

FRIENDS GENERAL CONFERENCE

MANUAL OF PERSONNEL POLICIES AND PROCEDURES

Approved by Executive Committee, 05.18.2019

The aim of the Personnel Committee in developing this manual is to enable the committee to be responsible to Friends General Conference and to its staff in a way that is in keeping with Quaker principles of caring for the person as well as maintaining institutional responsibility. It is intended for use by the Personnel Committee and the staff as a summary of the principles and a guide to the general procedures of personnel management as practiced in this Quaker organization. It is open to periodic revision, as the Personnel Committee and staff together continue to seek ways to serve God through responsible employment practices in FGC.

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This manual represents a general statement of employment policies and benefits and is a general overview of the responsibilities and obligations of employees. This manual is not a contract or guarantee of employment.

- i. **Minute of Purpose:** Friends General Conference is a Quaker organization in the unprogrammed tradition of the Religious Society of Friends which primarily serves affiliated yearly and monthly meetings. It is our experience that:
 - Faith is based on direct experience of God.
 - Our lives witness this experience individually and corporately.
 - By answering that of God in everyone, we build and sustain inclusive community.Friends General Conference provides resources and opportunities that educate and invite members and attenders to experience, individually and corporately, God's living presence, and to discern and follow God's leadings. Friends General Conference reaches out to seekers and to other religious bodies inside and outside the wider Religious Society of Friends.
- ii. **Non-Discrimination Statement:** FGC is an equal opportunity employer and does not discriminate or tolerate discrimination in employment because of race, color, national origin, citizenship, age, disability, marital status, veteran status, gender, gender identity, sexual orientation, or any other protected category. As a religious organization FGC can consider religion in hiring decisions.
- iii. **Commitment to Anti-Racism:** Consistent with the decision of Central Committee in 2017 to prioritize the work of anti-racism within FGC, all FGC decision-making processes shall answer the following query with respect to each decision, "How does this decision support FGC in its goal to transform FGC into an actively anti-racist faith community?"

1. PERSONNEL COMMITTEE

- 1.1. **Purpose and Function:** The Personnel Committee shall consist of a clerk, assistant clerk, recording clerk, and three additional members of Central Committee (preferably with personnel experience in labor or management) to be appointed by Nominating Committee, as well as an additional member who is also a member of the Finance Committee, to serve as a liaison between the two committees, the treasurer, the presiding clerk of Central Committee, and the General Secretary.
 - 1.1.1. The Personnel Committee is responsible for personnel matters within Friends General Conference. It recommends personnel policies and practices to the Executive Committee, advises Finance Committee, Central Committee and the General Secretary on personnel issues, and guides the implementation of FGC personnel policies.
 - 1.1.2. Within the governance of FGC, all Committees and officers have a responsibility to promote the welfare of FGC staff. However, Personnel Committee serves as the focal point for this concern.
 - 1.1.3. The Personnel Committee provides important support to the General Secretary, seeking also to minister to the individual serving in that role. At times, the Committee may be the best resource available to counsel the General Secretary, because it possesses a unique commitment to confidentiality; knowledge of issues, individuals, and FGC staff; and extensive familiarity with FGC and Friends. Such support may be accomplished in various ways, often impromptu.
- 1.2. **Responsibilities:** The Personnel Committee shall:
 - 1.2.1. Act in all its business in ways that are faithful to the basic Quaker testimonies of honesty, equality and good stewardship.
 - 1.2.2. Determine and interpret personnel rules and practices, and recommend them for approval by the Executive Committee. These shall be regularly reviewed and updated as necessary.
 - 1.2.3. Make recommendations to the Executive Committee each year on wage and salary ranges and fringe benefits.

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- 1.2.4. Approve wage and salary ranges for each position and determine individual adjustments within the approved ranges.
- 1.2.5. Determine and make recommendations to the Finance Committee concerning the upcoming years' staffing plans and accompanying personnel budgets.
- 1.2.6. Communicate with the property committee concerns about physical office conditions.
- 1.2.7. Review and approve job descriptions covering the individual paid positions.
- 1.2.8. Assure that regular performance appraisals take place at least annually.
- 1.2.9. Maintain contact with the staff. The Personnel Committee shall meet with office staff at least once a year. In addition, and as appropriate, individual Personnel Committee members may make themselves available for specific staff members.
- 1.2.10. Make recommendations to the Executive Committee regarding the appointment and termination of the General Secretary.
 - 1.2.10.1. In order to recruit candidates and recommend for appointment to the position of General Secretary, the Personnel Committee will appoint a search committee consisting of the assistant clerk of Central Committee (convener), the clerk of Central Committee, the clerk of Personnel Committee, the treasurer (or the clerk of Finance Committee), one program committee clerk, and one staff member. This committee will report directly to Executive Committee. It is anticipated that the search committee will approach likely candidates directly as well as soliciting generally within the Religious Society of Friends.

STAFF APPOINTMENTS

- 2.1. General Secretary: The General Secretary will be employed by the Executive Committee. The General Secretary is responsible for appointment of all other paid and volunteer staff.
- 2.2. Position Openings: When employment openings occur, the vacancy can be filled through an internal promotion or a formal search process. To secure a staff member most suited to the work, a full and formal search process is generally favored. In the case of a formal search, the vacancy shall also be posted internally and applications from staff shall be considered in the same way as other applicants. Written references shall be requested for candidates for all positions and shall include both references from previous employers and character references. In those cases where an internal candidate with strong qualifications exists, the General Secretary shall consult with the appropriate supervisor of this position to make sure that there is unity in promoting an existing staff member and in using an internal promotion rather than a formal search to fill the position. If this position reports directly to the General Secretary, the approval of the Personnel Committee clerk must be sought if a promotion rather than a search is to be used to fill the position. Where there is clarity that an existing staff member could be promoted without a formal external search, the position shall still be posted to staff internally so that other staff have an opportunity to apply. If multiple staff are interested in the position, formal interviews with the General Secretary and the appropriate supervisor will be utilized and an opportunity will be given to all staff to express written considerations regarding the applicants' suitability for the position.
- 2.3. Provisional Period: All new employees will begin with a provisional period commencing on the date of their first working day. For employees in ranges I (General Secretary), II (Associate Secretary), III (Fiscal and Property Manager, Conference Coordinator), and IV (Program Coordinator), the period shall be for six months. For employees in ranges V (Associates), VI (Assistants), or VII (Intern), this period will be for three months. The General Secretary may extend any provisional period by up to three months by notifying the employee in writing. Employment of the new employee may be terminated at any time within the provisional period by either the employee or the General Secretary and shall not be subject to review pursuant to the policies and procedures set forth in this manual. At the end of the provisional period, a performance review shall be conducted by the new employee's supervisor, and a written report of the review indicating that the employee has concluded the provisional period shall be given to the employee and placed in the employee's personnel file.
- 2.4. Letter of employment: A letter covering the agreement between FGC and the individual employee is given to the person at the time of hiring and at times of promotion; a copy of the letter is filed in the employee's personnel file.

