

Northeast Oregon Network



POLICY HANDBOOK

I. MISSION AND VISION

VISION: Improved health status for all residents of Northeast Oregon.

MISSION: Northeast Oregon Network increases access to integrated health care for northeast Oregon residents by identifying system gaps, facilitating community-developed solutions, and advocating for health policy change.

NEON operates using the following guiding principles:

- We view health broadly, with a focus on public, mental, and oral health; health promotion; primary care and primary care homes; and prescription assistance.
- We use collaboration and collaborative strategies in meeting our network goals.
- We encourage effective integration of care across the full spectrum of disciplines.
- We strive to support non-duplicate efforts.

II. VALUES AND PRINCIPLES

NEON is an organization driven by an evolving vision with strong or fundamental values and principles. Values and principles guide the work of NEON, both internally and externally. These values and principles include:

- Inclusion and participation: we seek to engage the community in design and implementation of products and services.
- Leverage: we seek to leverage and integrate community expertise and resources to further our mission.
- Sustainability: we seek to create long-term organizational stability and continuity through sound business practices that are flexible to the changing environment.
- Local development: we seek to support local economic development and lessen the “brain drain” from the rural areas by providing professional career opportunities in our rural area, by hiring staff and contractors locally, whenever possible, and purchasing equipment and services locally;
- Local control: we strive for as much local control/decision making as possible, which includes maximizing local funding as much as possible.
- Holistic health: our vision of quality health care includes wellness and alternative care, affordable and available to all. We have a bias towards prevention/early intervention.
- Enhancement of existing services: we seek to be a program that enhances, not duplicates, existing services.
- Openness in sharing information, communication and action between staff, board, organization and members
- Innovation
- Flexibility and balance in work and personal life; balance between values
- Collaborative decision making between Board and staff
- Mutual Accountability between staff, overall organization and Board
- “Rider of the Brand”: staff and Board ownership and loyalty to the organization and our mission
- Plan for elegance, tolerate messiness, represent a professional public image
- Trust
- Consistency
- Organizational and self awareness
- Team work, equal partnership, and collaborative leadership

- Fun, joy in work and co-workers; celebrating short-term wins
- Honor each other's individuality; respect diversity, and willingness to trust each other's opinions and advice
- Opportunity for professional growth and learning

III. BOARD OF DIRECTORS

Name	Member County	Title and Organization
Carrie Brogoitti Griffin	Union	Public Health Administrator, Center for Human Development, Inc. cbgriffin@chdinc.org 541)962-8890
Steve Adkison	Union	Provost, Eastern Oregon University One University Blvd La Grande, OR 97850 sadkinson@eou.edu 541-962-3511
Dave Harman	Wallowa	CEO, Wallowa County Health Care District dba - Wallowa Memorial Hospital & Wallowa Valley Care Center 541) 426-5301 email - ceo@wchcd.org
Robert Kleng		Family and Community Partnership Manager for Eastern Oregon Head Start
Lisa Dawson		Executive Director for Northeast Oregon Economic Development District (NEOEDD)

IV. STAFF LOCATIONS AND DIRECTORY

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Wallowa County Community Health Worker: Vixen Radford

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V. VARIANCES

Exceptions to these policies and procedures of NEON, called variances, may be made as appropriate for individual situations. Executive Director or assigned designee may approve variances through written submission of variance request by the staff requesting the variance. Variance requests, once approved, will be dated and become part of the employee's personnel file.

VI. AT WILL EMPLOYMENT

The purpose of this policy is to describe NEON's position regarding 'At Will' Employment. In Oregon, employment is 'at will,' meaning that as an employee your employment can be terminated for any reason, with or without cause, and with or without notice, at any time, by you, or the Organization. There is no contract of employment, either express or implied, other than 'at will.'

VII. EQUAL EMPLOYMENT OPPORTUNITY

The purpose of this policy is to convey the intent of NEON to treat all employees and applicants for employment in a consistently fair and equal manner. This policy of Equal Employment Opportunity applies to all policies and procedures relating to recruitment, hiring, training, development, promotion, transfer, benefits, compensation, termination, layoff, and all other terms and conditions of employment. It is the policy of NEON to employ qualified personnel without regard to race, color, religion, gender, gender identity, sexual orientation, national origin, political affiliation, age, disability, protected medical condition, pregnancy, marital status, status as a covered veteran or any other protected characteristic as established by law. NEON complies with applicable federal, state and local laws governing nondiscrimination in employment at every location in which the organization has facilities and employees.

