July 4 <sup>th</sup>                               |
| • Labor Day                   | First Monday in September                          |
| • Thanksgiving                | Fourth Thursday and Friday in November             |
| • Christmas                   | December 25 <sup>th</sup>                          |

If a holiday falls on a Saturday, the previous Friday will be observed. If it falls on a Sunday, the following Monday will be observed.

Additional paid holidays may be granted at the discretion of the Executive Director.

**Work on Holidays**

Nonexempt employees who are required to work on an observed Holiday will be paid time and half at their regular rate of pay for hours worked.

Exempt employees who are required to work on an observed Holiday may be granted Management Directed Time Off at the manager's discretion (see HR 409).

## HR 404: Vacation Leave

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| <b>Accrual</b>                  | <p>Regular Full Time employees (except Executive Director whose leave is subject to agreement with CRHA's Board of Commissioners) are eligible for vacation leave with pay, accrued according to length of service:</p> <ul style="list-style-type: none"><li>• Employment date through 5th year: 12 days per calendar year.</li><li>• Beginning 6th year through 10th year: 15 days per calendar year.</li><li>• Beginning 11th year through 15th year: 18 days per calendar year.</li><li>• Beginning 16th year through 20th year: 21 days per calendar year.</li><li>• Beginning 21st year through 25th year: 22 days per calendar year.</li><li>• Beginning 26th year through 30th year: 23 days per calendar year.</li><li>• Beginning 31st year: 24 days per calendar year.</li></ul> <p>Regular Part Time employees accrue vacation time at half the above rate.</p> <p>Unused vacation leave in excess of 30 days or 240 hours are forfeited at the end of the calendar year.</p> |
| <b>Posting</b>                  | <p>Vacation leave is not available for use until posted or unless approved by the Executive Director. Vacation leave is posted at the close of the biweekly pay period.</p>   |
| <b>FMLA</b>                     | <p>Vacation leave is accrued while the employee is on Family Medical Leave Act (FMLA) leave and will be used to maintain core benefits (see HR 411).</p>  |
| <b>Workers' Compensation</b>    | <p>Vacation leave is accrued while receiving workers' compensation and may be used to supplement workers' compensation benefits (see HR 414).</p>   |
| <b>Leave Without Pay</b>        | <p>In the case of leave without pay for reasons other than FMLA or workers' compensation, vacation leave is not accrued when an employee is on LWP.</p>   |
| <b>Use</b>                      | <p>Vacation leave may not be used in increments smaller than one-half day. Annual leave may not be taken by an employee until he or she has been in the service of the Authority for at least six months, or as approved by the Executive Director.</p>   |
| <b>Approval</b>                 | <p>Prior notice to the supervising manager is required before taking vacation leave. In unusual circumstances when it is necessary to take a day off without advance notice, the employee may request managerial permission by phone within 30 minutes of the beginning of the scheduled workday. Supervising managers may refuse granting vacation leave if conditions require the employee's attendance.</p>  |
| <b>Conversion to Sick Leave</b> | <p>Employees who become sick while on approved vacation leave may elect to convert all or any part of their vacation leave to sick leave. Employees will be required to submit a doctor's medical statement to substantiate the time period of the illness.</p>   |
| <b>Termination</b>              | <p>Upon termination, all vacation leave accrued up to the date of termination will be paid at employee's current rate of pay except in cases where an employee resigns with less than 2 weeks notice (3 weeks for managers) and employees leaving before the end of the first 6 months unless waived by the Executive Director. No other leave shall be paid.</p>   |

## HR 405: Sick Leave

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| <b>Accrual</b> | <p>Regular Full Time and Regular Part Time employees are eligible for sick leave with pay.</p> <p>Regular Full Time employees accrue sick leave at the rate of 10 hours per month.</p> |
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Regular Part Time employees accrue sick leave at the rate of one half day (4 hours) per completed calendar month of employment.

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| <b>Posting</b>               | Sick leave is not available for use until posted. Sick leave is posted at the close of the biweekly pay period.  |
| <b>FMLA</b>                  | Sick leave is accrued while the employee is on Family Medical Leave (FML) and will be used to maintain core benefits (see HR 411).   |
| <b>Worker's Compensation</b> | Sick leave is accrued while receiving workers' compensation and may be used to supplement workers' compensation benefits (see HR 414).   |
| <b>Leave Without Pay</b>     | In the case of leave without pay for reasons other than FMLA or workers' compensation, sick leave is not accrued when an employee is on LWP for more than half of the work days within the pay period.   |
| <b>Notification</b>          | Employees must notify their manager directly by phone within 30 minutes of the beginning of the first scheduled workday of absence.  |
| <b>Use</b>                   | <p>Sick leave may not be used in increments smaller than one half day.</p> <p>Sick leave will be used only in cases of illness, injury, or scheduled medical or dental treatment of the employee or their immediate family.</p>  |
| <b>Family</b>                | <p>Employees may use their accrued sick leave for the health care of a member of the immediate family. CRHA currently defines immediate family as mother, father, spouse, child, brother, sister, grandparent, mother-in-law, father-in-law, foster parent or blood relative who served as a foster parent.</p> <p>For the purpose of sick leave, the immediate family is defined as the employee's spouse, parent, son, or daughter (consistent with Family Medical Leave Act, see HR 411).</p>   |
| <b>Extended Sick Leave</b>   | Employees on extended sick leave will be paid sick leave and then vacation leave until each is depleted. Employees may then request leave without pay (see HR 410). Use of accrued leave is optional prior to Family Medical Leave Act (FMLA) leave (see HR 411).  |
| <b>Medical Release</b>       | With advance notice to the employee, the manager may require a doctor's medical release/certification to substantiate any use of sick leave and return to work. Submission of doctor's notes for sick leave may be required at the discretion of the Executive Director.   |
| <b>Return to Work</b>        | <p>It is the employee's responsibility to obtain and provide specific information from their doctor regarding any restrictions and limitations on work to be performed. When medical restrictions are specified, the manager must contact the Director of Operations for guidance prior to permitting the employee to return to work. Coordination between the doctor, employee, manager, and the Director of Operations is required.</p> <p>Employees will not be permitted to return to work until it can be determined that suitable work is available within their medical restrictions. The Director of Operations will assist in determining if there is suitable work available within medical restrictions. Where practical, reasonable accommodations will be made.</p> |
| <b>Not Transferable</b>      | Sick leave may not be transferred from one employee to another employee except for HR 419.   |

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| <b>Termination</b>     | Upon termination, an employee is not eligible for payment of accrued sick leave.   |
| <b>Paid Sick Leave</b> | <p>Employees may, upon request, be paid for unused sick leave to a maximum of eighty (80) hours under the following conditions:</p> <p>The employee must have a minimum balance of 220 hours of sick leave on November 1<sup>st</sup> of the year preceding payment.</p> <p>The maximum amount of sick leave that can be used during the payment year is 60 hours.</p> <p>If an employee uses over 60 hours of sick leave during the year, he/she is ineligible for payment in that year.</p> <p>The maximum payment of unused sick leave credits for the year is 80 hours. An employee must notify the Finance and Administration Department by November 5<sup>th</sup> of the payment year of his/her intent to receive payment.</p> <p>All unused sick leave credits as of November 1<sup>st</sup> of the payment year are accrued to the employee's sick leave account.</p> <p>Sick leave credits are reduced by the number of hours for which he/she is being paid up to a maximum of 80 hours.</p> <p>Employees eligible for receiving payment of unused sick leave credits and electing to receive said payment, will be paid on the first payday in December of the year for which the employee qualified for and requested payment.</p> |

## HR 406: Bereavement Leave

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| <b>Policy</b> | Regular Full Time and Regular Part Time employees are granted paid leave not to exceed three working days upon death in the immediate family, or two working days upon death in the immediate family of the employee's spouse. An additional day may be granted to employees who must travel out of state for said funeral   |
| <b>Family</b> | <p>For the purpose of bereavement leave, family is defined as the current husband or wife, significant other, mother, father, brother, sister, son, daughter, grandparent, or grandchild of the employee or the employee's spouse.</p> <p>The Executive Director may, at his/her discretion, allow bereavement leave for the death of other individuals based on the significance of their relationship to the employee.</p> |
| <b>Use</b>    | <p>Bereavement leave should be used within seven days before or after the funeral.</p> <p>Employees must request bereavement leave by contacting their manager before going on leave.</p> <p>The manager may require an employee to submit an obituary or other evidence of relationship to the deceased along with the request for bereavement leave.</p>   |

## HR 407: Civil Leave

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| <b>Policy</b>  | Regular Full Time and Regular Part Time employees are granted paid leave for required jury duty or for any other required appearance before a court in regard to a matter in which they are not a party.  |
| <b>Request</b> | Employees must notify their supervising manager of the request for civil leave and/or provide the manager with a copy of the witness/jury duty summons or other court process or attached documentation. For jury duty, employees must submit a statement of times they will serve. |
| <b>Use</b>     | Civil leave may be used in half-day increments and may not be reimbursed by CRHA for  |

more than 30 days, although the employee's job shall be guaranteed upon conclusion of the jury duty.

**Pay** Employees are paid their normal salary or wage for time spent serving on a jury or for other qualified appearances.

Temporary employees are placed on leave without pay.

**Compensation** Employee's pay for jury duty shall be subtracted from their Civil Leave pay.

**Community Service** The Executive Director has the discretion to pay employees for up to 16 hours of leave time to assist community organizations, if they are acting in the capacity of a volunteer.

**Workday on Jury Duty** Note: effective July 1, 2005, no person who is summoned to serve on a jury in the State of Virginia shall be required to work on the day of their service on that jury.

## HR 408: Uniformed Services Leave

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**General** Regular Full Time and Regular Part Time employees who are absent from work because of uniformed services are guaranteed reemployment rights in accordance with the Uniformed Services Employment and Reemployment Rights Act (USERRA) and state law.

**Uniformed Services** Uniformed service is defined as service in the Army, Navy, Marine Corps, Air Force, Coast Guard, each of those branch's reserves, Army and Air National Guard, or commissioned corps of the Public Health Service.

**Service** Service is defined as active duty, active duty for training, initial active duty for training, inactive duty training, full-time National Guard duty, or absence from work for an examination to determine fitness for duty. Service may be voluntary or involuntary.

**Leave Request** Employees will provide advance notice to their supervising manager before taking leave. Employees are also required to submit a copy of the active duty order prior to reporting for duty.

Employees are excused from this requirement if giving notice is impossible or unreasonable because of military necessity or other legitimate reasons.

**Paid Leave** Qualified employees are entitled to paid leave of absence for up to 15 days in any one calendar year, in accordance with state law. Employees may keep whatever they are paid for their military service.

**Extended Leave** During military service in excess of 15 days, employees may use accrued vacation leave, request leave without pay, or resign for a period of up to five years, without waiving their reinstatement rights under USERRA.

**Benefits** While on paid leave for more than half a month, the employee is credited with Virginia Retirement System service for that month. Upon return to work, the employee may restore lost service credit at no cost by completing an *Application for Purchase of Prior Service* (VRS-26) form.

Employees on approved Uniformed Services Leave will continue to accrue Vacation and Sick leave, which may be used to maintain employee deductions for benefits. Any additional payment of an employee's share of insurance premiums will continue to be the employee's responsibility.

Other benefits may be continued or discontinued during Uniformed Services Leave at the employee's option. Discontinued benefits may be resumed upon return to work.

## **Reinstatement**

To qualify for reinstatement, employees must generally:

- Present documentation of honorable discharge.
- Submit a timely application for reinstatement to the Director of Operations, depending on the length of service:
  - **Service of less than 31 days:** Employees must report at the beginning of their first regularly scheduled workday after release from service.
  - **Service from 31 to 180 days:** Employees must report no later than 7 days following completion of service.
  - **Service over 180 days:** Employees must report no later than 14 days after completion of military service.

Returning employees will be reinstated promptly. The position depends on the length of uniformed service and whether the employee is qualified (or can become qualified after reasonable efforts by the employer), in the following priority order:

- **Service less than 91 days:** The employee will be assigned the job they would have held had they remained continuously employed.
- **Service of 91 days or more:** The employee will be assigned the job they would have held had they remained continuously employed or a position of equivalent status and pay.
- **Not qualified:** If the employee cannot be qualified for the previous position, and his inability to qualify is not related to a service-incurred or aggravated disability, the employee will be assigned to a position of lower status and pay for which he is qualified.

## **HR 409: Management Directed Time Off**

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### **Policy**

Managers may allow an employee time off in recognition of dedication above and beyond normal work requirements.

Management directed time off is given at the discretion of the manager with the approval of the Executive Director.

In most cases, management directed time off may not be given in lieu of overtime pay for non-exempt employees (see HR 303).

### **Use**

Management directed time off may be given in increments of one-half day.

## HR 410: Leave Without Pay

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### **Policy**

The manager, with the approval of the Executive Director, is authorized to grant or administer leave without pay (LWP) as considered appropriate, but in no event can such leave be more than thirty days in each calendar year without further approval of the Executive Director.

LWP may be used to supplement accrued sick and vacation leave for emergency absences.

Employees who have excessive absences and only have LWP available may be subject to disciplinary action.

LWP may be appropriate for the following:

- Extended sick leave (see HR 405).
- Uniformed services leave (see HR 408).
- Family and Medical Leave Act (FMLA) (see HR 411).
- Administrative leave (see HR 412).
- Workers' compensation (see HR 414).
- Disciplinary action (see HR 501).

### **Exhaustion of Leave**

Before being approved for LWP, employees must use all appropriate leave except:

- Family Medical Leave Act (FMLA) (see HR 411);
- Administrative leave: employees must use all accrued vacation leave, but sick leave balances remain;
- Disciplinary suspension: vacation leave use will be reviewed with each case (sick leave is not available).

### **Approval**

The manager may approve LWP for emergency absences when no appropriate accrued leave is available.

LWP for disciplinary action must be approved in advance by the manager and Executive Director, in consultation with the Director of Operations (see HR 501).

### **Use**

LWP may be used in increments of one full day for exempt employees or one half-day for nonexempt employees (see HR 203), unless for purposes of intermittent FMLA leave (see HR 411).

### **Employee Responsibility**

While on LWP, an employee must communicate with the manager throughout the leave about the employee's status and the anticipated return to work date.