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- 2.5. Term of appointment: FGC is an “at will” employer and as such, employees have the right to terminate their employment at any time with or without notice, and FGC has the same right. Employees are not guaranteed employment for any specific term.
- 2.6. Supervisory Responsibility: Each FGC job description identifies the position held by the person who is responsible for supervising the employee in the position described. Under no circumstances may the supervisor be in an intimate or family relationship with the supervisee. This means that, should a supervisor and a supervisee form an intimate relationship, the supervisory relationship cannot continue. This does not preclude the possibility of a couple serving as colleagues on the staff, or even sharing a single position, but they must both be supervised by someone who is not related to them.
- 2.7. Categories of Staff Appointments:
 - 2.7.1. Full Time Staff: Persons who work full time for FGC (35 hours per week, usually five days of 7 hours per day) are regarded as full time employees, and are entitled to receive all standard benefits.
 - 2.7.2. Part Time Staff
 - 2.7.2.1. Category A: Persons who are regularly scheduled to work less than 35 hours per week but at least 21 hours per week are entitled to receive standard benefits provided full time employees of FGC, with annual leave, sick leave, and holidays provided on a pro-rated basis. Thus, a 60% time employee would receive 60% of the 24 vacation days (14 days, or 98 hours), 60% of the sick days (7 days, or 49 hours), and 60% of the paid holidays (6.5 days, or 45.5 hours).
 - 2.7.2.2. Category B: Persons who are regularly scheduled to work 20 hours or less weekly are eligible for Social Security and Workers' Compensation Insurance coverage, but are not eligible for other employee benefits except additional pay to be used towards covering the cost of your outside health insurance premiums (see 4.1.3).
 - 2.7.3. Term Limited Employees: Employees hired with a pre-determined maximum length of employment, usually between six months and three years.
 - 2.7.4. Temporary Employees: Persons who are employed for a period up to six months are considered temporary employees. All temporary employees are eligible for Social Security and Workers' Compensation Insurance coverage, but are not eligible for other employee benefits.
 - 2.7.5. Internship Program: FGC has two kinds of internships: paid and unpaid.
 - 2.7.5.1. Paid internships are non-exempt, term-limited positions, generally for one year or less, generally full time or close to full time. Benefits include health and life insurance for the duration of the internship, workers compensation, plus one sick day (7 hours) and two vacation/personal days (14 hours) for each full month worked.
 - 2.7.5.2. Unpaid internships are generally for less than one year and/or generally less than full time. Unpaid interns may be reimbursed for direct expenses incurred in serving as interns but otherwise do not receive any compensation or benefits.
 - 2.7.6. Exempt and Non-Exempt Staff: Non-exempt staff work on an hourly basis and should be paid for each hour they work. Exempt staff are paid a set salary to do their job and qualify for an exemption to the Fair Labor Standards Act. The definition of exempt and non-exempt employees can be found in the guidelines of the Fair Labor Standards Act, a copy of which will be located in the General Secretary's office. Each position at FGC is evaluated using these guidelines and classified accordingly.
- 2.8. Criminal Background Check: FGC will take all reasonable precautions to insure the safety of children and young adults at our conferences and events. We also seek to create a safe environment for staff and volunteers. To that end, FGC will run appropriate background checks on all staff. Therefore, all current staff and prospective staff will be asked to consent in writing to a criminal and/or child abuse background check. When legally possible, the checks will be performed by FGC staff in national and state databases. In some states and Canada, the worker may need to request a background check directly from the appropriate agency. The check will be repeated with all employees every five (5) years.
 - 2.8.1 Child Abuse & Disqualifying Incidents: If the background check yields an incident of child abuse or related disqualifying event, FGC, due to the nature of our programming,

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- will be unable to employ or continue to employment of the individual in question if their position at FGC requires or will have any potential contact with children.
- 2.8.2 **Other Convictions:** If other types of convictions appear on a criminal background check and depending on a variety of factors (for example: the type of position, the nature of the crime, how long ago it was, and the contrition of the individual), the candidate may still be eligible for employment. This determination will be decided by the General Secretary, after conversation with the candidate, and in consultation with at least two of the following people: the candidate's anticipated supervisor and the Presiding Clerk and/or the Personnel Committee Clerk (or their designees). A criminal conviction is not considered an automatic disqualification for employment as FGC seeks, when appropriate, to support returning citizens/formerly incarcerated persons who are qualified for a given position and chosen for employment at FGC.
- 2.8.3 **Fairness, Recourse & Transparency:** If the check yields potentially disqualifying information, the results will be provided to the candidate/employee to give them an opportunity to refute the information with the agency that provided it and to discuss it with the General Secretary or Presiding Clerk. In compliance with Pennsylvania law, if FGC determines that a candidate will not be hired for a position based on their criminal record, FGC will inform them in writing that this is the case.
- 2.8.4 **Confidentiality:** The results of the background check will be held in confidence by FGC supervisory staff, the staff running the background check, and Presiding Clerk and/or the Personnel Committee Clerk (or their designees). The results of all background checks will be kept in the staff employee files. These files are the property of FGC. Upon written request, staff members can access their files except for letters of reference, which are confidential and not available to staff members.

3. WAGE AND SALARY POLICIES

- 3.1. **Objective:** Friends General Conference desires to pay adequate compensation, commensurate with job responsibilities and consistent with organizational needs. The Personnel Committee develops a wage and salary policy through wage and salary ranges for individual positions. To keep abreast of the changing economic conditions, these ranges are adjusted from time to time by comparison with compensation policies of other Quaker organizations.
- 3.2. **Wage and Salary Schedule:** FGC has a schedule with seven ranges, and all but the lowest (Intern) range have a minimum and a maximum figure. Compensation in the highest range (comparing either the minimum figures or the maximum figures) should be no more than 300% of the lowest range (excluding the Intern range). The Personnel Committee and the General Secretary place positions in one of these ranges after an assessment of required levels of responsibility.
- 3.3. **Placement of Positions in the Schedule:** The assessment to determine a position's range is based on six criteria: 1) management of people; 2) complexity of responsibilities; 3) latitude in decision-making; 4) skills required; 5) working conditions; and 6) role in promoting the organization. These are elaborated below. In considering the placement of a position in the appropriate range, it is the cumulative weight of all six criteria that will determine the placement.
- 3.3.1. **Management of People:** This involves recruiting, hiring, training, supervising, and motivating staff; recruiting, encouraging, motivating, nurturing, and at times directing volunteers and committee members; and, on occasion, terminating the employment of staff. At the low end, staff may direct or assist a temporary or very part-time employee, an intern, or a volunteer or two. There is little or no responsibility for managing, training, and developing people. In the middle ranges, staff are likely to carry responsibility for the regular and direct supervision of one or two regular staff members and/or many volunteers, including responsibility for long-term professional growth. The highest range involves ultimate supervisory authority for the entire staff and authority for hiring and terminating employment.
- 3.3.2. **Complexity of Responsibilities:** This involves the range and complexity of the various responsibilities of the position and the extent to which the job requires creativity and the ability to engage in analysis, critical thinking, and problem-solving. At the low end, employees make decisions within a limited range of choices, subject to review by a

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- supervisor. In the middle ranges, staff must plan activities and programs within broad goals and objectives set by committees while balancing work loads and often serving multiple and diverse constituencies. The highest range is characterized by the formulation and evaluation of broad policies, long-term programs, and providing direction to the organization as a whole.
- 3.3.3. Latitude in Decision-Making: This involves the extent of the authority that a position carries to speak and act on behalf of FGC and to make judgements and actions that could significantly impact FGC. At the low end, the staff person may make purchases or execute agreements within established guidelines, but they refer difficult questions or unusual problems to a supervisor. In the middle of the schedule, staff make important decisions without prior approval of their supervisor, except where large investments of time, money or energy, or issues of long-term program direction are involved. The highest range is characterized by broad authority to speak for the organization, bind it legally, and commit it financially.
- 3.3.4. Skills Required: This involves the required knowledge, skills, and abilities for a position. At the low end are reading, writing, math, computer, communications and other office skills. In the middle ranges, staff require a proven ability to plan, manage, schedule, and coordinate multiple tasks, programs, or services and often require more specialized knowledge or skills. The highest level positions require proven management skills, the ability to conceptualize and to innovate, and knowledge of organizational and financial administration.
- 3.3.5. Working Conditions: This involves conditions in the work situation that include hours of work, time of work, travel and availability. At the low end, duties are generally performed during regular working hours in the workplace. In the middle ranges, duties often require irregular and/or long hours, travel, and responsibilities for multi-day events. At the high end, duties regularly require long hours, frequent travel, on-call hours, or numerous activities outside of a normal work week.
- 3.3.6. Role in Promoting the Organization This involves the promotion of programs and ideas and the interpretation of FGC itself. At the low end, contacts with others outside of FGC are primarily for the purpose of providing or obtaining information, coordinating efforts, and planning or implementing established policies and procedures. At the middle levels, contacts involve program consultation, generating funds, involving volunteers, and exchanging professional or technical advice, including some promotion to the larger Quaker public. At the high end, there are continuous contacts with and cultivation of a broad spectrum of constituents outside and inside the organization who are important to FGC's overall prosperity and effectiveness.
- 3.4. Wage and Salary Increases: At the time of hire, the General Secretary assesses the experience and qualifications of the new hire and sets the starting salary or wage rate , generally between the minimum and the mid-point of the appropriate range.
- 3.4.1. Annual Wage and Salary Adjustment For All Staff: In most years, the Personnel Committee will recommend an adjustment that is related to, but not bound by any specific relationship to, the increase in the Consumer Price Index for "All Urban Consumers." In most years, Personnel Committee will also recommend that an additional amount of money be budgeted for an additional modest increase. It is generally expected that all staff will receive the same overall rate of increase, but the General Secretary (acting in consultation with the Personnel Committee) has the authority to make exceptions in special cases.
- 3.4.2. Wage and Salary Increases Due to Major Increases in Job Responsibilities:
- 3.4.2.1. Movement to a Higher Range: If a staff person is given major additional responsibilities that would logically place the position in a higher range (e.g. move the position from Range V to Range IV), the position will be placed in the higher range and the staff person will receive an appropriate increase.
- 3.4.2.2. Movement Within a Range: If a staff person assumes additional major responsibilities in their job which, however, do not warrant placing the position in a higher range, the General Secretary (in consultation with the Personnel Committee) may adjust that employee's salary or wage upward within the same range. If a person's salary or wage is above the maximum in the salary

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range for their position, the person's salary or wage will be maintained at its current level. Salary or wage increases will be considered when the salary or wage is below the maximum for the range of their position.