### **Holding Position**

The position or an equivalent position will be held open in cases of Family Medical Leave Act (FMLA) leave (see HR 411).

For other types of LWP, the manager and Executive, in consultation with the Director of Operations, may agree to hold the position open based on the employee's anticipated date of return and departmental workload. This LWP status will be reviewed throughout the absence.

If the position cannot be held open, the employee will be advised. At that time, the employee may withdraw the request for LWP and return to work. If not, the request for LWP will be denied and the employee terminated. A terminated employee may apply and be considered for rehire at the discretion of the Executive Director if vacancies exist for which the employee qualify. Managers may request a Temporary employee to substitute for the employee who is on LWP.



**Compensation** Merit increases will be delayed until the employee returns from LWP (see HR 302).

**Benefits** Employees on LWP will receive paid Holidays (see HR 403).

Employees on LWP do not accrue Vacation Leave (see HR 404) or Sick Leave (HR 405), except for employees approved for Family Medical Leave Act (FMLA) leave (see HR 411).

Employees are required to consult with the Director of Operations to determine what they must do to maintain other benefits during LWP.

## HR 411: Family and Medical Leave Act (FMLA)

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**Policy** In accordance with the Family and Medical Leave Act (FMLA) of 1993, CRHA provides up to 12 weeks of unpaid FMLA leave within a calendar year to eligible employees for certain personal or family reasons.

**Eligibility** All Regular Full Time and Regular Part Time employees who have been employed at least twelve months and have worked at least 1,250 hours of service are eligible for FMLA leave.

**Reasons** FMLA leave must be granted for any of the following reasons:

- To care for the employee's child within 12 months of birth or placement for adoption or foster care.
- To care for the employee's spouse who has a serious health condition.
- To care for the employee's son or daughter who has a serious health condition.
  - For FMLA purposes, "son or daughter" is defined as a biological, adopted, or foster child, stepchild, legal ward, or child of an employee acting "*in loco parentis*" (standing in place of a parent by having day-to-day responsibility for the child).
- To care for the employee's parent who has a serious health condition.
  - For FMLA purposes, "parent" is defined as an employee's biological parent or person acting "*in loco parentis*" (standing in place of a parent by having day-to-day responsibility for the employee as a son or daughter) (not parent in-law).
- For a serious health condition that makes the employee unable to perform the employee's job.

The definition of a serious health condition is included as part of the *Certification of Health Care Provider Form*.

**Notice** When the FMLA leave is foreseeable, the employee must provide advance notice as much as possible and must schedule FMLA leave so as not to disrupt CRHA Operation.

**Medical Certification** A doctor's certification is required to support a request for FMLA leave because of the serious health condition of the employee or employee's family. The CRHA health care provider may contact the employee's health care provider for clarification with the employee's permission. Prior to return to work, a medical release from the doctor indicating any job-related limitations and restrictions is also required (see HR 405).

Employees are allowed at least 15 calendar days to provide medical certification if the leave was not foreseeable. If the employee fails to completely provide certification as required, the leave is not approved FMLA leave.

In the case of FMLA leave to care for a family member, the certification must include an estimate of the amount of time the employee is needed to provide care.

Managers may require that an employee provide certification of birth or adoption of a child.

**Second Opinions**

CRHA may require a second medical opinion and periodic re-certification at CRHA's expense. If the first and second opinions differ, CRHA may require the binding opinion of a third physician approved jointly by CRHA and the employee at CRHA's expense.

Managers must contact the Director of Operations for guidance on obtaining additional medical opinions.

**Use of Leave**

Appropriate use of accrued vacation leave (see HR 404) or sick leave (see HR 405) prior to going on FMLA leave without pay is at the employee's option and does not count toward the 12 weeks of FMLA leave.

Managers must approve the appropriate use of accrued leave used for FMLA reasons, but may require medical certification.

**Intermittent Leave**

If medically necessary for the serious medical condition of an employee or family member, FMLA leave may be taken on an intermittent or reduced schedule basis in increments of one hour or more.

If used for birth or placement for adoption or foster care, FMLA leave may be taken on an intermittent basis in increments of one week or more.

**Benefits**

Employees are encouraged to consult with the Director of Operations as soon as they become aware of the need for FMLA leave to determine what they must do to maintain benefits.

Employees may be eligible to receive Workers' Compensation (HR 414) or Short-Term Disability / Long-Term disability benefits concurrently with unpaid FMLA leave.

**Retirement**

Eligible employees will continue to receive service credits for VRS retirement while on FMLA leave.

**Leave Accrual**

Employees will accrue vacation leave (see HR 404) and sick leave (see HR 405) while on FMLA leave.

**Core Benefits**

CRHA will continue to contribute its portion of the premiums to maintain core insurance benefits (health and disability) while the employee is on FMLA leave.

Accrued leave will be paid automatically to the employee in order to pay the employee's usual portion of premiums for these core benefits unless the employee notifies the Director of Operations to the contrary. Sick leave will be used first and then vacation leave.

If no leave is available, the employee must make other arrangements to pay premiums.

**Other Benefits**

Continuation of other benefits is at the employee's option. The employee is responsible for making arrangements with the Director of Operations for the continuation of benefits.

Prepayment of benefits prior to going on FMLA leave may be arranged. This may maintain the pre-tax status of some benefits.

**Employee Responsibility**

While on FMLA leave, an employee must communicate with the manager throughout the leave period about the employee's status and the anticipated return to work date.

**Return to Work**

The employee will return to their original position or a position with equivalent pay, benefits and other terms of employment, unless the position is subject to a reduction in force (see HR 214).

If the employee does not return to work from FMLA leave, the employee will be required to reimburse CRHA for premiums paid by CRHA during FMLA leave, unless due to the continuation, recurrence or onset of a serious health condition or other circumstances beyond the employee's control.

Prior to returning to work from FMLA leave due to an employee's serious health condition, the employee must submit a medical release which lists any medical restrictions and limitations the physician has placed on the employee (See HR 405). Restricted or modified duty is not required by FMLA.

## HR 412: Administrative Leave

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|                 |  |
|-----------------|--|
| <b>Policy</b>   | A regular employee may be granted a period of voluntary administrative leave without pay with approval of the Executive Director and manager. Any employee may be assigned a period of involuntary administrative leave without pay as directed by the Executive Director. The duration of all administrative leave is at the discretion of the Executive Director.  |
| <b>Use</b>      | <p>Voluntary administrative leave without pay is an option offered only when it is determined that granting such a leave will be of mutual benefit to CRHA and the requesting employee.</p> <p>Involuntary administrative leave without pay is given when it is determined that the assignment of such leave is in the best interests of CRHA, its employees, and community residents. Occasions for involuntary administrative leave without pay include, but are not limited to, investigations for employee or managerial misconduct.</p> |
| <b>Request</b>  | Employees must contact their manager to request voluntary administrative leave without pay. Managers who have received such a request must contact the Director of Operations for details on how the department and the employee would be affected (see HR 410).   |
| <b>Approval</b> | Voluntary and involuntary administrative leave without pay requires approval of the manager and Executive, in consultation with the Director of Operations.  |

## HR 413: Two Hour Rule

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|               |   |
|---------------|---|
| <b>Policy</b> | <p>Managers may allow a Regular Full Time employee to be absent for up to two hours per month within any month for personal reasons including, but not limited to, medical or dental appointments, parent-teacher conferences, and voting.</p> <p>This two-hour period is extended to employees at the discretion of the manager but is not to be used regularly.</p> <p>The Executive Director may discontinue this policy for any employee if abuse of the policy is evident.</p> |
| <b>Use</b>    | This time is not posted against the employee's accrued leave time nor is there any effect on pay.   |

## HR 414: Workers' Compensation

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|                                 |   |
|---------------------------------|---|
| <b>Policy</b>                   | CRHA provides workers' compensation to all employees in accordance with the Virginia Workers Compensation Act.  |
| <b>Coverage</b>                 | Workers' compensation covers employee injuries or illnesses arising out of and in the course of employment. The insurance carrier will determine whether the injury or illness is covered under provisions of state law and the insurance policy.   |
| <b>Reporting</b>                | The manager must complete the appropriate form and notify the Director of Operations of any such injury or illness no later than the next scheduled work day.   |
| <b>Medical Treatment</b>        | <ul style="list-style-type: none"><li>• <b>Emergency:</b> An employee who is injured or becomes ill and requires emergency treatment must obtain immediate medical treatment from the nearest emergency room and report the incident to the manager no later than the next scheduled workday.</li><li>• <b>Non-emergency:</b> An employee must report a non-emergency injury or illness to the manager before being referred by the manager for medical treatment.</li><li>• <b>Panel of Physicians:</b> The employee must select the doctor and place of treatment from a panel of physicians, provided by the manager. The manager will make the necessary arrangements for treatment.</li></ul>  |
| <b>Medical Costs</b>            | The workers' compensation insurance carrier pays all necessary related medical costs.   |
| <b>Compensation Rate</b>        | Compensation is based on two thirds of the employee's average gross weekly wages during the previous year, within limits established by the Industrial Commission. Workers' compensation is non-taxable.  |
| <b>Compensation Time Period</b> | The insurance carrier compensates employees for time missed from work due to covered injuries or illnesses beginning after the first seven calendar days of disability. If returned to part-time duty, the employee will be compensated for time not worked. Compensation may continue for a maximum of 500 weeks or as determined by law.  |
| <b>Compensation Supplement</b>  | <p>Beginning the day following a work-related injury or illness, CRHA payroll will calculate the appropriate use of accrued sick or vacation leave for each full work day absent during the first seven calendar days not covered by workers' compensation insurance.</p> <p>Beginning the 8<sup>th</sup> calendar day, the employee will be paid accrued sick or vacation leave to approximate the difference between workers' compensation and regular take-home pay.</p> <p>Accrued leave will be paid automatically unless an employee requests and is approved for leave without pay (LWP). When all available accrued leave is used, an employee enters LWP status (see HR 410).</p> <p>If the absence exceeds 21 calendar days, workers' compensation insurance retroactively covers the first seven calendar days. If accrued leave had been used to cover this period, the employee may elect to buy back leave used.</p> <p>If returned to part-time duty, the employee will be carried LWP for those hours not worked regardless of available leave.</p> |
| <b>Return to Work</b>           | Prior to returning to work, the employee must obtain a medical release that specifies any activity restrictions (see HR 405).   |



## HR 415: Retirement Plans

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|                                   |  |
|-----------------------------------|--|
| <b>Policy</b>                     | The CRHA retirement plans consist of benefits available under Social Security, and the Virginia Retirement System (VRS).   |
| <b>Retirement</b>                 | <p>CRHA pays the employer's share of Social Security for all employees.</p> <p>CRHA pays the employer's and employee's VRS contributions for Regular Full Time employees.</p> <p>Employees may be eligible to purchase prior service credit within three years of Regular Full Time employment.</p>  |
| <b>Deferred Compensation</b>      | Regular Full Time and Regular Part Time employees may voluntarily elect to invest a portion of their salary through a City of Charlottesville-sponsored 457(b) deferred compensation plan.   |
| <b>Retirement Health Coverage</b> | <p>(1) All employees eligible for CRHA's paid health care coverage on December 31, 1984, and who continue to work for the CRHA without interruption until they retire for service or disability under the Virginia Retirement System (VRS), shall remain eligible for Authority paid health care coverage provided by the City of Charlottesville, but the city reserves the right to amend the plan from time to time as it deems appropriate. While such retirees remain in the plan, they remain eligible to enroll family members in the plan at the retiree's expense and subject to certain restrictions which may vary from time to time.</p> <p>(2) For employees commencing work with the CRHA after December 31, 1984, eligibility for CRHA paid health care coverage shall cease upon termination of employment for any reason, including service or disability retirement, but persons retiring from the Authority shall remain eligible to participate in the plan provided by the City of Charlottesville, as it may be amended from time to time, alone or with their families, at their own expense.</p> |

## HR 416: Disability and Life Insurance

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|                                |   |
|--------------------------------|---|
| <b>Disability</b>              | <p>CRHA provides long-term disability insurance to Regular Full Time employees at no cost.</p> <p>Regular Full Time employees with permanent disabilities may be eligible for disability retirement from the Virginia Retirement System (VRS).</p>  |
| <b>Life Insurance Coverage</b> | <p>CRHA provides VRS life insurance to Regular Full Time employees (see HR 203) through Minnesota Life at a premium established by VRS.</p> <p>The amount of coverage is equal to an employee's annual salary rounded to the next highest thousand and then doubled for a natural death. In the event of an accidental death, the natural death benefit is doubled again.</p> |

## HR 417: Optional Benefits

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|                    |   |
|--------------------|---|
| <b>Eligibility</b> | Regular Full Time and Regular Part Time employees (see HR 203) may enroll in optional benefits. Additional information regarding these benefits is available from the Director of Operations. |
| <b>Enrollment</b>  | New employees are eligible to enroll during employment sign-up. Current employees may make changes during the annual open enrollment.   |

## **Optional Benefits**

The following benefits are currently available:

- Health Insurance: CRHA offers health insurance and pays a portion of health insurance premium. Employees who elect to retire through the Virginia Retirement System immediately upon separation from CRHA, and are enrolled in the CRHA group health insurance at the time they retire, may continue their group health coverage until age 65 or other eligibility for Medicare.
- Dental Insurance.
- Health Care Reimbursement Account.
- Dependent Care Reimbursement Account.
- Life Insurance.
- Credit Union.
- Mileage reimbursement.

## **Pre-Tax Premiums**

**CHANGES IN PRETAX PAYROLL DEDUCTIONS FOR HEALTH, DENTAL, HEALTH CARE REIMBURSEMENT ACCOUNTS, AND DEPENDENT CARE REIMBURSEMENT ACCOUNTS MAY BE MADE DURING THE ANNUAL OPEN ENROLLMENT PERIOD. CHANGES MAY ALSO BE MADE WHEN JUSTIFIED BY A QUALIFYING EVENT (MARRIAGE, DIVORCE, BIRTH, ADOPTION, CHANGE IN RESIDENCE OUTSIDE OF SERVICE AREA, ENTITLEMENT TO MEDICARE OR MEDICAID, CHANGE IN FAMILY MEDICAL LEAVE ACT STATUS, OR CHANGE IN SPOUSE'S EMPLOYER BENEFIT COST OR COVERAGE).**

## **HR 418: Employee Assistance Program (EAP)**

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### **Purpose**

The Employee Assistance Program (EAP) is available to provide employees and members of their household with confidential and professional assistance in dealing with personal problems and assist them to return to full productivity. These problems include, but are not limited to:

- Issues related to substance abuse or dependence.
- Marital/family/interpersonal relationships.
- Stress.
- Financial matters.
- Grief and loss.
- Depression.
- Medical problems.
- Work performance.

### **Eligibility**

All employees and members of their immediate household are eligible for short-term counseling and referral services dealing with a variety of personal problems.

### **Cost**

CRHA provides the EAP at no cost to employees. The initial consultations and short-term counseling are free to employees. Referrals for additional professional consultations may be covered by the employee's health insurance or at the employee's expense.

### **Confidentiality**

The EAP is not intended to interfere with the personal lives of employees and is strictly confidential.

### **Management**

An employee may be referred to the EAP for violation of the drug and alcohol free workplace policy (see HR 510) or for other work-related problems when deemed appropriate by the

**t Referral**

manager in consultation with the Director of Operations. The employee may be required to participate as a condition of continued employment.

In the case of drug or alcohol intervention for an employee, the manager would schedule the first EAP appointment and accompany the employee to the first appointment.

The employee would be required to sign a limited release of information statement that allows the EAP to communicate with the manager and with the Director of Operations regarding compliance with the participation agreement.

**HR 419: Employee Fund**

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**Purpose**

The Employee Fund is a voluntary employee organization that provides employee benefits.

**Membership**

Regular Full Time employees may join the Employee Fund by making qualifying contributions through payroll deduction by contacting their department's Employee Fund representative. Contributions of vacation, flex and such leave may also be deposited into the fund and are not reversible.

**Benefits**

Depending on the availability of funds, the Employee Fund may provide benefits to member employees and their families, and may include:

- Flowers or fruit to employees out of work due to sickness or illness for three days or more.
- Funeral expense.
- Payment of the employee's share of health insurance premiums for up to one year when an employee has exhausted all leave due to personal illness, injury or Family Medical Leave.
- Other situations approved by the Employee Fund Committee

**Operation**

The Employee Fund establishes its own rules and procedures and is controlled and operated by volunteers from each department as well as the Executive Director.

**HR 420: Service Awards**

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**Awards**

CRHA presents service awards to Regular Full Time and Regular Part Time employees in recognition of services rendered. Awards are based on length of service, in five-year increments or other significant contributions made by an employee to CRHA and/or its residents.

**Presentation**

Service awards are presented at the Annual Meeting, or at a special event designated by the Executive Director.

**HR 421: COBRA**

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**EXPLANATION**

COBRA is part of a federal law enacted in 1986 requiring certain employers to offer employees and their families an opportunity for the temporary extension of health coverage under certain instances where coverage under the plan would otherwise end. At the time a new employee becomes eligible for health care coverage through CRHA, that employee will be provided literature notifying them and their families of their rights under COBRA. This should be read carefully, both by the employee and their family, and retained for future reference.



If an employee's hours are reduced, or an employee is terminated for any reason other than gross misconduct, and this reduction of hours results in loss of health care coverage, that employee and their family will be provided literature notifying them of their right to elect coverage under COBRA. If elected by the employee or the employee's dependents, coverage will continue for a period of time specified by the law at the expense of the employee or the employee's dependents.

In order that CRHA may comply with this law, we require that the employee notify the company of any change in status. Specifically, those changes are:

- Employee's change of address

- Change of address of spouse or dependent

- Birth or death of a dependent

- Death of a spouse

- Divorce or legal separation from a spouse

- Disability of employee, spouse, or dependent within 60 days of qualifying event

- Medicare eligibility for employee or spouse

- Dependent child ceases to be a "dependent child" (child reaches age 19 and is not eligible for continued coverage)

Any questions regarding COBRA continuation coverage should be addressed to the Director of Operations.

## HR 422: Summary of Eligibility for Compensation and Benefits by Employment Status

| <b>BENEFIT</b>                               | <b>REGULAR FULL TIME<br/>(40 hours per week)</b> | <b>REGULAR PART TIME<br/>(20-39 hours per week)</b> | <b>TEMPORARY<br/>(&lt;1 YR or &lt;20 hours per<br/>week)</b> |
|--|--|---|--|
| <b>MERIT INCREASES</b>                       | Yes  | Yes   | No   |
| <b>OVERTIME (Nonexempt employees)</b>        | Yes  | Yes   | Yes  |
| <b>SUSPENDED WORK DAY PAY</b>                | Yes  | Yes   | Yes  |
| <b>HOLIDAY LEAVE</b>                         | Yes  | Yes (partial)                                       | No   |
| <b>VACATION LEAVE</b>                        | Yes  | Yes (partial)                                       | No   |
| <b>SICK LEAVE</b>                            | Yes  | Yes (partial)                                       | No   |
| <b>BEREAVEMENT LEAVE</b>                     | Yes  | No  | No   |
| <b>CIVIL LEAVE</b>                           | Yes  | No  | No   |
| <b>UNIFORMED SERVICE LEAVE</b>               | Yes  | Yes   | No   |
| <b>MANAGEMENT DIRECTED TIME OFF</b>          | Yes  | Yes   | Yes  |
| <b>LEAVE WITHOUT PAY</b>                     | Yes  | Yes   | Yes  |
| <b>FAMILY AND MEDICAL LEAVE ACT BENEFITS</b> | Yes  | Yes   | No   |
| <b>VOLUNTARY ADMINISTRATIVE LEAVE</b>        | Yes  | No  | No   |
| <b>TWO-HOUR RULE</b>                         | Yes  | No  | No   |
| <b>WORKERS' COMPENSATION</b>                 | Yes  | Yes   | Yes  |
| <b>VRS RETIREMENT</b>                        | Yes  | No  | No   |
| <b>VRS LIFE INSURANCE</b>                    | Yes  | No  | No   |
| <b>OPTIONAL BENEFITS</b>                     |  |   |  |
| <b>HEALTH INSURANCE</b>                      | Yes  | Yes<br>(partial)                                    | No   |
| <b>DISABILITY INSURANCE</b>                  | Yes  | No  | No   |
| <b>OTHER BENEFITS</b>                        | Yes  | Yes   | No   |
| <b>EMPLOYEE ASSISTANCE PROGRAM</b>           | Yes  | Yes   | Yes  |
| <b>EMPLOYEES' CHARITY FUND</b>               | Yes  | No  | No   |
| <b>SERVICE AWARDS</b>                        | Yes  | Yes (Modified)                                      | No   |
| <b>UNIFORMS</b>                              | Yes  | No  | No   |
| <b>MANDATORY TRAINING</b>                    | Yes  | Yes   | Yes  |
| <b>TUITION REIMBURSEMENT</b>                 | Yes  | No  | No   |

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# Section 5: Work Conduct

The purpose of this section is to provide information on standards of work behavior at CRHA.

## HR 501 (A): Employee Conduct, Counseling, and Discipline

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### **General**

An employee is expected to perform assigned tasks in a fully satisfactory manner and behave in accordance with established policy and regulations. Unsatisfactory performance or improper behavior makes an employee subject to counseling and disciplinary action, up to and including termination. Management, in consultation with the Executive Director, will evaluate each case of unsatisfactory performance, misconduct, or improper behavior and take whatever disciplinary action it considers appropriate based on the individual circumstances.

### **Improper Behavior**

Improper behavior is behavior that is contrary to established policy and regulations; tends to disrupt or cause friction in the work place; impairs production; is dishonest, discriminatory, or harassing; brings discredit to CRHA or in any other way is contrary to the good and proper performance of one's assigned work.

### **Examples**

The following examples of improper behavior and violation of CRHA policy and regulations are for purposes of illustration only and are not intended to be all inclusive:

- Failure to report to work.
- Unauthorized absences, chronic tardiness, or extended breaks.
- Departure from assigned job or work area without permission of manager.
- Abuse of leave (see HR 402).
- Working overtime without prior approval (see HR 303).
- Unauthorized access to CRHA property, including residential units.
- Appearance or personal hygiene which creates or contributes to unsanitary conditions or is unkempt or unprofessional (see HR 511).
- Smoking in unauthorized areas (see HR 513).
- Unsafe behavior or violation of established safety regulations (see HR 509).
- Failure to report work-related injury, illness, or accident (see HR 414).
- Unauthorized soliciting or distribution (see HR 506).
- Violation of secondary employment rules (see HR 507).
- Disruptive behavior, including but not limited to fighting, horseplay, interfering with or getting in the way of another employee's work.
- Insubordination; deliberate failure to follow instructions or perform reasonable work assignments.
- Sleeping on the job.
- Spreading false or malicious gossip.
- Obscene or abusive language; rudeness to employees, residents or the public.
- Improperly discussing or disclosing confidential information.
- Improper or unauthorized use of CRHA vehicles (see HR 511), supplies, or equipment (see HR 511).
- Improper or unauthorized use of interoffice mail or telephone, including personal cell-phone.
- Improper or unauthorized use of computer, e-mail, or Internet (see HR 501).
- Unlawful harassment (see HR 514).
- Drug or alcohol use (see HR 510).
- Falsification of records, such as time sheets or material requisitions; completing another employee's time sheet or lying with reference to a work related matter.
- Sabotage, theft, neglect, mishandling, or damage of property.
- Assisting anyone to gain unauthorized entrance to or exit from CRHA premises.

Illegal gambling on CRHA premises.  
Violation of Standards of Conduct (see HR 503).  
Violation of Conflict of Interest (see HR 504).  
Theft, misappropriation, or mishandling of CRHA financial assets.  
Possession of firearms or other weapons on CRHA premises unless authorized by the Executive Director.  
Violence (see HR 514).

**Unsatisfactor  
y  
Performance**

The following examples of unsatisfactory performance are for purposes of illustration only and are not intended to be all inclusive:

Inability to perform essential job functions.  
Inefficient use of time.  
Exchanging or substituting duties without permission.  
Inability to interact with manager, subordinates, co-workers, or the public in an acceptable manner.  
Failure to perform or delay in performing assignments.

**FAILURE TO MEET PERFORMANCE STANDARDS ESTABLISHED FOR THE POSITION.**

**SS NEGLECT OF DUTY.**

**Disciplinary  
Action**

Allegations of serious employee misconduct should be investigated promptly and thoroughly prior to taking disciplinary action. The employee may be suspended with or without pay pending completion of this investigation.

The manager has a variety of actions available when disciplinary action is warranted. The type of disciplinary action to be taken depends on the individual circumstances.

Managers are encouraged to seek advice from the Executive Director or the Director of Operations when problems develop that requires corrective action to be taken.

The following types of disciplinary action are for purposes of illustration only and are not intended to be all inclusive or progressive:

**Counseling** from the manager about the existence of a problem and possible solutions.

**Oral Warnings** about improper behavior or unsatisfactory performance may be undocumented or documented. Undocumented oral warnings are informal and designed to put the employee on notice that certain behavior is improper. Documented oral warnings are considered counseling memorandum and are included in the employee's personnel file.

Oral or written warnings, reprimands and evaluations related to job performance are not considered verbal abuse of the employee.

For consistency, managers are required to consult with the Executive Director before taking any of the following disciplinary actions:

**Written Warning** indicating that further improper behavior or unsatisfactory performance will result in further disciplinary action being taken, up to and including termination. The manager should ask the employee to sign the written warning to acknowledge receipt. A copy of the written warning will be sent to the Director of Operations to be included in the employee's personnel file.

**Probation** for a specific period of time or until specific conditions are satisfied. An employee

who is placed on probation after their introductory period with CRHA is not able to access the grievance process if terminated during the probationary period.

### **Suspension With Or Without Pay**

**Management Referral To Employee Assistance Program (EAP)** (see HR 418)

**Disciplinary Demotion** When an employee is appointed to another position with a lower pay grade level. (Regarding other reasons for demotion, see HR 206 administrative demotion and HR 211 voluntary demotion.)

A disciplinary demotion does not affect salary if the employee's salary is within the pay range of the new pay grade.

If the employee's salary is above the maximum of the new pay grade, it will be reduced to the maximum salary of the new pay grade on the effective date of the demotion.

A disciplinary demotion does not affect merit review date.

**Termination** of employment when it is in the best interests of CRHA. Termination requires prior consultation with the Director of Operations and prior approval of the Executive Director.

Employment with CRHA is at will. CRHA may terminate employment at any time, for any reason, with or without good cause, and with or without notice (see HR 202).

Because they create distractions and disrupt regular work routines, the use of personally-owned personal communications devices such as cellular or portable phones is prohibited during work hours and in work areas. Cellular or portable phones that ABC Company has provided to employees must be used for business purposes only.

The use of a pager that is the personal property of the employee is restricted as follows: Employees may be contacted on their personal pagers at any time, but employees must return the call or make other calls on personally-owned cellular or portable phones only from non-work areas and during official breaks from work. Pagers that have been issued by the facility to the employee must be used for business purposes only.

### **CELL PHONE/PAGER USAGE**

During meetings, conference calls, presentations, and other situations where audible beeping would disrupt business, ABC Company asks that pagers be set up to vibrate rather than make a noise to alert you to messages. If your pager does not have this capability, please do not bring it into these sensitive situations.

Limited and temporary exceptions to this policy permitting the use of personally owned communications devices for ongoing personal emergency situations (such as the imminent birth of a child) can be made only with the prior and continued approval of the employee's supervisor. In the case of an accident to a family member or other urgent personal emergency where the employee's program coordinator or Human Resources Manager cannot be immediately contacted for permission, reasonable and appropriate use of personal communication devices is permitted.

This policy applies to all categories of employees, whether full-time, part-time, or temporary. Violations of this policy will be grounds for discipline up to and including termination.

Employees whose job responsibilities include regular or occasional driving and who have a cell phone are expected to refrain from using their phone while driving, unless they are "hands-free." Safety must come before all other concerns. Regardless of the circumstances, including

slow or stopped traffic, employees are strongly encouraged to pull off to the side of the road and safely stop the vehicle before placing or accepting a call. If acceptance of a call is unavoidable and pulling over is not an option, employees are expected to keep the call short, use hands-free options if available, refrain from discussion of complicated or emotional discussions, and keep their eyes on the road. CRHA encourages that special care be taken in situations where there is traffic, inclement weather, or the employee is driving in an unfamiliar area.