- 3.4.2.3 Response to Market Forces: If there is significant risk that a staff member's salary is not commensurate with the market value of their skill set, the General Secretary (in consultation with the Personnel Committee) can consider adjusting the employee's salary or wage upward within the same range.
- 3.5. Deductions from Salary or Wage: Deductions from compensation payments, most of which are required by law, include: Federal income tax, based on the tax-exemption withholding form submitted by the employee; state income tax; local wage tax; social security payments; and other deductions authorized in writing by the employee.
- 3.6. Overtime Pay: Non-exempt staff (see section 2.7.6) will be paid for each hour they work. The pay rate will be straight time for the first 40 hours worked in one week (not including any time for such things as vacation, sick or personal leave), and at the rate of time and one half for hours in excess of 40 hours per week. Overtime work must not be undertaken without prior written approval by the supervisor. Exempt staff are not eligible for overtime pay, but may receive time off for rest and re-centering (see section 14).
- 3.7. Criminal Background Check: FGC will take all reasonable precautions to insure the safety of children and young adults at our conferences and events. We also seek to create a safe environment for staff and volunteers. To that end, FGC will run appropriate back background checks on all staff. Therefore, all current staff and prospective staff will be asked to consent in writing to a criminal and/or child abuse background check. When legally possible, the checks will be performed by FGC staff in national and state databases. In some states and Canada, the worker may need to request a background check directly from the appropriate agency. This check will be repeated with all employees every 5 years.
- 3.8.1 Child Abuse & Disqualifying Incidents: If the background check yields an incident of child abuse or related disqualifying event, FGC, due to the nature of our programming, will be unable to employ or continue the employment of the individual in question if their position at FGC requires or will have any potential contact with children.
- 3.8.2 Other Convictions: If other types of convictions appear on a criminal background check and depending on a variety of factors (for example, the type of position, the nature of the crime, how long ago it was, the contrition of the individual), the candidate may still be eligible for employment. This determination will be decided by the General Secretary, after a conversation with the candidate, and in consultation with at least two of the following people: the candidate's anticipated supervisor and the Presiding Clerk and/or the Personnel Committee Clerk (or their designees). A criminal conviction is not considered an automatic disqualification for employment as FGC seeks, when appropriate, to support returning citizens/formerly incarcerated persons who are qualified for a given position and chosen for employment with FGC.
- 3.8.3 Fairness, Recourse & Transparency: If the check yields potentially disqualifying information, the results will be provided to the candidate/employee to give them an opportunity to refute the information with the agency that provided it and to discuss it with the General Secretary or Presiding Clerk. This is in accordance to the Fair Credit Reporting Act (FCRA). Further, in compliance with Pennsylvania law, if FGC determines that a candidate will not be hired for a position based on their criminal record, FGC will inform them in writing that this is the case.
- 3.8.4 Confidentiality: The results of a background will be held in confidence by FGC supervisory staff, the Presiding Clerk and/or the Personnel Committee Clerk (or their designees). The results of all background checks will be kept in staff employee files. These files are the property of FGC. Upon written request, staff members can access their files except for letters of reference, which are confidential and not available to the staff member.

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4. BENEFITS

- 4.1. Health Insurance: For employees 60% time to full-time, FGC pays 90% of the premium for the current standard plan or for a less expensive plan, if offered. The dollar value generated by this formula can also be applied towards the premium of a more expensive optional plan officially offered by FGC and, in certain circumstances, to outside plans (see 4.1.4 for an example). This applies for the employee and, if applicable, for any eligible children of the employee (see section 4.1.1 below). For staff who are 40% time and below, FGC will contribute to the cost of their health insurance policy based on the percentage of time employed minus 10% using the cost of FGC's current standard or base plan. To aid equitable employment, the Personnel Committee discourages the creation of jobs that are between 41% and 59% time.
- 4.1.1. FGC also pays the same percentage of costs for health insurance through the same health insurance plan for children of employees up until their 26th birthday, if requested by the employed parent. Children of a domestic partner who are under 26 years of age are also eligible for coverage.
- 4.1.1.1. Coverage for children of a domestic partner: Interested staff may sign up for this coverage by completing an "Affirmation of Domestic Partnership Commitment" form (for FGC internal use only) as well as the necessary insurance enrollment forms. A copy of FGC's "Affirmation of Domestic Partnership Commitment" can be found in the Appendix.
- 4.1.2. FGC does not pay for the spouses or domestic partners of employees, as it is the intention of Friends General Conference to provide the same medical plan coverage or non-coverage for dependent individuals who are domestic partners as those who are traditional marriage partner dependents.
- 4.1.3. Payroll Deduction, Reimbursement & Plan Choice: For staff employed 60% time or more, payroll deduction will be used to cover the remaining 10%. For employees working between 60% and 100% time, employees can choose to use the FGC provided health plan and payroll deduction. Optionally, employees working less than 100% time and at least 60% time have the option to sign up for a verified plan outside of FGC. Due to IRS and the rules of our current insurer (as of Oct 2019), employees working less than 60% time must use an outside verified plan and cannot use payroll deduction. For outside plans, FGC will reimburse the employee up to the amount covered were they on the FMHG plan. Documentation of the cost of your insurance will be required. Staff who use outside plans should be aware that the FGC reimbursement into your paycheck will be treated by the IRS as income and taxed.
- 4.1.4. Non-FGC Policy Insurance Areas & Non-FGC Policy Reimbursement Formula: Employees based in states or countries where our current insurance group does not have adequate coverage may opt to purchase independent insurance coverage. In such cases, FGC will reimburse the employee up to the amount covered for FGC employees on the current base or standard plan. For example: If FMHG Costs \$1,000 for an individual policy and the staff member is working 60% time, FGC will reimburse up to \$500 of the employees independent insurance cost. If the employee has an individual policy that costs \$400 per month, FGC would reimburse \$400 per month. If the employee secures individual insurance that costs \$800, FGC would reimburse \$500 per month.
- 4.1.5. Reimbursement for Using Spousal Insurance: Some FGC employees may have spouses whose employers offer health insurance to spouses. If this is the case and an FGC employee wishes to utilize the insurance of their spouse's employer, FGC will reimburse the employee for the difference between what the spouse's employer will pay for the spouses insurance and the premium cost for the spouses insurance. FGC will pay up to the amount FGC would pay towards the employee's premium if they were using FGC's insurance plan. This benefit does not cover the differential for children.

An Illustration (does not use real insurance premium numbers)

- FGC Provided Insurance costs \$800 for the premium per month
- FGC, for a full-time employee pays 90% of the premium or \$720 per month