**Confidentiality**

The Charlottesville Redevelopment and Housing Authority adheres to the strictest standards of confidentiality pertaining to information about its employees, residents and to any individual recipient of its services. Further, in some areas, it is bound to state regulations regarding client confidentiality under the authority of Title 37.1-84.1, Code of Virginia, (1950), as amended.

All employees, alias used by employee, (either verbally or in writing) contractors, temporary staff, volunteers, trainees or interns of The Charlottesville Redevelopment and Housing Authority are ethically and legally bound to maintain the confidentiality of all information, privileged or otherwise, revealing the identity, the discourses, actions or records of residents, clients or other recipients of services, by signing this confidentiality statement. The only exceptions to this policy include: (1) proper authority to do so at the written request of such client or recipient (i.e., a release of information form); (2) court order via subpoena; (3) a situation wherein life or death medical emergencies prompt one's best judgment to take immediate action; or (4) as required by law, such as to report suspected child or adult abuse and neglect. Employee or client records are not to be removed from the facility in which they belong without specific authorization of the Executive Director.

Employees (any alias used) who work for the Charlottesville Redevelopment and Housing Authority are entrusted with its information about its programs, staff and goals which are often sensitive information that could affect the operation of the organization if disclosed to non-authority entities. Therefore, Employee also represents and warrants that he/she will not disclose any proprietary information and/or any other confidential information about the Charlottesville Redevelopment and Housing Authority's daily operations, staff, residents, finances, plans and physical structures to anyone, other than fellow employees who in the opinion of senior management are in need of this information to carry out their duties, or as otherwise approved by the Executive Director.

The Employee, nor any alias used by the employee will not make any disparaging or negative statements to any third parties about, including and not limited to, the Charlottesville Redevelopment and Housing Authority, its programs, its staff or volunteers, its Board of Commissioners and Committees, the personnel of the City of Charlottesville or about his/her employment tenure at the Charlottesville Redevelopment and Housing Authority, except relevant information needed in defense of the Employee in any litigation or grievance. Said disclosure must be related to and relevant to the issue being litigated or grieved.

Confidentiality regulations shall in no way hinder employees from reporting suspected abuse of children or adults.

Employee records shall be kept confidential unless provided otherwise by law, by written permission of the employee, or in the line of supervision on a need-to-know basis by supervisory personnel.

Employees wishing to use the grievance procedure, or who disagree with a supervisor's instructions or comments shall not share this information or matter(s) involved in the disagreement with any non-CRHA employed person, except the employee's retained attorney, since personnel information and internal decisions of CRHA are considered confidential.

## **HR 501(b) CRHA Internet and E-mail Policy/Responsibilities**

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The Internet is a very large, publicly accessible network that has millions of connected users and organizations worldwide. Two popular features of the Internet are e-mail and the World Wide Web.

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### **Policy**

Access to the Internet is provided to employees for the benefit of the CRHA and its residents. Employees are able to connect to a variety of business and government information resources around the world.

### **Acceptable use**

Conversely, the Internet is also replete with risks and inappropriate material. To ensure that all employees are responsible and productive Internet users and to protect the CRHA's interests, guidelines have been established for using the Internet and e-mail, as noted below:

Employees using the Internet are representing the CRHA. Employees are responsible for ensuring that the Internet is used in an effective, ethical, and lawful manner. Examples of acceptable use are:

- Using Web browsers to obtain business information from commercial Web sites.
- Accessing databases for information as needed.
- Using e-mail for business contacts.

Employees must not use the Internet for purposes that are illegal, unethical, harmful to the CRHA, or nonproductive. Examples of unacceptable use are:

### **Unacceptable use**

- Sending or forwarding chain e-mail (messages containing instructions to forward the message to others).
- Broadcasting e-mail (such as sending the same message to more than 10 recipients or more than one distribution list unless for work related purposes).
- Using streaming media (such as RealVideo, Media Player, Quicktime) unless for work purposes.
- Peer to peer file sharing (such as Napster, Kazaa, Morpheus) for music, files or images.
- Conducting a personal business using CRHA resources as the primary tool to do so.
- Transmitting any content that is offensive, harassing, or fraudulent (such as viewing, downloading, or transmitting sexually explicit material).

Application downloads (games, screensavers, programs etc.) from the Internet are not permitted unless specifically authorized by CRHA. If you are unsure, please call the Director of Operations for clarification.

### **Downloads**

### **Employee**

An employee who uses the Internet or Internet e-mail shall:



## **Responsibilities**

Ensure that all communications are for professional reasons and that they do not interfere with his/her productivity.  
Be responsible for the content of all text, audio, or images that (s)he places or sends over the Internet. All communications should have the employee's name attached.  
Not transmit copyrighted materials without permission.  
Know and abide by all applicable CRHA policies dealing with security and confidentiality of CRHA records.  
Run a virus scan on any executable file(s) received through the Internet.  
Avoid transmission of nonpublic citizen information. If it is necessary to transmit nonpublic information, employees are required to take steps reasonably intended to ensure that information is delivered to the proper person who is authorized to receive such information for a legitimate use.

Employees using the Internet are not permitted to copy, transfer, rename, add, or delete information or programs belonging to others unless given express permission to do so by the owner. Failure to observe copyright or license agreements may result in disciplinary action by the CRHA and/or legal action by the copyright owner.

## **Copyrights**

All messages created, sent, or retrieved over the Internet are the property of the CRHA and *may be regarded as public information*. The CRHA reserves the right to access the contents of any messages sent over its facilities if the CRHA believes, in its sole judgment, that it has a business need to do so.

All communications, including text and images, can be disclosed to law enforcement or other third parties without prior consent of the sender or the receiver. **This means don't put anything into your e-mail messages that you wouldn't want to see on the front page of the newspaper or be required to explain in a court of law.**

## **Monitoring**

Each employee shall:

Not knowingly introduce a computer virus into City computers.  
Not load diskettes of unknown origin.

## **Computer Viruses**

Ensure incoming diskettes and other media are scanned for viruses BEFORE they are read.  
Call the IT Department Help Desk immediately when suspicious that his/her workstation has been infected by a virus, and will cease working with the computer until it has been checked out by IT.

The confidentiality and integrity of data stored on CRHA computer systems must be protected by access controls to ensure that only authorized employees have access. This access shall be restricted to only those capabilities that are appropriate to each employee's job duties.

### **Employee responsibilities**

## **Access Codes and Passwords**

Each employee shall:

Be responsible for all computer transactions that are made with his/her User ID and password.  
Not disclose passwords to others. Passwords must be changed immediately if it is suspected that they may have become known to others. Passwords should not be recorded where they may be easily obtained.  
Change passwords at least every 90 days.  
Use passwords that will not be easily guessed by others. (use numbers, different capitalization etc.)  
Log out when leaving a workstation for an extended period (more than 10 minutes).

### **Supervisor's responsibility**

Managers and supervisors should notify the IT Department promptly whenever an employee leaves the CRHA or transfers to another department so that his/her access can be revoked. Involuntary terminations must be reported concurrent with the termination.

## **Physical and Network Security**

It is CRHA's policy to protect computer hardware, software, data, and documentation from misuse, theft, unauthorized access, and environmental hazards.

### **Employee responsibilities**

The directives below apply to all employees:

Diskettes should be stored out of sight when not in use. If they contain highly sensitive or confidential data, they must be locked up. Diskettes should be kept away from environmental hazards such as heat, direct sunlight, and magnetic fields.

Critical computer equipment, e.g., file servers, must be protected by an uninterruptible power supply (UPS). Other computer equipment should be protected by a surge suppressor.

Environmental hazards to hardware such as food, smoke, liquids, high or low humidity, and extreme heat or cold should be avoided.

Since the IT Department is responsible for all equipment installations, disconnections, modifications, and relocations, employees are not to perform these activities. This does not apply to temporary moves of portable computers for which an initial connection has been set up by IT.

Employees shall not take CRHA owned equipment out of their work area without the informed consent of their department manager. Informed consent means that the manager knows what equipment is leaving, what data is on it, and for what purpose it will be used. Employees should exercise care to safeguard the valuable electronic equipment assigned to them. Employees who neglect this duty may be accountable for any loss or damage that may result.

Employees shall not engage in any form of network monitoring or scanning which involves data not intended for the employee's computer.

Employees shall not engage in any security breaches or disruptions of network communications. Security breaches include, but are not limited to, accessing data of which the employee is not an intended recipient, or logging into a server or account that the employee is not expressly authorized to access. Disruptions of network communications includes, but is not limited to network sniffing, and denial of service.

It is the CRHA's policy to comply with all laws regarding intellectual property.

### **Legal reference**

The CRHA and its employees will comply with the Federal Copyright Act (Title 17 of the U. S. Code) and all proprietary software license agreements. Noncompliance can expose the CRHA and the responsible employee(s) to civil and/or criminal penalties.

### **Scope**

This directive applies to all software that is owned by the CRHA, the City of Charlottesville (the "City"), licensed to the City and used by CRHA, or developed using CRHA resources by employees or vendors.

## **Copyright and License Agreements**

### **IT responsibilities**

The IT Department will:

Maintain records of software licenses owned by the CRHA and City.

Periodically (at least annually) scan company computers to verify that only authorized software is installed.

### **Employee responsibilities**

Employees shall NOT:

Install software unless authorized by IT. Only software that is licensed to or owned by the CRHA or the City is to be installed on CRHA computers.

Copy software unless authorized by IT.

Download software unless authorized by IT.

### **Civil penalties**

Violations of copyright law expose the CRHA and the City and the responsible employee(s) to the following civil penalties:

Liability for damages suffered by the copyright owner

Profits that are attributable to the copying

Fines up to \$100,000 for each illegal copy

### **Criminal penalties**

Violations of copyright law that are committed “willfully and for purposes of commercial advantage or private financial gain (Title 18 Section 2319(b)),” expose the CRHA and the City and the employee(s) responsible to the following criminal penalties:

Fines up to \$250,000 for each illegal copy

Jail terms of up to five years

## **HR 502: Grievance Procedure**

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It shall be the policy of the CRHA to encourage resolution of employee problems and complaints wherein employees can freely discuss their concerns with immediate supervisors and upper management levels. However, to the extent such concerns cannot be resolved, the grievance procedure shall afford an immediate and fair method for the resolution of disputes which may arise between the Authority and its employees. Employees are encouraged to communicate their complaints or concerns to their supervisor as soon as possible, and to pursue grievable issues through the grievance procedure.

### **DEFINITION of a Grievance**

A grievance shall be a complaint or dispute by an employee relating to his/her employment, including but not necessarily limited to (i) disciplinary actions, including dismissals, disciplinary demotions, and suspensions, provided that dismissals shall be grievable whenever resulting from formal discipline or unsatisfactory job performance; (ii) the application of personnel policies, procedures, rules and regulations, including the application of policies involving matters referred to below; (iii) discrimination on the basis of race, color, creed, religion, political affiliation, age, disability, national origin or sex; and (iv) acts of retaliation as the result of the use of or participation in the grievance procedure or because the employee has complied with any law of the United States or of the Commonwealth of Virginia, has reported any violation of such law to a governmental authority, has sought any change in law before the Congress of the United States or the General Assembly, or has reported an incidence of fraud, abuse, or gross mismanagement.

### **CRHA RESPONSIBIL ITY**

CRHA shall retain the exclusive right to manage the affairs and operations of CRHA. Accordingly, the following complaints are nongrievable: (i) establishment and revision of wages or salaries, position classification or general benefits; (ii) work activity accepted by the employee as a condition of employment or work activity which may reasonably be expected to be a part of the job content; (iii) the contents of ordinances, statutes or established personnel policies, procedures, rules and regulations; (iv) failure to promote except where the employee can show that established promotional policies or procedures were not followed or

**Ineligible  
Employees**

applied fairly; (v) the methods, means and personnel by which work activities are to be carried on; (vi) except where such action affects an employee who has been reinstated within the previous six months as the result of the final determination of a grievance, termination, layoff, demotion or suspension from duties because of lack of work, reduction in work force, or job abolition; (vii) the hiring, promotion, transfer, assignment and retention of employees within the CRHA; and (viii) the relief of employees from duties of the CRHA in emergencies. In any grievance brought to the courts under the exception to clause (vi) of this subdivision, the action shall be upheld upon a showing by the CRHA that: (i) there was a valid business reason for the action and (ii) the employee was notified of the reason in writing prior to the effective date of the action.

Unless otherwise provided by law, all non-probationary employees, and employees in their introductory period of employment who are permanent full-time and part-time employees are eligible to file grievances with the following exceptions:

- (1) Appointees of elected groups or individuals;
- (2) Officials and employees who by charter or other law serve at the will or pleasure of an appointing authority;
- (3) Deputies and executive assistants to the chief administrative officer of a locality;
- (4) Agency heads or chief executive officers of government operations;
- (5) Employees whose terms of employment are limited by law;
- (6) Temporary, limited term and seasonal employees;
- (7) The Executive Director;
- (8) An employee who has voluntarily resigned shall not have access to the grievance procedure after the effective date of the resignation.

The Executive Director of the CRHA (or his/her designee), in conjunction with the majority of CRHA's Board of Commissioners, shall determine the officers and employees excluded from the grievance procedure, and shall be responsible for maintaining an up-to-date list of the affected positions.

**OTHER  
EXCLUDED  
Employees  
Steps**

Step One: The Immediate Supervisor

(a) The employee shall identify the grievance verbally to the immediate supervisor in an informal face-to-face meeting within 20 calendar days after the event or action which is the basis for the grievance. The immediate supervisor shall be that person who is responsible for hiring, evaluating performance and/or taking disciplinary action, and who in all cases shall be either the manager at the employee's job site, or in their absence the Director of Operations.

(b) The immediate supervisor shall give a verbal response to the employee within five (5) business days following the meeting.

(c) If a resolution is not reached at this point, the employee shall submit the grievance in writing on Form A to the immediate supervisor within five (5) business days of the verbal response. The nature of the grievance and the specific relief requested should be clearly stated.

(d) The immediate supervisor shall give the employee a written response within

five (5) business days of receipt of Form A.

(e) If the immediate supervisor determines that an issue is not grievable or has no merit, the employee enters Step Two of this grievance procedure.

Note: only the employee and supervisor shall be present, except that witnesses may be called for information, but must not remain after their information has been given and questions asked.

Step Two: The Executive Director

(a) If the decision given the employee in Step One is not acceptable to the employee, the employee then, and only then, may request a review of this decision with the Executive Director at a face-to-face meeting within 5 working days of the decision in Step Two on Form B, except if the Executive Director feels that his/her review cannot be objective or if the subject of the grievance is a decision, action or inaction by the Executive Director, either the employee or the Executive Director may proceed with the grievance by initiating Step Three, below.

(b) The Executive Director shall give the employee a written response within five (5) business days either after the face-to face meeting between the employee and the Executive Director, or after the request or decision is made to bypass Step Two and proceed to Step Three.

(c) (i) If the Executive Director rules that an issue does not qualify for a panel hearing, the employee may request that the Charlottesville Circuit Court hold a hearing and rule on the issue of whether the grievance qualifies for a panel hearing. An appeal must be made by the employee in writing on the Grievance Appeal Form within five (5) business days of the decision of the Executive Director in this step and transmitting it to the Executive Director within those five (5) business days. (ii) Thereafter, within five (5) business days after receipt of the employee's request to proceed to the circuit court, the Executive Director shall transmit his/her written decision, along with relevant documents to the attorney for CRHA, who will then within five (5) business days transmit to the Clerk of the Court a copy of the decision, the notice of appeal, and any exhibits. A list of evidence furnished to the Court shall also be furnished to the grievant. The failure of the Executive Director to transmit the record within the time allowed shall not prejudice the rights of the grievant, nor allow the court to rule against CRHA. The Court, on motion of the employee, may issue a writ of certiorari requiring the Executive Director to transmit the record. (iii) Within thirty (30) days of receipt of such records by the clerk, the Court, sitting without a jury, shall hear the appeal (or schedule a date for the hearing) on the record transmitted by the Executive Director, through CRHA's attorney and such additional evidence as may be necessary to resolve any controversy as to the correctness of the record. The Court may affirm the decision of the Executive Director or may reverse or modify the decision. The decision of the Court shall be rendered no later than fifteen (15) days after the conclusion of the hearing (or a date set by the court). The Court's decision is final and is not appealable. The employee's appeal must thereafter proceed to Step Three, and must be scheduled by CRHA within fifteen days (15) of the receipt of the court's decision in favor of the employee/former employee.

Note: only the employee and Executive Director shall be present at this meeting in Step Two, except that witnesses may be called for information, but must not remain after their information has been given and questions asked.

Step Three: The Panel Hearing

(a) If the decision given the employee in Step Two is not acceptable to the employee, or if the requirements in Step Two are met that allow the employee to proceed to Step Three then, and only then, may the employee or Executive Director request a review of the decision in Step One at a panel hearing.

(b) The Employee must request such a hearing on Form C within five (5) business days of receipt of the decision from the Executive Director in Step Two, regardless of whether or not the Executive Director's written response in Step Two refers the employee directly to this step (this is to indicate that the employee is still willing to proceed to this step), except in the case of a court's decision, noted above, favoring the employee/former employee's request for a grievance.

## **Panel Hearings Generally**

Step Three, the final step of the grievance procedure, shall be the panel hearing. If an issue is determined to qualify for a panel hearing by the Executive Director or the circuit court, the procedures set forth below shall apply:

### **Selection of Panel Members**

## **Member Selections**

(a) A panel shall consist of three members. Each party shall select a panel member within ten (10) work days after receiving the decision that the grievance qualifies for a panel hearing. Because of the difficulty in working with the schedules of panel members, CRHA and employee/former employee will be allowed two reasonable extensions of this time period to convene a panel.

(b) The CRHA shall select one panel member, as will the employee/former employee and the third panel member shall be selected by the other two panel members, or by CRHA and the employee/former employee.

(c) All panel members must demonstrate impartiality and ability to render a fair decision. Accordingly, to ensure an impartial panel, such panel shall not include any of the following:

Persons having direct involvement with the grievance or with the problem giving rise to the grievance, including but not limited to the grievant, or any CRHA employee or former employee discharged or who had any personnel conflicts with CRHA, any officer(s), agent(s) or official(s) (including a commissioner) of CRHA; (past or present) a representative of the grievant at an earlier Step, or witnesses who have appeared at any earlier Step; current or former contractors or sub-contractors used, discharged, or not hired by CRHA after application by them; attorneys having direct involvement with the subject matter of the grievance, or a partner, associate, employee or co-worker of such attorneys; persons known to be against the policies, procedure and practices of CRHA (to be determined by CRHA or a court of law); or relatives (including but not limited to parent, child, descendants of a child, sibling, niece, nephew and first cousin of the employee/former employee) or a spouse of a participant in the grievance process, boyfriend, girlfriend or significant other, or members of the grievant's or management's immediate household; former litigants of CRHA; and evicted or disciplined residents.

(d) Panels chosen in compliance with these requirements shall be deemed to be impartial.

(e) If agreement cannot be reached on the selection of the third panel member (or for that matter, any panel members), CRHA shall within the next ten (10) business days request the chief judge of the Charlottesville Circuit Court to select the third panel member, or make a decision on the impartiality of a panel member. In all cases the third panel member chosen by both CRHA and the employee/former employee shall be the chairperson of the panel and

must still meet the guidelines for impartiality set in (c) above.

### **Communication With Panel Members**

The parties should not discuss the substance of the grievance or the problem giving rise to the grievance with any panel member prior to the hearing. Any matters requiring the attention of the panel should be communicated in writing with copies to all parties.

### **Pre-Hearing**

The full panel will set the date, the time and the place within the City for the hearing, which should be held within the time periods noted above. The panel chairperson shall immediately notify the parties of the hearing date. The Authority shall provide each panel member with copies of the grievant's forms and this Grievance Procedure prior to the convening of the panel in order that each member may review the documents. Other information shall be submitted at the hearing in the presence of the parties.

### **Hearing Procedure**

At the panel hearing, the parties may be represented by legal counsel, or other representative(s) of their choice. Such representative(s) may examine, cross-examine, question or present evidence on behalf of the party before the panel, as can any panel member.

Presentation of Evidence: At the option of each party, opening statements may be made at the beginning of the hearing and the panel may ask for statements in order to clarify the issue(s) involved in the grievance. Evidence is to be taken in the presence of the panel and both parties. Exhibits offered by the parties may be received in evidence by the panel and, when so received, shall be marked and made a part of the record. The parties shall produce such additional evidence as the panel may deem necessary to get an understanding and make a determination of the dispute. The panel shall be the judge of the relevancy and materiality of evidence offered.

Presentation of Claims: The Authority, and thereafter the grievant, or their representatives, shall then present their claims, proofs and witnesses, who shall submit to questions or other examination. The panel may, in its discretion, vary this procedure, but shall afford full and equal opportunity to all parties for presentation of any material or relevant evidence and shall afford the parties the right of cross-examination.

Witnesses other than the parties should remain in the hearing only while giving their testimony.

Members of the panel may question anyone giving testimony in order to clarify points being made.

Panel hearings are not meant to be conducted as full court proceedings and panels should not be bound by the technical rules of evidence. Panels, however, should take into account all reliable and substantial evidence produced at the hearing.

After the parties have had the opportunity to present their evidence, the panel chairperson shall specifically inquire of the parties whether they have any further proof to offer or witnesses to be heard. Upon receiving negative replies, the parties shall be given the opportunity to make closing statements summarizing their positions, following which the hearing shall be closed.

Minutes of the hearing should be kept, and later approved by all panel members.

### **Panel Authority**

(a) The panel has the specific and final authority to determine the propriety of attendance at the hearing of all persons not having direct involvement in the hearing. However, at the

request of the grievant, (but only after both sides have had the opportunity to be heard and the evidence presented) the hearing shall be closed.

- (b) At the panel's discretion, the CRHA employee responsible for administering the Personnel Policy may be present at the hearing and may be called as a witness. That employee may not be present or advise the panel during its private sessions and deliberations.
- (c) By majority vote the panel may decide procedural questions and rule on objections raised during the course of the hearing. If necessary, the panel may direct grievance procedure questions to the Executive Director.
- (d) The panel has no subpoena power to compel the attendance of witnesses. The panel may, however, on the request of either party, or in its own discretion, request the voluntary appearance of witnesses.

## **Panel Decision**

(a) The panel shall render its written decision within ten (10) business days of the conclusion of the hearing. The reasons for the panel's decision must be set forth in the decision.

(b) The panel shall decide each case on its merits, and not on compliance matters occurring prior to or during panel hearings. Compliance issues should be referred to the Board of Commissioners and Executive Director.

(c) In rendering its decision the panel shall be guided but not bound by the relief specified by the evidence presented by the grievant.

(d) A panel by majority vote may uphold or reverse the action of the Authority or, in appropriate circumstances, may choose a modified remedy.

(e) A panel does not have the authority to formulate or change policies or procedures or to consider matters which have not been qualified for the panel hearing. The panel may consider mitigating circumstances and modify management's action concerning discipline, provided it does not violate written policies, procedures and practices, or adversely affect the working environment of the employee/former employee and manager's authority to supervise the employee. Should reinstatement of an employee be detrimental to CRHA (as determined by the panel), that employee should be offered a negotiated (between grievant and CRHA) severance package rather than reinstatement. If both parties cannot agree to a severance agreement, then either may appeal to the Charlottesville Circuit Court for a decision, but in no event must a severance package include payment for damages or attorney's fees, or add an undue financial hardship/burden on CRHA.

(f) When directing reinstatement, the panel has the authority to award full, partial or no back pay for the period of separation, but no back pay if delay in the hearing was due to employee/former employee, in which case the period of delay shall be subtracted from the time being considered for back pay. An award of back pay shall be offset by interim earnings the employee received during the period of separation.

(g) Panels may not order damages or attorneys' fees.

(h) The panel chairperson shall distribute copies of the written decision to the employee, and the Executive Director.

(i) The majority decision of the panel is final and binding and shall be consistent with law and written policy.

## **Implementa**

(a) The Chair or his/her designee of the CRHA's Board of Commissioners is responsible for



**tion of the  
Panel  
Decision**

assuring that panel decisions are implemented.

(b) Either party may petition the Charlottesville Circuit Court for an order requiring the implementation of the decision of the panel.

**Challenges  
to the Panel  
Decision**

(a) If a written request to reconsider the panel decision is submitted by either party within five (5) business days of receipt of the decision, the panel by majority vote may elect to review its decision and/or reopen the hearing, but only for good cause shown.

(b) Any challenge to a panel decision on the grounds that it is inconsistent with written policy must be submitted by either party within five (5) business days to the Executive Director, or his or her designee, with a copy to the Chair of the Board of Commissioners and panel members.

(c) Notwithstanding the above, after receipt of the panel decision, the Executive Director, or his or her designee may remand to the panel for further consideration a decision which appears to be inconsistent with written policy.

**Procedural  
Compliance**

(a) Summary judgment (i.e. a decision without a hearing or evidence) is authorized when either party fails to comply with a procedural rule (including agreement on panel members) or time line, after giving the other party five (5) business days notice to cure the violation. The Board of commissioners shall rule on such judgment.

After the initial filing of a written grievance, failure of either party without just cause to comply with all substantial procedural requirements of the grievance procedure will result in a decision in favor of the other party on any, grievable issue, provided the party not in compliance fails to correct the noncompliance within five (5) work days of receipt of written notification by the other party of the noncompliance. Such written notification by the grievant shall be made to the Executive Director.

(b) The Board of Commissioners is authorized, subject to judicial review, to rule on all compliance issues after receipt of a written request. Such requests must be made to the Commissioners within five (5) business days of the alleged procedural violation. The Commissioners shall review such evidence as may be proper and the compliance ruling may grant or deny the employee further access to the grievance procedure or direct other actions to be taken. Such requests may be given to the Chair of the board for distribution to the remaining commissioners.

(c) An award of a decision to either party for procedural noncompliance may be made only after a ruling by the Executive Director that the issue qualifies for a panel hearing and only after completion of any subsequent appeals of such ruling. More-over, the relief provided must be reviewed by the Executive Director and be found to be consistent with provisions of law and written policy.

(d) Failure of either party without just cause to comply with all substantial procedural requirements at the panel hearing shall result in a decision in favor of the other party.

**Time  
Periods**

(a) Business days or work days refer to the normal work days of the CRHA, excluding holidays and office closings.

(b) The time periods contained in this policy are substantial procedural requirements. Such time periods may be extended by agreement of the parties, or the panel may, with just cause, extend the time periods applicable to the panel. See also the section herein on "Member Selection."

**Compensati**

(a) Panel members are not compensated or reimbursed for any expenses associated with the

**on and Expenses**

hearing.

(b) Employees who serve as witnesses during normal work hours shall receive leave for the time served in accordance with applicable personnel policy and are to be reimbursed for the actual and reasonable costs of transportation and meals in accordance with travel regulations.

(c) Employees who are grieving termination are not compensated for travel or meals, or any other expenses.

(d) The grievant is responsible for the cost of legal counsel or other representation in the preparation or presentation of the grievant's case in all or in any part of the proceedings.

**Recorders**

The use of recorders, including court reporters, shall not be permitted during the management steps. They may be used at the panel hearing at the discretion of either party, and at their expense.

**Hearing Disabled Employees Policy and Forms Amendments**

A hearing disabled employee shall be allowed to have an interpreter during all steps of the grievance procedure.

A copy of this policy and all forms may be obtained from the Director of Operations.

This grievance procedure supersedes all grievance procedures previously issued. This procedure may be revised, changed or eliminated only by action of the Board of commissioners, and as allowed by statute.

**HR 503: Standards of Conduct**

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**Policy**

Employees shall conduct themselves both on and off the job with honesty and integrity, and in a manner which will not interfere with the goals and objectives of CRHA, will not expose CRHA to liability and will not have a damaging effect on the business or reputation of CRHA.

**General**

Employees will be subject to disciplinary action, up to and including termination, for failure to behave in accordance with this policy.

An employee who is arrested and charged with a crime may be suspended from work, with or without pay, pending the resolution of the charge.

**Conviction**

The conviction of any employee of a crime is considered grounds for termination of employment if the crime is a felony, or an offense and conviction involving violence, sexual assault, drug sales, or any other crime that may have an adverse effect on job performance or organization credibility. Employees are required to disclose all convictions to CRHA immediately when they become aware of the conviction.