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- FGC employee's spouse's organization will cover spouses
 - The premium for spouse's couple insurance is \$ 1600 with the spouse's firm covering 80% or \$1280 per month
 - So the couple now pays \$320 per month towards their combined premium of which \$160 is related to the spouses coverage (the FGC employee)
 - FGC will therefore pay for the spouse's portion which is \$160 per month.
 - If the coverage was more expensive, FGC would pay the spouse's differential up to the premium amounts that FGC would otherwise spend. In this case \$720 per month.
- 4.2. **Other Benefits:** From time to time, other benefits may be provided. Information about such additional benefits will be provided as part of the new-employee orientation, and to current staff when such benefits are implemented. Reference to such benefits not herein enumerated shall be available as a document separate from this manual, but retained in the same electronic data-base as this manual for ease of access.
- 4.3. **Life Insurance:** FGC provides term life insurance for each full time or Category A part time employee equal to the employee's annual salary plus \$5,000, capped at \$75,000.
- 4.4. **Disability Policy and Insurance:**
- 4.4.1. **Eligibility:** All full time and Category A part time FGC employees who have been employed by FGC continuously for six months or more are eligible to receive FGC's self-funded Short Term Disability Payments and, subsequently, Long Term Disability benefits.
 - 4.4.2. **Initial 30 Days:** If the employee has sufficient accumulated sick leave, vacation leave, and/or Rest and Re-centering time, they will use those and receive full salary for this period. If the employee does not have enough accumulated leave to cover this period, they may request up to nine days of advance leave, which should be made up with sick and vacation leave over the subsequent three months. If the disability becomes permanent, and the employee is never able to return to work, they will not need to "pay for" those extra leave days. If the employee has more than enough sick, vacation and/or Rest and Re-centering time to cover the initial 30 working days, they will first use up their sick days, then begin "Short Term Disability Payments." If they remain on disability after three months, they may elect to receive a lump sum payment for unused vacation time (but not Rest and Re-centering time).
 - 4.4.3. **Short Term Disability Payments:** For a disability lasting more than 30 days and up to three months the employee shall submit a licensed physician's determination that they are unable to perform their normal assigned duties. FGC will then pay the employee an amount equal to 80% of their normal wages or salary during this period as long as the disability continues, or until three months have passed since the disability began, or until the employee's 65th birthday, whichever is sooner.
 - 4.4.4. **Job Protection:** Any staff member who is out on Short Term Disability is assured of being able to return to the same position for up to three months (assuming the position still exists). FGC makes no commitment to hold a position longer than three months.
 - 4.4.5. **Long Term Disability Insurance:** FGC provides long-term disability insurance coverage for all full time and Category A part time employees who have worked for FGC continuously for six months or longer, subject to annual certification of total disability by a licensed physician. Coverage under this plan begins when the employee's disability has lasted three months and the Short Term Disability payments have been exhausted. In summary, and subject to change without notice, the long-term disability insurance makes payments equal to 60% of the employee's wages or salary before occurrence of the disability, beginning three months after the disability begins, up to a maximum of \$5,000/month . Disability status shall be based upon competent medical evidence in accordance with the requirements of any applicable insurance programs. Benefits under this plan may be continued until the covered employee reaches age 65 or, in cases in which the disability begins after age 60,

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- benefits may be extended beyond age 65. Employees should refer to the Group Policy Schedule (available from the Fiscal and Property Manager) for details on this policy.
- 4.4.6. Continuation of Benefits: Unless the employee recovers or elects to retire, FGC will continue to pay for health and life insurance benefits for the employee and, if already in place prior to the employee going on disability, for eligible dependents for 24 months after the onset of the disability or until the employee's 65th birthday, whichever is sooner. After 24 months, or upon attaining the age of 65, the disabled employee would be eligible for Medicare or Social Security medical disability benefits. FGC advises any employee who receives Long Term Disability benefits to apply for Social Security medical disability benefits in a timely fashion.
- 4.4.7. Doctor's Examination: In any case of claimed disability, FGC reserves the right to have the employee examined by a licensed physician of its choice. Decisions as to an employee's disability status shall be based upon competent medical evidence in accordance with requirements of any applicable insurance programs.
- 4.4.8. Miscellaneous: Staff do not earn any vacation or sick leave while receiving either Short Term Disability Payments or Long Term Disability benefits. Nor do they receive any wage and salary increases. Any deductions that would ordinarily be made from their regular compensation will be made from their disability payments (e.g. to continue health insurance for a dependent).
- 4.5. Retirement Plan: FGC provides a retirement or pension program for its employees through Friends Pension Plan which it sponsors jointly with Philadelphia Yearly Meeting. A full description of the current fixed benefit retirement plan is available at the FGC office for employees and prospective employees.
- 4.5.1. For employees hired before 10.1.2013, and who are age 50 or older as of the same date, FGC also pays up to \$2,000 per year (prorated monthly) for health insurance to supplement Medicare for retired employees who meet the following criteria:
- They meet the normal retirement age as defined by Social Security for Medicare.
 - They have worked for a total of 15 or more years at FGC.
 - They have worked at FGC at 60% or more time during those fifteen years.
 - They have been working for FGC for at least two years immediately prior to their retirement.
- FGC will not pay anything for the cost of prescription coverage for retired employees, nor will FGC pay anything toward the health insurance costs of any spouse or domestic partner of any retired FGC employee.
- 4.5.2. Eligibility: Eligibility for pension is based on length of service and salary. An employee who has worked three continuous years with employers who participate in the Friends Pension Plan is 50% vested. After four year continuous service, an employee is 75% vested. Only those who have worked at least five continuous years will receive 100% vestment.
- 4.5.3. Retirement Age: Normal retirement age is 65 for those hired before January 1, 2017. For those hired after that date, your normal retirement age corresponds to your Social Security full retirement age as defined by the U.S. federal government. Early retirement, with reduced benefits, is possible with the approval of the Friends Pension Committee. If a person wishes to work for FGC beyond age 65, it is permitted. The employee will not receive pension payments until retirement or until required by federal law.
- 4.6. Worker's Compensation:
- 4.6.1. General: Friends General Conference carries, as required by law, Worker's Compensation Insurance that provides coverage in case of injury suffered by an employee in the course of employment-related work, in accordance with the laws of the state in which the injury occurs. All injuries incurred during working hours must be reported immediately to the General Secretary or the person in charge of the office in case of the absence of the General Secretary.
- 4.6.2. "Working Time": Working time is defined as the time of actually working in the Friends General Conference office (but not as the time of travel to or from work) and as the time spent on assignment away from the office including time of travel from the FGC office to the remote location and back.

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5. TRAINING AND DEVELOPMENT

- 5.1. New Employees: The General Secretary shall arrange for training and orientation of new employees. In addition to job information, the new employee shall be given a packet of background and philosophical information about Friends General Conference.
- 5.2. Continuing Education: FGC wants to help employees grow in knowledge and skills that could help them improve their performance or assume increased responsibilities at FGC. The General Secretary is responsible for considering and approving FGC payment for special training seminars or other training opportunities for employees as they deems appropriate.
- 5.3. Safety: The General Secretary shall arrange to have all employees trained in the use of new office equipment as necessary, in office safety procedures, in building and fire procedures, and in the requirements of the position held by each employee. Employees are responsible to make sure they are aware of the requirements of their positions and to be acquainted with all applicable safety procedures.

6 JOB DESCRIPTIONS, PERFORMANCE EXPECTATIONS AND APPRAISAL

- 6.1 Job Descriptions: The General Secretary is responsible for creating written job descriptions for paid positions in consultation with the appropriate committees and staff members within FGC, and for submitting them to Personnel Committee for approval. The Personnel Committee supports the General Secretary in developing recommendations for the revising of the annual review process, and the role of the job description in that annual review. Job descriptions will be reviewed periodically by the Personnel Committee. In general, job descriptions should be flexible and broad, so that frequent minor revisions are not required.
 - 6.1.1 Creation & Use of Provisional Job Descriptions: The General Secretary can create a draft job description for a new position and send it to the Personnel Committee clerk (who will distribute it to the full committee) and request provisional approval. This process is to be used when a new job description cannot wait until the next committee meeting. An explanation of why this is time sensitive, sent by the General Secretary, will be distributed by the Personnel Committee clerk. With the approval of the committee, Provisional approval can then be granted, with full review and approval at the next Personnel Committee meeting. In addition, a significantly revised job description, approved by the General Secretary, will be recognized as a provisional job description, and reviewed at the next Personnel Committee meeting for final approval.
- 6.2 Performance Appraisals: The General Secretary and other supervisors on the staff shall conduct annual performance appraisals for each employee. These are carried out at the direction of the General Secretary with consultation with appropriate committee clerks.
 - 6.2.1 Objective: The performance appraisal process is designed to provide FGC staff and supervisors an opportunity each year to review progress toward agreed on goals and to discuss strengths and areas of needed improvement, as well as to provide written documentation of the results of this review.
 - 6.2.2 Process: It is the responsibility of the supervisors to set aside time to do annual reviews with each supervisee. It is important to give at least two weeks notice to both the supervisee and other staff or volunteers who interact with the staff person so that they may offer feedback. It is also important for the supervisor to set aside time to carefully consider their own feedback to be given to the supervisee. The General Secretary, in cooperation with members of the Administrative Team, shall provide suitable forms for the performance appraisal that provide an opportunity for both staff and supervisor to each document their assessment of the work accomplished and any problems encountered. In the course of this discussion between staff and supervisor, the goals agreed upon at the previous performance review should be examined along with other relevant factors identified in the previous review.
 - 6.2.3 Results: Following an annual review, it is important for the supervisor to summarize the discussion and any plans of action or goals agreed upon during the review and communicate them in written form to the supervisee, appropriate supervising staff and the General Secretary. The results of the appraisal and any recommendations for promotion are reported to the Personnel Committee by the General Secretary. A copy of all performance review materials will be kept in the employee's personnel file.