**HR 504: Conflict of Interest**

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**Policy**

Employees shall not utilize CRHA property or personnel for their own use or benefit or accept gratuities or gifts from persons who have or are likely to have business relationships with CRHA.

**General**

Employees shall not take any action or engage in any conduct, activities, or employment that

conflicts with or appears to conflict with the interests of CRHA, including membership on certain committees and organizations. In some cases proper disclosure may satisfy the conflict of interest policy.

### **Use of CRHA Property**

CRHA employees shall not purchase, transfer to third parties without CRHA permission, make personal use of, or accept CRHA supplies, equipment, vehicles, tools, materials, or other personal property, including salvage items.

Purchase of surplus property is also prohibited by members of an employee's household consistent with Virginia Conflict of Interest laws.

Unauthorized or excessive non-business use of CRHA tools and equipment (including computers, telephones, cell phones, fax machines, pagers, and beepers) is prohibited.

Intellectual property, e-mails, documents saved on computers and confidential information are also considered CRHA property.

### **Use of Staff**

Employees may not request personal work or services of any CRHA office, shop, or employee, unless authorized by the Executive Director.

### **Gifts and Payments**

Employees shall not solicit or accept gratuities, favors, or anything of monetary value from contractors, potential contractors, or subcontractors, and shall not knowingly use confidential information for actual or anticipated personal gain.

Employees are also prohibited from soliciting or accepting payment for services, tips, or personal loans from public housing, section 8 residents or clients, as well as individuals in its homeownership programs.

### **Appearance of Misconduct Discipline**

Care must be exercised to avoid any conduct that would give the appearance of giving or receiving unwarranted preferential treatment or consideration to any outside firm or individual. Proper disclosure may be necessary to avoid such appearance.

Violation of the conflict of interest provisions is grounds for disciplinary action, up to and including termination, at the discretion of the Executive Director.

## **HR 505: Purchase of Real Estate Properties in CRHA Development Project Areas**

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### **Policy**

Employees who are involved in CRHA development projects may not acquire real estate within those projects without prior approval of the Executive Director. The Executive Director will review the acquisition to determine that it will have no adverse effect on CRHA, the project, or the general public, and that the employee did not receive any preferential treatment or advantage as a result of their employment.

### **Involvement**

Employees are involved in a CRHA development project if they have responsibility to affect the use, condition, or disposition of real property by any decision they make in the execution of their CRHA duties.

### **Approval**

Any employee who desires to purchase real property in a CRHA project area or to enter into a contract affecting real property in a CRHA project area shall file a written request for approval to the Executive Director through their manager.

## **HR 506: Solicitation and Distribution**

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|-----------------------------|---|
| <b>General</b>              | Solicitation, distribution of literature, or trespassing by non-employees is prohibited at all CRHA work sites including, but not limited to, administrative offices and maintenance facilities.  |
| <b>Solicitation</b>         | <p>Solicitation is any act of urging, cajoling, or persuading individuals to accept a product or service for sale, a doctrine to follow, or an organization to join.</p> <p>Solicitation is prohibited during working time of either the solicitor or the employee being solicited.</p>   |
| <b>Distribution</b>         | <p>Distribution of literature is the posting or passing out by hand, interoffice mail, fax, email, or any other means of transmittal of any written material to solicit.</p> <p>Distribution is prohibited during the working time of either the solicitor or the employee being solicited and is prohibited in any working area.</p> |
| <b>Sponsored Activities</b> | CRHA sponsored activities including, but not limited to, the Employee Fund are excluded from this regulation.   |

## HR 507: Secondary Employment

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|---------------------|---|
| <b>General</b>      | CRHA employees may not pursue outside secondary employment, including paid consultation, if such employment or consultation is determined by the manager to be, or give the appearance of being, in conflict with the employee's assigned role or duties within CRHA, or such employment or consultation is considered detrimental to CRHA, or affects the employee's ability to do their job well.   |
| <b>Restrictions</b> | <p>Secondary employment is prohibited when:</p> <ul style="list-style-type: none"><li>• One employee works with another employee at CRHA and either employee is in a managerial position to the other, either in the primary job with CRHA or in the secondary employment.</li><li>• The secondary employer has an existing contract with CRHA.</li><li>• The employee is in a position to affect a CRHA decision to contract for services or the purchase of supplies in which the secondary employer has an interest, direct or indirect.</li></ul> |
| <b>Conflict</b>     | If a secondary employment is determined to be in conflict (as noted above) with the above criteria, CRHA will request the employee's resignation from either the secondary employment or from CRHA. Refusal will result in termination of employment.   |
| <b>Reporting</b>    | Employees are responsible for reporting any changes in their secondary employment status to their managers. Failure to do so may result in disciplinary action.   |
| <b>Approval</b>     | <p>Secondary employment by an employee must be approved in advance by the employee's manager to determine that it complies with policy.</p> <p>All secondary employment is subject to review and final approval or disapproval by the Executive Director.</p>   |
| <b>Process</b>      | <p>Completion of the <i>Secondary Employment Survey/Approval</i> form is required:</p> <ul style="list-style-type: none"><li>• During a new employee's hiring process.</li><li>• Annually, as a part of an <i>Employee Profile</i>.</li></ul>   |

- Initiated by the manager upon notification from the subordinate employee that secondary employment exists or is being initiated.

**Leave** Unauthorized secondary employment is prohibited whether the employee is on leave or not.

## HR 508: Political Activity

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**Policy** All employees are prohibited from engaging in prohibited political activities.

**Hatch Act** CRHA employees are affected by the provisions of the federal Hatch Political Activity Act (Hatch Act).

**Coverage** The Hatch Act covers all employees during their employment including vacation leave, sick leave, leave without pay, or any other leave.

**Prohibited Activities** Employees are prohibited from engaging in any of the following activities:

- Using their official authority or influence for the purpose of interfering with or affecting the result of an election or nomination for office.
- Directly or indirectly coercing, attempting to coerce, commanding or advising an employee to pay, lend, or contribute anything of value to a party, committee, organization, agency, or person for political purposes.
- Being a candidate for public elective office without approval of the Board of Commissioners.
- Using CRHA space, supplies or facilities to indicate CRHA approval or support of such political activities.

**Permitted Activities** Employees are free to engage in political activity, including taking part in political management and political campaigns, and they may serve as officers of a political party, delegates to a political party convention or members of a national, state, or local committee of a political party.

**Approval** The political activity must not conflict with the employee's occupation with CRHA as determined in advance by the Executive Director.

## HR 509: Safety Procedures

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**General** CRHA makes a good faith effort to provide a safe working environment and expects its employees to be careful, to abide by safety rules, and to avoid any injury to oneself or one's co-workers.

**Reporting** Unsafe acts or conditions and all personal injuries must be reported to the manager as soon as possible.

**Safety Rules** Safety rules may be published in an appropriate manual by *CRHA*.

## HR 510: Drug- and Alcohol-Free Workplace

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**Policy** CRHA maintains a drug- and alcohol-free work place in accordance with the Drug-Free Workplace Act.

**Prohibited Activities**

The manufacturing, distribution, dispensation, sale, transfer, possession, purchase, use, or impairment because of controlled substances or alcohol by any employee during normal business hours or while on CRHA property is prohibited.

**Discipline**

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

**Use of Legal Drugs**

Employees are forbidden to report to work under the influence of legally obtained drugs during normal business hours or while on CRHA property to the extent that such influence adversely affects the safety of that employee, co-workers, the general public, the employee's job performance, or safe or efficient job operation.

**Legal Drugs**

A "legal drug" is defined as a prescription drug or over-the-counter drug that has been legally obtained and is being used for the purpose for which it has been prescribed or manufactured.

**Reporting Legal Drugs**

Employees must report to their manager the use of any drugs or medication if a physician or other appropriate medical source indicates that use may have an adverse affect on the employee's fitness for duty.

Employees are responsible for finding out if the medication or drug may have this affect. Failure to report use may result in disciplinary action, up to and including termination.

Upon request, the employee will provide satisfactory evidence of a prescription for drugs being used, which will be verified by CRHA.

Managers who are aware of the use of drugs or medication which will have an adverse affect must assign the employee to appropriate duties, or if no such activities are available, place the employee on leave (sick leave, vacation leave, leave without pay, in priority order).

**Under the Influence**

Employees are forbidden to report to work under the influence of controlled substances or alcohol and from using or being under the influence of controlled substances or alcohol during normal business hours or while on CRHA property.

"Under the influence" means that the employee is affected by a drug, alcohol, or combination of both in any detectable manner while on CRHA business. A positive test for controlled substance or alcohol conducted during normal business hours is deemed conclusive proof of being under the influence at work.

**Controlled Substance**

A "controlled substance" is any drug defined by law as not being legally obtainable or which is being used in a manner different from that prescribed or which is legally obtainable but has not been legally obtained. These include, but are not limited to:

- Marijuana.
- Heroin.
- Cocaine.
- LSD.
- Amphetamines.
- Barbiturates.
- Any other substances defined by the Controlled Substances Act, Section 202.

**Normal Business Hours**

For the purposes of this policy, "normal business hours" include:

- Assigned or approved work hours between 8:00 a.m. and 5:00 p.m., Monday through Friday, including breaks and mealtimes.
- Assigned or approved overtime or on-call time.
- Attendance at training or other "Official Business."
- Other approved or assigned work hours or work-related activities.

**CRHA Property** For the purposes of this policy, "CRHA property" is defined as any property owned, leased, managed, or controlled by CRHA.

**Right to Search** With reasonable cause, CRHA reserves the right to search without consent all areas and property over which it maintains joint or full control with an employee, for example: desk, closets, bookcases, file cabinets, CRHA vehicles with or without employee's own locks.

Warrants shall be obtained, if necessary, to search areas of property over which CRHA has no control.

**Pre-Employment Testing** All positions require post-offer, pre-employment drug testing, or as required by the Executive Director in circumstances when reasonable suspicion of such use is suspected.

Applicants selected for hire will receive a conditional offer of employment and be referred for pre-employment drug testing. They must obtain negative drug results prior to employment. Applicants testing positive or refusing to be tested will not be employed. Applicants who test positive are eligible to apply for employment six months later.

**Voluntary Self-Referral to the EAP** Employees or members of their immediate families who are concerned about their substance and alcohol abuse are encouraged to voluntarily use the Employee Assistance Program (EAP). The EAP offers confidential assistance, a referral service, and follow-up counseling (see HR 418).

**Disclosure** Employees who disclose in a judicial or administrative proceeding or voluntarily admit to a manager that they have a substance abuse problem may be disciplined up to and including termination or receive a mandatory referral to the EAP. The facts of each situation are reviewed with the Executive Director to determine the proper disciplinary action.

**Reasonable Suspicion** Current employees may be referred for drug testing on the basis of reasonable suspicion.

Reasonable suspicion is defined as the manager's judgment, based on behavioral observations, that the employee may be impaired due to the influence of alcohol or drugs.

The manager will consult with the Executive Director prior to referral of the employee for a "fitness for duty" evaluation. The referral should occur immediately, while there is reasonable suspicion that the employee is still under the influence.

A refusal to consent to a "fitness for duty" evaluation will result in immediate termination.

The employee will be transported to the medical facility under contract with CRHA for a "fitness for duty" evaluation and transported home.

**Accidents and Injuries** When an employee has been involved in an accident resulting in property damage or bodily injury and there is reasonable suspicion that the employee is under the influence of alcohol or drugs, the employee may be referred for a "fitness for duty" evaluation immediately.

**Confidentiality** The employee shall sign consent forms authorizing the medical facility to conduct drug and alcohol testing and to release the results to CRHA.

Results of medical evaluations are confidential. Only managers with a need to know will have access. Results are filed separately from the personnel file with the Executive Director.

**Negative Test** A negative drug and alcohol test is one in which the results do not exceed established threshold levels, which are determined by CRHA and are subject to change in accordance with Substance Abuse and Mental Health Services Administration (SAMHSA) guidelines.

**Positive Test** When employee is determined to be unfit for duty as a result of a positive test for drugs or alcohol, the employee may be referred to the Employee Assistance Program (EAP) or terminated.

**Mandatory Referral to the EAP** If an employee receives a mandatory referral to the Employee Assistance Program (EAP), the employee must sign an agreement to:

- Maintain satisfactory work performance.
- Participate in the EAP and a substance abuse rehabilitation program recommended by the EAP, at the employee's expense.
- Submit to random "fitness for duty" evaluations.

A refusal to sign this agreement will result in immediate termination.

Any failure to abide by the agreement, including any subsequent positive drug or alcohol test, will result in immediate termination.

**Notification** CRHA may report possession of illegal drugs to law enforcement agencies.

Employees convicted of a drug or alcohol related offense committed outside the work place may be disciplined up to and including termination, in accordance with the Standards of Conduct



policy (see HR 503).

## HR 511: Uniforms / Casual and Business Attire / Dress Code

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### Equipment/Vehicles/Uniforms

#### **Equipment and Vehicles**

Any equipment, computer, tools, vehicles, etc. loaned to employees in order for the employee to perform job duties must be cared for by the employee. These items and vehicles must be kept clean and in good working order. Damage, lost, or theft of equipment or vehicles due to employee's negligence shall result in the employee being held responsible for the replacement cost of the equipment or vehicle.

#### **Personal Protective Clothing and Equipment**

The use of personal protective equipment and clothing may be required for job-related safety, health, security and public interest reasons. Whenever available, American National Standards Institute (ANSI) approved safety equipment will be used. When required it must be used and worn by Regular Full Time, Regular Part Time and Temporary employees. Examples include, but are not limited to, uniforms, safety shoes, safety lift belts, hearing protectors, and respirators. The manager decides and enforces whether an employee must wear personal protective equipment and clothing. An employee may recommend to his or her manager that he or she wear particular personal protective equipment and clothing. The Director of Operations, in conjunction with the Executive Director will have final authority to determine which employee's job duties require the use of particular personal protective equipment and clothing.

#### **Who Must Wear Uniforms and Safety Gear**

**Regular Full Time employees:** All trades, building maintenance, grounds, and service maintenance employees and other positions designated by managers are required to wear uniforms and safety shoes.

**Regular Part Time and Temporary employees:** All trades, building maintenance, grounds, and service maintenance employees and other positions designated by managers may be required to wear dark blue pants and shirts in lieu of uniforms and must provide their own steel toed ANSI-approved safety shoes. Any employee who frequents construction sites or hazardous areas is required to wear safety shoes as determined by the Executive Director.