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- 6.3 General Secretary Performance Review The Presiding Clerk of FGC and clerk of the Personnel Committee will conduct the annual performance review of the General Secretary. Committee clerks, officers, and other staff may have input into the process.
- 6.4 Unsatisfactory Job Performance: The following procedural guidelines are not mandatory and the General Secretary, after consultation with the clerk of Personnel Committee or the Presiding Clerk, may depart from them as deemed appropriate. In general, no staff member's performance will be deemed unsatisfactory until effort has been made by the staff member's supervisor to inform the staff member about the problems identified and to develop an agreed upon approach for dealing with the shortcomings. If the problem is serious enough or is repeated, it is advisable that the agreed-upon approach should be in written form. (For exceptions, see also 10.5.)
- 6.4.1 If there is cause for complaint about the performance of an employee that cannot be resolved during the normal course of events, the General Secretary shall conduct a timely, formal appraisal interview at which the employee's immediate supervisor will be present. A Personnel Committee member will be present as a witness during this interview. If the causes for dissatisfaction with the employee's performance are serious, the General Secretary should place the employee on probation and arrange for close supervision by the supervisor. The results of the interview, which shall contain in written form the cause for dissatisfaction if it exists, shall be shared with the employee and placed in the employee's personnel file. The employee may respond in writing to this report, and their response shall then be placed in the employee's personnel file.
- 6.4.2 If the decision reached after the formal appraisal interview is to place the employee on probation, then a second performance appraisal shall be conducted 30 days after the date of the first interview; if performance is still unsatisfactory, the employee shall be given appropriate notice of termination (30 calendar days for exempt employees, 14 calendar days for non-exempt employees) and terminated. If performance has become satisfactory, a written statement to this effect shall be given to the employee and a copy placed in the employee's personnel file; the employee is then no longer on probation.

7 GRIEVANCES

- 7.1 General Statement: This section describes processes to be followed when a staff person has a grievance related to working conditions, implementation of personnel policies, or personnel practices. (It does not cover appeals of involuntary termination of employment due to poor performance or cause; see section 9.4 for this.) Friends General Conference seeks to resolve grievances through processes which respect the value and dignity of each person and which are based on integrity, caring, and truth. Openness, frankness, and generosity between individuals who work together create the foundation for good relationships and enable concerns to be addressed before they become grievances. When concerns or questions arise, staff are encouraged to deal with them promptly so as to avoid an accumulation of concerns and development of a major grievance. Friends should avoid complaining to others. Concerns should be aired directly, privately, and honestly with the person(s) who have caused them. The aggrieved person should describe in a clear and articulate way the incident(s) which led to the concern, while remaining open to the other person's point of view. Conversely, each staff member should be receptive to hearing about and discussing the concerns which they may have caused another. Staff are encouraged to seek to resolve concerns through such direct but informal processes whenever possible.
- 7.2 General Principles: The following principles should be observed in addressing grievances:
- Problems should be addressed promptly. Staff should not let a whole string of unresolved concerns build and then initiate a grievance procedure involving grievances stretching back for many months.
 - Steps in attempting to resolve a grievance should be implemented in a timely fashion.
 - Each party to the grievance should be heard--the person(s) having the grievance and the person(s) alleged to have caused or contributed to the grievance.
 - Any party to the grievance may bring one support person (but not legal counsel) to any formal discussion, provided the other participants in the discussion are notified well in

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advance. The role of the support person is to listen and provide support, not to "argue the case."

- The privacy and dignity of each person must be respected, and confidentiality regarding the content of the grievance should be maintained by all involved.
- Those involved in trying to resolve the grievance may wish to consider the possibility of an outside mediator or other problem-solving approaches.

7.3 Formal Procedure: When a process of dialogue involving the parties fails to lead to satisfactory resolution of the grievance, or when the aggrieved party is unable to conduct a direct discussion with the person with whom they have the grievance, this formal procedure should be initiated. The General Secretary will be informed in writing by the person processing the grievance, and the General Secretary will, in turn, inform the clerk of Personnel Committee and the Presiding Clerk in writing. The formal procedure includes more than one step; at any point that a satisfactory resolution is reached, the parties should agree to end the procedure. These steps should be taken in the following order:

7.3.1 Presentation to supervisor: The aggrieved staff member arranges for a private meeting with their supervisor and submits a statement of the grievance in writing. The supervisor seeks to resolve the matter in a manner satisfactory to all of the involved persons and consistent with FGC policies through a joint discussion with the person bringing the grievance and the person(s) alleged to have caused the grievance. The supervisor will prepare a written report of the grievance process, including any agreements reached by the parties to the grievance. Copies of this report will be given to all parties to the grievance and to the General Secretary. NB: If the alleged cause of the staff member's grievance is their supervisor, the matter should go directly to the General Secretary (see 8.3.2).

7.3.2 Presentation to the General Secretary: If the prior step does not result in a satisfactory resolution of the grievance, or if the staff person's grievance is with their supervisor, the aggrieved staff member may present the matter to the General Secretary by submitting a written statement of the grievance and a description of the attempts made to resolve it. If the matter has already been considered by the staff person's supervisor, the General Secretary will consult with them before proceeding. The General Secretary will then talk with the aggrieved staff person and the person(s) alleged to have caused the grievance, seeking to reach a satisfactory resolution. The decision of the General Secretary regarding resolution of the grievance will be final. The General Secretary will prepare a written report of the process, including any agreements reached by the parties to the grievance. Copies of the report will be given to all parties to the grievance, to the clerk of Personnel Committee, and to the Presiding Clerk.

7.4 If the General Secretary is a party to the grievance, the Presiding Clerk and the Clerk of the Personnel Committee will select two other members of Central Committee, and the four of them shall constitute a special Grievance Committee. This committee will review the written complaints and any reports and meet with the parties to the grievance. The committee will reach an agreement as to resolution of the grievance and share its decision with the parties involved. If the General Secretary does not agree with the committee's recommendation, they may take the matter to the Executive Committee, whose decision is final. Only the General Secretary may appeal the decision of the Grievance Committee to the Executive Committee.

8 DISCRIMINATION AND HARASSMENT

8.1 General: Friends General Conference, in keeping with Friend's historical concerns for equality and justice, is committed to providing environments for its staff, volunteers, committee members, and program participants which are free of discrimination and harassment. Demeaning actions, words, jokes or comments based on an individual's gender, sexual orientation, race, ethnicity, age, or faith will not be tolerated. FGC's policies regarding discrimination and harassment will be provided to employees and volunteers as part of their orientation and training.

8.2 Sexual Harassment: Sexual harassment is unwanted sexual or gender-based behavior generally involving the exercise of formal or informal power by the perpetrator over the victim. It is a form of misconduct that is demeaning to another person and undermines the integrity of the employment relationship. It is illegal, and it is strictly prohibited within FGC. Sexual harassment may be verbal (suggestive comments, threats, insults, jokes, sexual propositions), nonverbal (suggestive, insulting or obscene gestures, noises, leering, displaying pornographic

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material), or physical (touching, brushing body, coercing sexual intercourse, assault). Sexual harassment includes cases in which submission to such conduct by an employee is made a term or condition of that individual's employment or used as a factor in other decisions affecting that individual's employment. It also includes cases in which the conduct substantially interferes with the work performance of an employee, volunteer, or committee member, or creates an intimidating or offensive environment for an employee, volunteer, committee member, or program participant.