#### **CRHA Uniform**

Uniforms are standardized for consistency of appearance throughout CRHA. The CRHA logo must be affixed to all uniform shirts, coveralls, jackets, and hats.

Maintenance, construction and facilities supervisors may be required to wear uniforms as determined by the Executive Director.

#### **Hats**

Hats are optional, unless hard hats are necessary for employee's safety. Only CRHA hats will be worn with CRHA uniforms.

#### **When Uniforms Must Be Worn**

Employees who are required to wear uniforms must wear them whenever performing CRHA job duties. Employees may not wear their CRHA uniforms on secondary jobs and should not wear them during non-working hours, except while traveling to and from work. New employees must order their new uniforms within their first five working days of employment with their manager's assistance.

#### **Personal Hygiene**

All employees are expected to follow good personal hygiene and grooming or the employee may be sent home.

## **How Uniforms are to Be Maintained**

Uniforms must fit properly without restriction of movement and must be clean, pressed, and tears, rips, and buttons repaired neatly when employees are performing job duties. All shirt buttons except the "collar button" must be buttoned. Shirrtails must be tucked in. Hat brims must face forward. Blue, or black socks must be worn with the uniform. The CRHA uniform logo will be affixed above the left chest pocket.

Safety shoes must be in safe condition and in good repair.

Turtle necks, sweaters, and sweatshirts without hoods may be worn with the uniform. These items must match the required color of the uniform. Items worn over the CRHA uniform must visibly display the CRHA logo.

When safety rules allows, uniformed employees may provide at their own cost and wear CRHA-approved golf-type shirts and dark blue walking shorts (no shorter than two and one-half inches above the knee) from May 1<sup>st</sup> through October 1<sup>st</sup> of the year.

## **Exemption from Wearing Safety Shoes**

Employees are exempt from wearing safety shoes when installing floor tile that requires them to work in a stooping position.

Employees who wish to be exempt from wearing safety shoes for medical reasons must present their written request to their manager outlining their reasons for the exemption. A doctor's examination may be required at the employee's expense. The manager may approve the request with the concurrence of the Director of Operations. The exemption may apply to the employee all the time or for a limited time specific to the duties of the employee.

## **Manager Responsibility**

It is the manager's responsibility to initially assist a new employee with ordering uniforms and safety gear and to instruct their employees in the proper use, care, and maintenance of all personal protective equipment and clothing. Follow-up training will be conducted as necessary. The Director of Operations is available for consultation and training resources.

## **Disciplinary Action**

It is the employee's responsibility to dress as required. Managers are to assure that employees are in proper uniform. Failure to properly follow safety regulations and use required protective equipment, clothing and safety devices are a ground for disciplinary action (see HR 501).

Employees who report for duty without the proper uniforms, safety foot wear and other required safety gear may not be permitted to work, sent home and not paid for this period.

## **Allowances**

While CRHA provides the first three uniforms and safety shoes to employees at CRHA's expense, the employee must initially pay for his/her uniform, which will be reimbursed by CRHA after the employee's introductory period has ended. However, if a new employee who is required to wear a uniform leaves or is terminated from employment with CRHA during the initial introductory period, the cost of these uniforms and shoes shall be paid by that employee and not reimbursed by CRHA.

Subsequent uniforms (after the first three) must be purchased by the employee at his/her own expense.

## **Casual and Business Attire**

### **Policy**

Casual dress at the work place is allowed each Friday, but may be changed by the Executive Director. Employees are expected to dress appropriately for the specific circumstances of their job.

No policy can cover every business and casual dress situation. Employees are responsible for assuring that they are appropriately attired for work duties. The manager has the discretion to

determine if an employee is inappropriately dressed for a work situation.

**Business Attire**

During work hours on Monday to Thursday, or when it is necessary that an employee must attend business meetings with government representatives and other external parties, conventional business attire is required. The Executive Director may suspend this policy.

**Proper Casual Attire**

Casual office dress for men includes pressed slacks, chinos, or jeans, collared shirt, sweater or sports jacket.

Casual office dress for women includes pressed slacks, chinos, jeans, shorts, skorts, or skirts, blouses, sweaters, and jackets.

All clothing should be clean and in good condition.

**Improper Casual Attire**

Improper and unacceptable casual attire includes, but is not limited to: cut-off or torn jeans, inappropriately short skirts (no shorter than two inches above the knee) or shorts no shorter than 2 inches above the knee, midriffs, halter tops, tank tops, see-through blouses, and t-shirts or hats displaying advertising or slogans.

**TATTOOS/  
PIERCINGS**

Visible tattoos must be covered during working hours, as well as body piercing, other than typical ear piercing for single earrings.

**HR 512: CRHA Vehicle Operation**

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**Policy**

A valid driver license is required for an employee to operate a motor vehicle or motorized equipment for CRHA business on private or public property.

**Reporting**

An employee who drives any CRHA vehicle whose driver license is revoked, restricted, or suspended or who receives a medical prohibition from driving shall notify the manager within one workday.

Employees must report all convictions of major or minor traffic or moving violations within one workday of the conviction.

Failure to report any such conviction within the required time period constitutes grounds for disciplinary action.

**Record Review**

The Director of Operations will obtain driver record reviews on each employee who operates a CRHA vehicle or motorized equipment to conduct CRHA business.

**Discipline**

Operating a vehicle or piece of equipment without a valid driver license or under the influence of prescribed or illegal drugs (see HR 510) is prohibited, and constitutes grounds for disciplinary action, up to and including termination.

**Operator Types**

There are two types of operators:

- Occasional: An employee who operates vehicles or motorized equipment, but is not required doing so as an essential function of the job.
- Required: An employee who operates vehicles or motorized equipment as an essential function of the job. Operation is a major job requirement that this individual is normally expected to be able to perform in order to do their job.

**Driving Restriction**

In cases where employees can take immediate action to restore their driver license, employees shall be placed on leave (vacation leave or leave without pay) until such time as they can adequately document reinstatement of the license. In addition, other appropriate disciplinary action may be taken (see HR 501).

When a required operator is not able to operate vehicles or motorized equipment due to medical restrictions, the manager must contact the Director of Operations for guidance.

If a required operator has their license suspended for a significant term or privileges have been permanently revoked, the employee may be reassigned to another position if available, placed on leave, or terminated.

**Occasional Operators**

Disciplinary action is not appropriate when an occasional operator cannot drive, since driving is not a job requirement.

Disciplinary action is appropriate if a user knowingly operates a vehicle for CRHA business without permission from the supervisor and without a valid license or when on medical prohibition.

**HR 513: Smoking**

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**Policy**

Smoking is prohibited throughout the work place including all CRHA facilities and vehicles (pool cars, trucks, and heavy maintenance equipment). Smoking in unauthorized locations may be subject to disciplinary action.

**Designated Areas**

- Smoking is permitted only in areas designated by management, but not in the presence of non-smokers.

**Smoking Cessation**

Employees interested in smoking cessation assistance may contact the health insurance provider, Employee Assistance Program, or the Director of Operations.

**HR 514: Unlawful Harassment**

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**Policy**

CRHA provides a work environment free of harassment based on race, color, religion, sex, age, national origin, disability, genetic information, or sexual orientation. Unlawful harassment is prohibited in any form including, but not limited to, physical contact, verbal threats (other than job performance reprimands, warnings of disciplinary actions), demands and retaliations. Employees are prohibited from engaging in any activity that results in unlawful harassment of an employee or CRHA clients, residents or visitors.

**Complaints**

Any employee who has a complaint of unlawful harassment at work by anyone, including managers, co-workers, contractors, vendors, public housing residents, or others conducting business with CRHA is urged to bring the matter to the attention of a managerial official so that the problem may be investigated.

Employees may bring their complaint to the Executive Director. A formal complaint may also be filed through the Grievance Procedure (see HR 502).

**Sexual Harassment**

Sexual harassment of any kind is unacceptable and will not be tolerated. All employees, contractors, vendors, visitors, public housing residents, or others conducting business with CRHA must avoid offensive or inappropriate sexual behavior at work or while on CRHA business.

**Prohibited Activities**

Prohibited activities are those that result in:

- Unwelcome sexual advances.
- Requests for sexual acts or favors.
- Other verbal or physical conduct of a sexual nature made to an employee when:
  - Submission to such conduct is made either explicitly or implicitly a condition of an individual's employment.
  - Submission to or rejection of such conduct by an individual is used as the basis for employment decisions.
  - Such conduct has the purpose or effect of substantially interfering with an individual's work performance.
  - Such conduct has the purpose or effect of creating an intimidating, hostile or offensive working environment.

**Prohibited Conduct**

Examples of prohibited conduct include, but are not limited to:

- Lewd or sexually suggestive comments.
- Off-color language or jokes of a sexual nature.
- Slurs and other verbal, graphic or physical conduct relating to an individual's gender.
- Any display or distribution of sexually explicit pictures, greeting cards, articles, books, magazines, photos or cartoons, including by electronic means (fax, email).

**Investigations** The Director of Operations will conduct a prompt and effective investigation of all complaints.

**Discipline** Violations of this policy are grounds for disciplinary action, up to and including termination.

**HR 515: Workplace Violence**

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**Policy** It is the intention of CRHA to provide a workplace free from threats, aggression, or violent behavior by employees, clients, or guests.

**Violations** Examples of behaviors or actions which violate this policy include, but are not limited to:

- Violent or disruptive behavior.
- Fighting.
- Use of or possession of unauthorized weapons on CRHA property threats to self, others, or property.
- Abusive language.
- Destruction of property.

Note: written and verbal language used constructively to reprimand staff based on job performance is not subject to this section, nor is it inappropriate behavior.

**Employee Responsibility** Employees are to report any violation of this policy or demonstration of improper behavior to their manager or the Executive Director.

**Management Responsibility** Managers will report all incidents and allegations of a violation of this policy to the Executive Director to conduct an investigation.

**Discipline** Violation of this policy may result in disciplinary action, up to and including termination (see HR 501), as well as possible civil and criminal prosecution.

## HR 516: Personal Computers and Information Technology

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|---------------------------|---|
| <b>Purpose</b>            | <p>This policy establishes rules governing employee use of CRHA-provided computing and Internet services. (See also HR 501). Computing and Internet services are powerful tools providing access to internal business data as well as valuable sources of information about vendors, customers, competitors, technology, and new products and services. However, an employee's improper use of CRHA-provided computing tools can lead to an unproductive use of time and resources. Improper use can also create both legal liability and embarrassment for both CRHA and the employee.</p>   |
| <b>Policy Scope</b>       | <p>The computing resources governed by this policy include, but are not limited to:</p> <ul style="list-style-type: none"><li>• Desktop Personal Computer.</li><li>• Laptop Personal Computer.</li><li>• Network.</li><li>• File servers and storage.</li><li>• Peripheral equipment including, but not limited to, printers.</li><li>• Telecommunications facilities that provide remote access to CRHA.</li><li>• Access control including login identifications and passwords.</li><li>• Software.</li><li>• Data and other electronic messaging or transmissions, including e-mail.</li><li>• On-line services including Internet access and usage.</li></ul> |
| <b>CRHA Property</b>      | <p>All computer hardware, software, data and electronic files, including e-mail transmissions are the property of CRHA and are provided for official business use. Employees will not attempt to gain access to another employee's files or e-mail messages without their express permission.</p> <p>Management reserves the right to review an employee's files or e-mail for monitoring, inspection, or on the basis of business need.</p>  |
| <b>Security</b>           | <p>CRHA computing resources must be secured against intentional or unintentional loss, misuse, or damage by internal or external sources. All users shall:</p> <ul style="list-style-type: none"><li>• Protect their user IDs and passwords from unauthorized use. Users are responsible for all activities performed under their user IDs.</li><li>• Use copyrighted software only in compliance with vendor license requirements regarding use and duplication.</li><li>• Comply with federal, state, and local laws and regulations.</li></ul>   |
| <b>Right to Monitor</b>   | <p>CRHA reserves the right to access and disclose all information stored on or sent over its information systems.</p> <ul style="list-style-type: none"><li>• CRHA may examine any and all files maintained on CRHA computing resources. Managers may examine any and all files on any departmental computer and may request the Information Services to provide information regarding use of Internet resources.</li><li>• CRHA may monitor Internet usage, including web sites accessed and e-mail activity.</li></ul>  |
| <b>Internet Usage</b>     | <p>Internet access is intended for authorized purposes, including CRHA business, training and skills development, and other use that is assigned or approved by the employee's manager. No other use of e-mail or Internet is permitted. CRHA may revoke the privilege of access to the Internet without prior notice to the user. Managers shall make requests in writing to the Information Services Director in order to revoke their employees' Internet access.</p>  |
| <b>Prohibited Conduct</b> | <p>CRHA may tolerate reasonable, appropriate, and limited non-business use of its equipment but only upon approval of managers. However, computing and Internet resources are not to be used in any manner that may be disruptive, offensive to others, or harmful to morale or to the interests</p>  |

of CRHA. Any display or transmission of sexually explicit images, messages, graphics, or any transmission or use of communications that contain ethnic or racial slurs, or anything that may be construed as unlawful harassment of others is prohibited.

Examples of unacceptable use of computer resources (not approved by the Executive Director) include, but are not limited to:

- Using another person's user ID and password.
- Using computer programs to decode or attempt to decode passwords or encrypted information or to circumvent or attempt to circumvent controls.
- Altering CRHA-provided access configurations in any way except as authorized in writing by the Information Services Manager.
- Using another person's files, system, or data without permission.
- Storage of personal files or software on CRHA systems.
  
- Engaging in any activity that might be harmful or potentially harmful to the systems or the information stored therein, e.g., creating or propagating viruses, disrupting services, or damaging files.
- Making or using illegal copies of copyrighted material.
- Monopolizing systems, overload networks, or waste computing resources (computer time, connect time, disk space, paper).
- Solicitation or distribution (see HR 506).
- Using computer systems for political purposes that are not work-related (see HR 508).
- Using mail or message services to harass, intimidate, or otherwise annoy another person or group of persons, or containing offensive, abusive, threatening, or other inappropriate language (see HR 513).
- Engaging in any other activity that does not comply with the general principles contained in this policy or specifics of any other CRHA policy.