- 8.2.1 Confronting Sexual Harassment: Any employee or volunteer who experiences or observes such behavior is encouraged, if possible, to tell the perpetrator plainly that their behavior is objectionable harassment and to ask them to stop it.
- 8.2.2 Reporting Sexual Harassment: Any employee, volunteer, committee member or program participant who experiences or observes sexual harassment should report it to the General Secretary, the clerk of Personnel Committee, or the Presiding Clerk. If none of them is available, the report should be made to the staff person or committee member with overall responsibility for the event or occasion. Anyone can raise concerns and make reports without fear of reprisal from FGC. The individual receiving such a report must document the allegation and place it in the confidential files of FGC. Willful false allegations of sexual harassment will not be tolerated and are subject to disciplinary action.
- 8.2.3 Investigating Allegations of Sexual Harassment: Any allegation of sexual harassment will be investigated by the General Secretary in concert with the Presiding Clerk. If one of these individuals is either unavailable or is alleged to have perpetrated or condoned the behavior, the clerk of Personnel Committee will serve as an alternate. If necessary to ensure gender neutrality, one of these members may designate their own replacement. The investigation will be confidential, thorough, impartial and prompt. All parties involved in the event will be interviewed and asked to submit signed, written statements. The involved parties, the General Secretary, the clerk of Personnel Committee, and the Presiding Clerk will be informed as to the findings of the investigation and/or the corrective action taken, if any. All others should understand and respect the need for confidentiality in such investigations; the conclusion of the investigation may require broader sharing while respecting confidential details and legal considerations.
- 8.2.4 Consequences: Anyone found to have engaged in sexual or other unlawful harassment will be subject to disciplinary action. For employees, this could involve a range of actions, up to and including termination without notice. For volunteers, committee members, or program participants, the consequences could also involve a range of actions, up to and including separation from the organization or program.
- 8.2.5 FGC's policies regarding discrimination and harassment will be provided to staff.
- 8.2.6 FGC's policies regarding discrimination and harassment are relevant to FGC Officers and Central Committee members, and should be provided as part of their orientation and training, given the interactions between staff and volunteers. (*Executive Committee accepted this as interim verbiage, but requests Personnel committee to clarify and seek Executive Committee approval.*)

9 TERMINATION OF EMPLOYMENT

- 9.1 General: Termination of employment may be through resignation by the employee, retirement, death, or dismissal by Friends General Conference, including by reason of permanent disability which cannot be reasonably accommodated and which prevents the employee from performing their responsibilities. In the case of dismissal of a non-provisional employee, the General Secretary shall consult with the clerk of the Personnel Committee, the Presiding Clerk, and clerk(s) of program committees as appropriate. The decision regarding termination by FGC is made by the General Secretary. (See section 8.3 for review process.)
- 9.2 Resignation by Employee: To give the General Secretary time for filling a job opening, any employee who resigns is requested to give at least 30 days notice, and preferably 90 days in the case of program level positions.
- 9.3 Program Change or Retrenchment: Dismissals resulting from program change or retrenchment should require notice in advance of at least 30 calendar days for exempt employees and 14 calendar days for non-exempt employees. At the time of the notice, the employee is entitled to be given the reasons for dismissal in writing.

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- 9.4 Review of Termination Decisions: Termination of employment due to unsatisfactory job performance should ordinarily follow the procedures outlined in section 8.3, though those guidelines are not mandatory. An employee who is terminated for poor performance or cause may ask for a review of their termination by the FGC Personnel Committee. Such a request must be made in writing within one week of the written notice of termination. The Personnel Committee will then review the written record and provide the employee with an opportunity to present their objections in person, with the General Secretary present. The Personnel Committee and the General Secretary will discuss the matter and, using Divine assistance, come to a final decision. If and only if the General Secretary and the Personnel Committee cannot reach unity on a final decision, the matter will be taken to the full Executive Committee, whose decision is final.
- 9.5 Termination Without Notice: When the conduct of an employee has been destructive or unethical as determined by the General Secretary, or may threaten the well-being and effectiveness of the other employees, committee members, volunteers and/or event participants, the employee may be terminated by the General Secretary without notice.
- 9.6 Payments at Termination:
- 9.6.1 Annual Leave: An employee who is terminated shall receive a lump sum payment for accrued annual leave, except in situations where the employee is terminated for willful misconduct.
- 9.6.2 Payments in Lieu of Notice: Friends General Conference may request that an employee due for termination leave before the expiration of notice, and give salary in lieu of unexpired notice.
- 9.7 Termination of General Secretary: The General Secretary is hired and may be terminated by the Executive Committee. Notice of unsatisfactory performance will be given at the time the problem is identified and in the annual review by the Presiding Clerk and the Clerk of the Personnel Committee.

10 UNEMPLOYMENT COMPENSATION

- 10.1 Purpose: FGC does not participate in the Pennsylvania State Unemployment Compensation Program. FGC has established and funds its own unemployment compensation plan. The purpose of this plan is primarily to ease the transition from employment with FGC to a paid position with another organization, and secondarily as recognition for a period of service to FGC and to Friends.
- 10.2 Eligibility: Any regular employee of FGC who has worked regularly for at least 21 hours per week who has successfully completed their initial provisional period of employment with a satisfactory performance review (three months for employees in bands IV, V and VI and six months for employees in bands I, II and III), and who is subject to involuntary termination for any reason other than willful misconduct will be eligible to receive unemployment compensation in accordance with the schedule and conditions provided below. In this case, “willful misconduct” refers to illegal acts (other than acts of religious witness carried out in a manner consistent with traditional Friends testimonies) or egregious violations of FGC policy. For purposes of this policy, “willful misconduct” does not include poor job performance where an employee is determined to have been working to the best of their abilities.
- 10.3 Rate and Duration of Unemployment Compensation: The rate and duration of unemployment compensation is based both on the average monthly pay received by the employee during the previous six months of employment at FGC and the length of time they have worked for FGC at the minimum rate of 21 hours per week. See 11.6 “Schedule of Unemployment Benefits” below for details.
- 10.4 Termination of Unemployment Compensation when Former Employee Secures New Employment: Former employees who receive unemployment compensation are required to inform FGC about their employment status every two weeks during this period. If, during this period, a former employee begins working in a job which pays a salary equal to or greater than the six-month average monthly pay they were receiving at FGC, unemployment compensation from FGC will be ended. If the former employee begins a new job which pays less than the six-month average salary received at FGC, FGC will continue the portion (up to 100%) of the

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unemployment compensation which would bring the total compensation received by the former employee up to the average salary they were receiving at FGC prior to termination.

- 10.5 Delayed or Resumed Unemployment Compensation: If at any time during the FGC benefit period, an otherwise eligible former employee loses their new employment through no fault of their own, does not receive unemployment compensation through a state or other system, and has informed FGC of same in writing within thirty (30) days of the loss of employment, FGC shall initiate or resume benefits hereunder for any remaining weeks of the FGC benefit period. This provision does not extend the benefit period. For example, a former employee is eligible for 12 weeks of unemployment compensation from FGC. They collect the benefit for two weeks and then start a new job, but they lose the new job after four weeks. This employee would then be eligible to resume receiving FGC unemployment compensation for the balance of their benefit period, which would be six weeks.

10.6 Schedule of Unemployment Benefits

Duration of Service

First 6 months
6 months to 4 years
4 years to 5 years
5 years to 6 years
6 years to 7 years
7 years to 8 years
8 years to 9 years
9 years to 10 years
10 years to 11 years
More than 11 years:

Rate and Duration of Benefit:

None
6 weeks full pay, 14 weeks half pay
6 weeks full pay, 15 weeks half pay
6 weeks full pay, 18 weeks half pay
8 weeks full pay, 18 weeks half pay
9 weeks full pay, 17 weeks half pay
10 weeks full pay, 16 weeks half pay
11 weeks full pay, 15 weeks half pay
12 weeks full pay, 14 weeks half pay
13 weeks full pay, 13 weeks half pay

- 10.6.1 The unemployed person will receive health and life insurance benefits as long as they receive full pay under this policy. All benefits are terminated when the employee begins receiving half pay.

11 PERSONNEL FILE

- 11.1 Contents: FGC shall maintain a confidential personnel file for each employee, containing the application, references, letters of agreement, changes in status, assignments, salary, evaluations, correspondence, background checks, and any other pertinent information. The personnel file is the property of FGC and not of the employee. Upon written request, staff members can access their files except for letters of reference, which are confidential and not available to the staff member.
- 11.2 Access: The personnel file is available to the General Secretary, the Fiscal and Property Manager, members of the Admin Team, the clerk of Personnel Committee, the Presiding Clerk, and to the immediate supervisor of the employee involved. Upon written request to the General Secretary, employees shall have access to their files except for letters of reference which are confidential and not available to the employee. The file is not available to others except as required by government agencies in connection with the administration of employment, worker safety and related laws and regulations. FGC will strenuously resist all other government efforts to obtain access to employee files and other records concerning individual staff.
- 11.3 Attendance: A record of each employee's day-by-day attendance shall be maintained by the General Secretary, Fiscal Manager, or Direct Supervisor and kept in the personnel file of each employee and/or within a database to provide for vacations, holidays, sick leave and other authorized absences. A copy or copies may be outside the personnel file or database for use in statistical analysis of time on projects, figuring vacation accruals, and so forth.

12 WORKING HOURS

- 12.1 Regular Work Week: The regular work week is five days of seven hours each. The General Secretary shall maintain adequate staff from 9:00 AM through 5:00 PM to answer requests for information and to transact necessary business.
- 12.2 Individual Work Schedules: Individual schedules shall be set in consultation with the General Secretary and adhered to except in emergency.

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13 REST AND RECENTERING TIME

- 13.1 General: Employees should anticipate working an adjusted schedule and additional hours during periods of above-normal workload such as the Gathering, weekend workshops, committee meetings, official visitations, and occasional other events. Rest and Recentering time is provided to exempt employees to allow time off for rest, recuperation and personal business. All such time should be taken as soon as possible after it is accrued. Time not taken within three months of accrual will be forfeited, unless special arrangements have been made in advance with the General Secretary.
- 13.2 Non-exempt Employees: Non-exempt employees who are assigned to work more than 35 hours per week may be paid at their regular rate for up to an additional five hours and at the overtime rate for any hours worked in excess of 40 for the calendar week, or have their normal weekly schedule adjusted at the discretion of the General Secretary. Non-exempt employees are required to be paid at the overtime rate for all hours actually worked in excess of 40 hours per week.
- 13.3 Exempt Employees: Time off for exempt employees who work more than 5 days per week will be arranged to provide for rest and re-centering for continued assigned excess time or weekend assigned time.
- 13.3.1 Assigned time for more than four hours per weekend day for conference or committee meetings shall be compensated with one day off, scheduled with the approval of the General Secretary.
- 13.3.2 Assigned time during the Gathering shall be compensated day for day, scheduled with the approval of the General Secretary.
- 13.4 Rest and Re-centering Time is not a cash benefit, and such time not taken before an employee leaves their position at FGC will not be compensated.

14 HOLIDAYS

- 14.1 Scheduled Holidays: the following scheduled holidays, listed chronologically, are observed each calendar year, with the office being officially closed:
- New Year's Day
 - Martin Luther King's Birthday (Third Monday in January)
 - President's Day (3rd Monday in February)
 - Good Friday
 - Memorial Day
 - July 4th
 - Labor Day (1st Monday in September)
 - U.S. Thanksgiving
 - Friday after Thanksgiving
 - Two days at Christmas, determined by the General Secretary in consultation with staff.
- 14.2 Weekend Holidays: When any holiday falls on a Saturday, the preceding Friday shall be observed; when on Sunday, the following Monday shall be observed.
- 14.3 Working on Holidays: Holidays occurring during a conference or the Gathering will not be observed by the staff assigned to the conference; however, a floating holiday of the employee's choice (subject to the General Secretary's approval) shall be substituted. Employees who choose to work on an observed holiday may substitute (subject to the General Secretary's approval) a floating holiday.
- 14.4 Holiday Pay: Full-time employees are paid for the scheduled holidays. Part-time employees who work 21 hours or more per week shall have paid holidays pro-rated. All other employees are not paid for the scheduled holidays.

15 VACATION AND PERSONAL LEAVE

- 15.1 General: Vacations and personal leave will be arranged by employees and the General Secretary to be taken at mutually convenient times. Under unusual circumstances, and with the approval of the General Secretary, vacation or personal time may be taken before accrual, resulting in a deficit of accrued time. No further vacation or personal leave may be taken until the deficit is erased by accrual. Terminating employees shall be responsible for reimbursing FGC for any deficit of accrued time.

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15.2 Accrual Rate:

15.2.1 Full-time Employees: Employees are entitled to 24 working days of vacation and personal leave each year, accrued at the rate of 14 hours (2 days for salaried staff) per calendar month of full-time work. Employees hired before the 16th of the month shall accrue 7 hours (one day) of vacation and personal leave for that month.

15.2.2 Part-time Employees: The rate of accrual for part-time employees is adjusted proportionally according to their normal work week (see section 2.7.2.1.)

15.3 Accrual Limits: Vacation and personal leave may be accrued up to 210 hours (30 days), at which point accrual stops until vacation or personal leave time is taken.

16 **PAID SICK LEAVE**

16.1 General: It is the intention of FGC to pay regular salary or wages for time off due to sickness. See Section 4 for information concerning disability insurance coverage.

16.2 Accrual Rate:

16.2.1 Full-time Employees: Sick leave will accrue at the rate of 1/2 day per pay period, to a limit of 30 days, credited at the end of each pay period for all full-time employees beginning the first full pay period the employee is hired.

16.2.2 Part-time Employees: The rate of sick-leave accrual for part-time employees is adjusted proportionally to their normal work week (e.g. a 60% time employee would accrue sick leave at the rate of three-tenths of a day per pay period). Sick leave is accrued at the end of each pay period, beginning with the first full pay period the employee is hired, and accrual limit is 30 days, adjusted proportionally (a 60% time employee could accumulate no more than 18 sick days).

16.3 Rest & Re-centering Time and Annual Leave: Accrued Rest & Re-centering time may be used for sick leave at the option of the employee. Time off for an illness contracted during vacation will be considered sick leave beginning on the first scheduled work day after the end of vacation, if the employee must remain off work because of the illness.

16.4 Physician Certification: The General Secretary may require a physician's written certification of an employee's disability in order to utilize sick leave or of fitness to return to work before the employee is reassigned to normal duties. Alternatively, the General Secretary may require an employee to be examined by an employer-designated physician; FGC will be responsible for any associated co-pay for such an evaluation.

16.5 Medical Appointments: Medical and dental appointments are considered to be personal or sick leave if made during the working day. If you can schedule your appointment at the start or close of regular working hours (9am-5m, M-F) or over lunch in such a way that you will work your full allotment of hours that day, you will not be required to take part or all of a leave day. This must be arranged with your supervisor in advance of the appointment.

16.6 Unpaid Family Leave: Any employee who has been employed by FGC for twelve or more months at 60% or more time shall be entitled to a total of twelve work weeks of leave, including any accrued paid personal and vacation leave and/or Rest & Re-centering time, except that the staff person may choose to keep five days of vacation leave, during any twelve month period in order to care for the spouse or domestic partner, son, daughter, or parent of the employee, or a dependent whose health insurance premiums are paid by FGC, if such person has a serious health condition, or for birth or adoption of a child.

16.6.1 Employees requiring such leave are responsible for providing FGC reasonable and adequate notice of the requirements for such leave as well as appropriate certification of such need.

16.6.2 FGC may require, at its expense, second or third professional opinions as to such certification if in its judgement there is some question as to the validity of any request.

16.6.3 Requests and certifications pertaining to such leave will be maintained by FGC in confidential files, the access thereto being limited.

16.6.4 Employees who return to active employment at the expiration of the approved absences for family needs will be restored to the position of employment held prior to the taking of such leave and without loss of employee benefits.

16.7 Other Leave

16.7.1 Parental Leave, Primary Caregiver: Any employee who is the primary caregiver and has worked for FGC at 60% or more time for one year or longer may take up to 12 weeks of leave for the birth or adoption of a child at the time of the birth or adoption. Of these

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twelve weeks, six weeks are paid parental leave. The remaining six weeks may include accumulated sick leave, vacation/personal leave, and/or Rest & Re-centering time (all of these are paid leave), and/or unpaid family leave (see section 15.6).

- 16.7.2 Parental Leave, Non-Primary Caregiver: Any employee who has worked for FGC at 60% or more time for one year or longer and who is not the primary caregiver of a newborn or newly adopted child may take up to two weeks off from work with pay at the time of the birth or adoption.
- 16.7.3 Compassionate Leave: The General Secretary has discretionary ability in administering leave in these situations, as in all situations.

17 JURY DUTY

- 17.1 General: Because FGC recognizes jury duty to be a civic responsibility, employees are encouraged to accept jury duty and to make proper arrangements to have their duties covered during their absence. If the time of jury duty causes hardship to FGC (e.g., during time of intense staff effort related to program activities), FGC may request postponement of the jury duty time.
- 17.2 Reimbursement: Regular salary payments will be made during the time of jury duty, and monies received as compensation for jury duty are to be turned over to FGC, with FGC guaranteeing compensation to staff up to a limit of any 15 days within a 2 year period.

18 REIMBURSEMENT FOR AUTHORIZED EXPENSE

- 18.1 General: Friends General Conference reimburses expenses incurred by employees during travel away from the FGC office on FGC business, and for other authorized expense incurred. Such reimbursement is made directly to the employee incurring the expense after FGC has received a detailed accounting of the expenses incurred, including receipts or documentation, and statements of the reasons for incurring them (the nature of business transacted during a trip, or the nature and reason for other expense). Expense statements shall be examined and approved by the General Secretary or the Fiscal and Property Manager. All expense statements are subject to audit by the FGC Treasurer at any time, and shall be kept in files by dates of expense period.