All users of CRHA computing resources must comply with the following:

- Only software that has been authorized or purchased by CRHA will be loaded or used on any CRHA computer.
- Software and documentation are not to be duplicated or reproduced in any manner without written authorization.
- Software owned or leased by CRHA will not be altered in any manner including, but not limited to, decompiling, disassembling, cross compiling, reverse engineering, or creating derivative works unless prior written authorization is obtained from the Executive Director.
- Computer equipment, software, and documentation are not to be removed from CRHA premises without approval from the employee's manager.
- Upon termination of employment, all computer hardware, software, data, and manuals are to be returned to the employee's immediate manager.

## **Violations**

CRHA considers any violation of this policy a matter of serious concern. Violation of this policy may result in disciplinary action, up to and including termination (see HR 501).

## **HR 517: Requests for Personal Information**

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### **Request for Records**

Any request for personnel records verification or review will be referred to the Director of Operations.

### **Exempt Records**

The Freedom of Information Act (FOIA) specifically exempts personnel records, scholastic records, and medical records from public access. Public access means access to anyone other than the subject employee and the direct manager or Executive.

## **Citizen Requests**

Information regarding position, job classification, official salary range, and allowances or reimbursable expenses of any public employee whose annual salary exceeds \$10,000 is available to citizen request. The Director of Operations will give notice to subject employee of the dissemination of requested information and indicate its intended use when known. However, exact salary being paid an employee is to be kept confidential unless otherwise permitted by law.

For those public employees whose annual salary is \$10,000 or less, only information regarding position, job classification, and allowances or reimbursable expenses is available to citizen request.

Requests for any other personnel information will require written authorization for the release of this information from the subject employee. All such inquiries and authorization must be submitted in writing to the Director of Operations and must state with reasonable specificity exactly what information is requested (or authorized to be released) and its intended use or purpose.

Any citizen request will be responded to within 14 days. The Director of Operations will document the identity and address of the requestor, and will advise the requestor that CRHA may process the request through its attorneys. This is documented in the subject employee's file.

CRHA may charge for document search and reproduction. A receipt is given to the individual, with a copy of the receipt with the money is given to the Finance Department, and a copy of the receipt is placed in the employee's personnel file.

## **Subject Employee Requests**

Upon reasonable notice, employees may access and review their personnel files in person (with proper identification) during normal business hours.

Employees will review their files in the presence of a manager to safeguard against removal of documents. Employees may obtain copies of documents from their file. Only the Director of Operations or her designee is authorized to photocopy documents. The personnel file is documented indicating what information was copied.

Employees may supplement any item in their file with a statement clarifying or disputing the item.

## **Business Requests**

Virginia law (Code of Virginia Title 8.01, Chapter 3, Section 8.01-46.1) provides immunity from civil liability to any employer who acts in good faith to furnish information regarding professional conduct, reasons for separation, or job performance, including information contained in written performance evaluations.

Outside business, credit, or employment verifications must have a signed statement from the subject employee authorizing the release of such information. Upon receipt of this signed release, the Director of Operations responds to the request for information.

The subject employee's file will be documented with the signed release statement and a copy of the outgoing verification.

## **Law Enforcement**

CRHA is legally required to respond to law enforcement agencies, courts, and social service agencies with or without a signed authorization from the subject employee. The identity of the requestor will be verified.

## **Telephone**

Verifying inquiries or providing information regarding employees and residents over the telephone is prohibited.



**Manager Requests**

Managers may review their employees' personnel files at any time, but may not remove or alter records.

**Personal References**

Managers and other CRHA employees are encouraged to refer all personal reference requests to the Director of Operations. The Director of Operations does not respond to requests for subjective opinion statements.

**HR 518: Change of Personal Information**

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**Policy**

Employees must notify the Director of Operations in writing of changes in personal data (name, address, phone numbers, etc.) maintained in their employee file as soon as information has been changed.

Name changes require employees to submit a copy of the new Social Security card verifying the new name.

Employees are responsible for notifying their insurance providers of any change in personal information.

## Section 6: Training and Development

The purpose of this section is to provide information on the training and development policies, procedures, and practices of CRHA.

**HR 601: Training and Development**

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**Policy**

The training and education of employees is the responsibility of management and the employee. The Director of Operations assists by providing material, resources, budget, and staff expertise to satisfy the anticipated or scheduled training and educational needs. Employees are encouraged to prepare themselves for a career with the CRHA and for promotion and transfer to positions for which their knowledge and skills have prepared them. Likewise, they are encouraged to take courses which apply to their positions with the Authority. If leave to attend a course and/or tuition payment is anticipated, the course shall be approved by the employee's supervisor and the Executive Director.

**Training Offerings**

CRHA offers both periodic and continuing training and educational programs. Periodic training programs include, but are not limited to, the areas of: safety and safe driving, computer skills, communication skills, supervision, HUD information and management development.

**Planning and Budget**

For budget and planning purposes, it is critical that managers provide the Director of Operations with their anticipated training needs for each budget year, and it must be approved by the Executive Director.

**Sponsored Programs**

Training is job-related and conducted fully or partially during working hours. Internal and external trainers are used. The costs are paid by CRHA.

Managers may initiate training programs and restrict them to their employees after receiving approval of the Executive Director.

**Other Programs**

Employees may participate in other job-related short-term training, seminars, or workshops conducted by an outside organization.

Employees are enrolled on a fixed fee, per person, space available basis.

Employee participation may be either at CRHA's expense (budget permitting) or at the expense of the employee.

An employee taking a course may be granted limited paid leave by the Executive Director in an amount not to exceed three (3) hours per week (or longer if approved by the Executive Director, and reasonable) to attend classes if they are only available during working hours. If additional education leave is needed, the Executive Director may approve up to four (4) months of leave without pay. A written memorandum which states the action and circumstances shall be included in the employee's personnel file.

**Program Fees**

The Director of Operations will consider payment of the registration fees or tuition cost for courses, conferences, workshops, professional association dues, certification fees, or seminars that are directly related to the job functions of an employee and considered to be an educational or training benefit to CRHA, and report this information to the Executive Director.

The request must be approved by the manager.

Any repeat attempt to complete a CRHA-paid training activity will be the financial responsibility of the employee.

**Employee Eligibility**

Regular Full Time employees are eligible for participation in training. Regular Part Time and Temporary employees may be eligible for, or required to attend, special project-funded training activities as directed by their managers.

**Availability**

Programs are announced in advance to managers. Managers are responsible for notifying their employees.

Managers must notify the Director of Operations of the employees recommended to attend training.

Participant selection will be based on considerations of space, budget, equal opportunity, affirmative action, and division distribution by the Executive Director.

**Attendance and Time Recording**

Employees are expected to attend and participate fully. The Director of Operations keeps record of attendance when feasible.

Training conducted during CRHA working hours becomes that employee's assigned duty station for the duration of the program.

Training in excess of four working hours is indicated as official business (OB) on the time sheet. Training of less than four hours is not noted on time sheet.

Employees are subject to disciplinary actions up to and including termination for failure to report to training, early departure, or employee misconduct during training. Disciplinary action of this nature will have an impact on future training opportunities for that employee.

**Mandatory Programs**

Certain training functions are mandatory. Examples include policies and procedures, grievance or safety training, management training or training required as part of a special project.

Mandatory programs are identified as such when they are announced.

**Training  
Records**

Employee personnel records document both successful and unsuccessful training.

Employees who participate in outside training are encouraged to forward a copy of any documentation received to the Director of Operations for inclusion in their personnel files.

**Counseling**

The Director of Operation's staff is available for individual employee counseling and information concerning educational or training matters.

The Director of Operations may maintain a selection of school catalogs, brochures, and program announcements for counseling purposes.

Employee absences for counseling must be coordinated by the employee through the manager.

Note: All materials received at a CRHA paid training are the property of CRHA unless waived by the Executive Director.

**HR 602: Continuing Education/Tuition Reimbursement**

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**Policy**

Employees are encouraged to prepare themselves for a career with the CRHA and for promotion and transfer to positions for which their knowledge and skills have prepared them. Likewise, they are encouraged to take courses which apply to their positions with the CRHA. If leave to attend a course and/or tuition payment is anticipated the course shall be approved by the employee's supervisor and the Executive Director.

**Education  
Leave**

- (a) An employee taking a course pursuant to this section may be granted limited paid leave by the Executive Director in an amount not to exceed three (3) hours per week to attend classes if they are only available during working hours.
- (b) If additional education leave is needed, the Executive Director may approve up to four (4) months of leave without pay. A written memorandum which states the action and circumstances shall be included in the employee's personnel file.

**Educational  
Assistance**

Educational assistance is a plan which offers the CRHA's employee financial help to pay the tuition and certain fees of an employee who takes educational courses which are related to the work and which are likely to increase the employee's value to the CRHA. This assistance program is not intended to support degree programs but is designed to enhance the knowledge and skill the individual brings to the job. This plan also provides for reimbursement of the cost of taking special qualifying examinations such as the GED or trade or professional certifications. A limit is established on the funds available to any employee. Assistance may be obtained, subject to the availability of funds, on either a prepaid or reimbursable basis. Applications for both methods of assistance are available and should be submitted for approval prior to enrolling in a course if educational assistance is desired. The applications set forth the procedures for requesting assistance and the obligations of the employee receiving such assistance.

**REIMBURSE  
MENT TO  
CRHA**

Employees requesting tuition reimbursement should complete the appropriate forms and will be required to reimburse CRHA for tuition paid by CRHA for the employee should the employee not remain employed by CRHA for at least twelve months after each course/class that has been paid for by CRHA.

## Section 7: Travel

The purpose of this section is to provide information on the travel policies, procedures, and practices of CRHA.

### HR 701: Policy

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#### **Policy**

The CRHA will fund and/or reimburse (as the budget will support) travel for Commissioners and employees who are essential to the performance of their duties and responsibilities and the accomplishment of CRHA goals and objectives.

### HR 702: Authority for Travel

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#### **Endorsement**

The Executive Director and/or Director of Operations are authorized to endorse travel expenses of officials, residents (if approved by the Executive Director and supported by the budget) and employees covered by a budget officially approved by the Commissioners and accepted by the Department of Housing and Urban Development.

### HR 703: Responsibility

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#### **Staff**

The Executive Director, or designee, must approve all requests for travel and/or travel advance funding. All CRHA personnel, residents and commissioners are responsible for the prudent expenditure of CRHA funds entrusted to them. All CRHA personnel, residents and commissioners are responsible for reimbursing the CRHA for travel funds advanced and not expended.

### HR 704: Procedure

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#### **Submission of Request**

Requests for budgeted travel must be submitted in advance and justified to the Executive Director for approval. Requests for travel which are not budgeted and/or unanticipated and not budgeted shall be handled at the discretion of the Executive Director. Requests for advances of funds to cover CRHA budgeted travel approved by the Executive Director shall be submitted to the Director of Operations.

#### **Disbursement of Travel and Other Advances**

Personnel should submit to the Director of Operations a completed Travel Advance Request and/or Travel Expense voucher for approval to cover any advance/reimbursement due employees for travel. No advance of CRHA funds for travel will be made for an amount exceeding the estimated reasonable cost of public transportation, registration, lodging, food and other travel related expenses. The CRHA employee who receives the travel advance is solely responsible for it. Any portion thereof not used for travel must be returned to the CRHA within five (5) calendar days of the employee's return from travel. Any employee who does not comply with the five (5) calendar day reimbursement policy will have a wage assignment enforced against his/her paycheck(s) for the amount of the travel advance. The Director of Operations will prepare a check for the amount of a Travel Advance Request for reimbursement due and forward it to the employee.

## **Travel Reimbursement**

All personnel must document travel expenses for which they are requesting reimbursement with receipts for such expenses paid by the employee. If a receipt cannot reasonably be obtained, a written explanation should be attached to the Travel Expense Voucher for approval by the Director of Operations. Requests for travel expense reimbursements by CRHA personnel who used personal funds to cover travel expenditures should be submitted to the Director of Operations within five (5) calendar days after return from travel. CRHA personnel will be reimbursed at a rate of \$0.31 (31 cents) per mile for personal vehicle use during authorized travel as approved by the IRS. Payment for mileage may not exceed the airline unrestricted coach rate for round trip travel between Charlottesville, Virginia, and the traveler's destination.

## **HR 705: Personal Vehicle Use for Local Travel**

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Supervisors must approve all use of personal vehicles for official CRHA business. CRHA personnel who use their personal vehicles for CRHA official business must record accumulated mileage on the CRHA Mileage Voucher form. Vouchers must be submitted monthly to the Director of Operations for reimbursement. Requests for cumulative monthly travel reimbursement(s) will not be approved. CRHA personnel who use their personal vehicles for official CRHA business will be reimbursed at the rate established by CRHA and based on IRS regulations/rules/allowances. All forms for reimbursement must be submitted within five (5) calendar days after return from out of town travel or once a month for local travel.

## **Section 8: Further Authority of the Executive Director**

The purpose of this section is to provide information on the interpretative authority of the Executive Director regarding policies, procedures, and practices of CRHA.

## **HR 800: Executive Director's Authority Regarding Policies, Procedures and Practices**

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### **Policy**

The Executive Director may clarify and interpret any policy, procedure or practice provisions herein that may not be clear or self-explanatory. Additionally, if necessary to effectively manage CRHA, the Executive Director may release authority-wide policy memorandums from time to time.

### **Discretion**

Any discretionary authority exercised by the Executive Director must be applied equally to all employees whose situation demonstrates similar facts or upon demonstration of compelling reason for the decision and cannot be made arbitrarily.

### **Exception for Executive Director**

While many policies, procedures, practices and benefits contained herein apply to the Executive Director, it is the Executive Director's contract that governs, but no benefits or policies that favor all employees shall be withheld from the Executive Director.



# Employee's Receipt of Manual & Compliance

Name of Employee \_\_\_\_\_ Date \_\_\_\_\_

Address of Employee: \_\_\_\_\_

Current Position \_\_\_\_\_

I, \_\_\_\_\_, the above noted employee acknowledge receiving a copy of the CRHA's policies, procedures, and practices handbook, have reviewed its content, and agree to abide by and comply with its provisions.

I have also received the job description for my new position as \_\_\_\_\_ and reviewed it thoroughly.

\_\_\_\_\_  
Signature of Employee

\_\_\_\_\_  
Date