19 TRAVEL

- 19.1 Yearly Meeting Visitation: Program staff shall be expected to visit yearly meetings in session each year as representatives of FGC. The General Secretary shall arrange with staff which yearly meetings shall be visited in any given year. In order to maximize the visibility of FGC, staff will not represent FGC at their own yearly meeting sessions. Exceptions to this policy may be made with the approval of the General Secretary.
- 19.2 Travel Expenses: Mode of transportation is at the discretion of the individual, but should be the most economical mode consistent with efficiency in meeting the travel objective. Only the actual cost of transportation on Friends General Conference business shall be reimbursed.
 - 19.2.1 Personal automobile: The cost of use of a personal automobile is reimbursed at the same rate per mile driven allowed by the federal government, together with reimbursement of toll, parking, and other similar incidental fees involved with the use of the car.
 - 19.2.2 Rental Vehicles: Fees and gasoline expenses for rental automobiles are reimbursed at cost.
 - 19.2.3 Other Modes of Transportation: Air, bus, train and other transportation fares are reimbursed at cost. Employees shall attempt to get the most favorable air-travel rates; super-saver tickets and other low-cost variants shall be used wherever possible.
- 19.3 Travel Advances: In specific cases, determined by the General Secretary or other member of the Administrative Team, expense account advances may be given to an employee. Advances must be signed for by the employee and strictly accounted for on the detailed expense statement.
- 19.4 Employees, Families of Staff, and Support Persons at the Gathering: FGC will cover all Gathering costs for an employee who is required to work full time at the Gathering, including the employee's costs for an air-conditioned room and/or a single room if requested.
 - 19.4.1 The children (defined as age at birth until 19th birthday) of staff members who are required to work full time at the Gathering will have their fees covered entirely by FGC.

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- 19.4.2 For staff members who are required to work full time at the Gathering, FGC will cover 50% of the “basic fees” for an adult support person (who may or may not be the staff person’s spouse or domestic partner), with the expectation that the support person shares a double room with the staff person (i.e. FGC will not pay for two single rooms).
- 19.4.3 “Basic fees” are the total of room, board and registration (or “program”) fees for a non-air conditioned double room (and/or child on the floor, when allowed), plus the cost of the 3-meal per day plan. Any additional costs (e.g. for the support person in an air-conditioned room) will be covered by the employee.
- 19.4.4 “Support persons” receiving this financial assistance are NOT eligible to receive FGC Gathering scholarship assistance, but they ARE eligible to apply for workgrants.

-END-

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**APPENDIX to the
FGC Manual of Personnel Policies and Procedures**

**Affirmation of Domestic Partnership Commitment
For FGC Use Only in Determining Eligibility for Medical Plan Coverage**

I, _____ (Name of Employee) and

I, _____ (Name of Domestic Partner) affirm that we are engaged in a committed relationship for our mutual support and benefit which began on _____/_____/_____ (Date). We also affirm that we are not married to any other individual, nor are we engaged in any other committed relationship beyond that stated above, nor are we related to each other by either adoption or blood. We affirm that we are each of the age of consent in the state in which we reside. As an employee of FGC, I _____ agree to notify FGC within 30 days should the above-named partnership be dissolved at any time in the future.

We affirm that we each agree to be jointly responsible for the basic living expenses and welfare of the other. As evidence of this financial interdependence, we are submitting the following evidence with this form (at least three of the following items must be submitted) and these must be checked in the left hand column:

- (i) a domestic partner agreement;
- (ii) a joint mortgage or lease;
- (iii) a designation of one of the partners as beneficiary in the other partner's will;
- (iv) a durable property and health care powers of attorney;
- (v) a joint title to an automobile, or joint bank account or credit account; or
- (vi) such other proof as is sufficient to establish economic interdependency under the circumstances of the particular case.

Signature: _____ Date: _____
(FGC Employee)

Signature: _____ Date: _____
(Employee's Domestic Partner)

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Ethical Standards Policy
(aka “Whistleblower Policy”)

Approved by Executive Committee, April 30, 2011

Advices

Friends General Conference (FGC) is committed to maintaining high ethical standards, and to open and honest communication in support of those standards.

Any FGC staff or committee member witnessing or having evidence of improper or unethical conduct on the part of an FGC staff person, officer, or committee member is expected to challenge such conduct. In some cases, private discussion or remonstrance may be all that is needed to put an end to the wrongdoing and repair whatever damage has been done, or clear up a misunderstanding. If private remonstrance is inadequate or inappropriate, reports of suspected wrongdoing may be made to a staff supervisor, the General Secretary of FGC, or the Clerk of the Central Committee, as appropriate. All such reports of possible improper or unethical conduct will be promptly and appropriately investigated, and remedial or disciplinary action taken as needed.

No one making such a report in good faith will be retaliated against or harassed in any way. Honest communication in support of high ethical standards is understood to be consonant with Friends testimonies.

Queries

For those who suspect wrongdoing:

1. Is the evidence of wrongdoing clear-cut, or is the matter potentially a misunderstanding or a judgment call about which reasonable persons may differ?
2. Would private intervention be appropriate, or should the possible wrongdoing be reported to someone with supervisory authority?
3. Is the action you contemplate likely to lead to change for the better? Is there someone you can confer with in making this decision?
4. In taking this action, are you sure that you are motivated solely by a desire to serve as a witness to truth?

For those receiving reports of wrongdoing:

1. Do you affirm the responsibility of every staff and committee member to report suspected wrongdoing, in order to support high ethical standards?
2. After investigation, is the evidence of wrongdoing clear, complete and unambiguous?
3. How can the situation best be remedied?

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APPENDIX to the
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Conflict of Interest Policy

Approved by Executive Committee, February 4, 2012

Policy

All staff, officers and Central Committee members of Friends General Conference (FGC) are expected to act in the best interests of FGC and to avoid participating in decisions or accepting assignments that might pose a conflict of interest.

Advices

1. Staff, officers, and Central Committee members should recuse themselves from any financial or administrative decision or activity involving an actual or potential conflict of interest, which is to say any decision that might directly benefit them, their relatives, or an entity with which they are closely associated.

2. Staff, officers and Central Committee members should not supervise or have authority over someone who is a relative. If such a situation comes about as a result of a new assignment or a new hire or a new relationship, one or the other of the parties involved is expected to remove themselves from the position causing the conflict. Preference in deciding upon proper remedial action will be given to an employee over a committee member, and to a more senior employee over a more junior one.

Queries

1. Am I putting the interests of FGC ahead of my personal interest in accepting an assignment or performing my duties on behalf of FGC?

2. Am I free of any personal connections or considerations that might color my views on the matter at hand?

3. Am I fully aware of the need to recuse myself from a decision or remove myself from a position that poses a potential conflict of interest?

4. Even if I believe I am not involved in a conflict of interest, would the appearance of a conflict be detrimental to the interests of FGC?

5. Have I considered the use of a clearness process to determine the presence of a conflict?

Directives

The General Secretary and the Central Committee Presiding Clerk have the authority to decide what constitutes a conflict of interest in consultation with the personnel committee if needed.

The General Secretary, with review and approval by the Personnel Committee, may make exceptions to the recommendations in the two advices.

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Staff Personnel Manual Acknowledgement Form

As an employee of Friends General Conference, you are covered by approved policies and procedures. It is your responsibility to inform yourself about these by reviewing FGC's "Manual of Personnel Policies and Procedures."

You can access an electronic version of the Staff Personnel Manual on the computer by following this path: [to be entered here]

Hard copies of this Manual are available for review in the offices of the General Secretary and of the Fiscal and Property Manager.

Revisions to this manual will be made occasionally and you will be notified. The electronic version available at [to be entered here] will always be the most current one.

If you have any questions, please direct them to the General Secretary or his Administration Assistant.

Please sign and date at the bottom and then return to the General Secretary's Administration Assistant.

I acknowledge that I have read the above, understand my responsibility to familiarize myself with the Staff Personnel Manual and comply with the policies and procedures contained therein and any revisions made to it. I have been told how to access an electronic copy of the Manual, where hard copies can be found, and where to direct any questions I may have. I further acknowledge that revisions to this handbook may occur at any time and that revised information may supersede, modify, or eliminate existing policies. Furthermore, I acknowledge that this Manual is not a contract of employment nor a guarantee of specific treatment.

Employee Signature

Today's Date