VIII. AMERICANS WITH DISABILITIES ACT

The purpose of this policy is to convey the NEON's position regarding the Americans with Disabilities Act (ADA) and state disability law (42 USC 1201 et seq. and ORS 659A 100-145) and the procedure for requesting an accommodation for a disability. Consistent with our policy of nondiscrimination, NEON will provide reasonable accommodations to a qualified individual with a disability, as defined by the ADA, who has made NEON aware of his or her disability, provided that such an accommodation does not constitute an undue hardship on NEON. NEON is committed to complying with all applicable provisions of the ADA.

It is NEON's policy not to discriminate against any qualified employee or applicant with regard to application procedures, hiring, advancement, discharge, compensation, training, or other terms, conditions, and privileges of employment because of such individual's disability or perceived disability so long as the employee can perform the essential functions of the job. Employees with a disability who believe they need a reasonable accommodation to perform the essential functions of their job should

contact their supervisor or a personnel representative. NEON encourages individuals with disabilities to come forward and request a reasonable accommodation. Please refer to the definitions section below.

i. Procedure for Requesting an Accommodation for a Disability: Upon receipt of an accommodation request, a personnel representative and/or supervisor will meet with the employee to discuss and identify the precise limitations resulting from the disability and the potential accommodation that NEON might make to help overcome those limitations.

ii. Determination of Accommodation: NEON will determine the feasibility of the requested accommodation considering various factors, including, but not limited to:

- a. The nature and cost of the accommodation;
- b. NEON's overall financial resources and;
- c. The accommodation's impact on the operation of NEON including its direct impact on the safety and ability of other employees to perform their duties, and on NEON's ability to conduct business.

NEON will inform the employee of its decision on the accommodation request or on how to make the accommodation. If the accommodation request is denied, the employee will be advised of his or her right to appeal the decision by submitting a written statement that includes the reasons the employee is requesting reconsideration. If the request on appeal is denied, that decision is final. The ADA does not require NEON to make the best possible accommodation, to reallocate essential job functions, or to provide personal use items; i.e. eyeglasses, hearing aids, wheelchairs, etc. An employee or job applicant who has questions regarding this policy or believes he or she has been discriminated against based on a disability, should notify a personnel representative. All such inquiries or complaints will be treated as confidential to the extent permissible by law.

iii. Definitions:

Disability: a physical or mental impairment that substantially limits one or more of the major life activities of an individual. An individual who has such impairment, has a record of such impairment, or is regarded as having such impairment is a "disabled individual."

Direct Threat to Safety: a significant risk to the health or safety of others that cannot be eliminated by reasonable accommodation.

Qualified Individual with a Disability: an individual with a disability who, with or without reasonable accommodation, can perform the essential functions of the employment position that the individual holds or has applied for.

Reasonable Accommodation: making existing facilities readily accessible to and useable by individuals with disabilities, job restructuring, part-time or modified work schedules, reassignment to a vacant position, acquisition or modification of training materials, adjustment or modification of policies and similar activities.

Undue Hardship: an action requiring significant difficulty or expense by the employer. Examples of factors to be considered in determining an undue hardship include:

- a. The nature and cost of the accommodation;
- b. The number of persons employed at the organization;
- c. The effect on expenses and resources or other impact upon the organization;
- d. The overall financial resources of the organization;
- e. The operations of the entire organization.

Essential Job Functions: refers to those activities that are the core to performing said job and that cannot be modified or reasonably done by someone else.

See document for sample: *ADA Approval Letter* for sample, *ADA Denial Letter*

IX. EXPECTATIONS

NEON strives to be a professional, high-performing, learning organization. NEON many times relies on values, process, and situational considerations rather than rules and regulations, for determining actions. Nonetheless, some rules are necessary. Aside from their job responsibilities with their scope of work, employees are responsible for:

- Acting respectfully toward one another and creating a hospitable workplace environment.
- Direct communication with coworkers and NEON partners;
- Accountability to schedule, work outcomes, and expectations;
- Providing the Executive Director and Employee's Coordinator(s) with necessary outcome reports at the suggested frequency;
- Complying with all policies and procedures;
- Complying with NEON's expectations of employees regarding 'whole work' within the organization;
- Pursuing excellence in our service, both internally and externally, by continuously asking for assistance when needed, and maintaining a high degree of personal integrity;
- Participation in individual, program and organization's evaluation procedures;
- Submitting timesheets by the due-date every month
- Submitting expense forms with receipts within one week of expense
- Maintaining appropriate attire for the work environment, and whenever dealing with public to maintain professional attire by referring to various guidelines set by NEON.
- Maintaining a smoke-free work environment;
- Minimizing waste and recycling whenever possible;
- Respecting our clients' space, members' places of business, and other staff's work space;
- Not bringing weapons or other dangerous materials to work;
- Avoiding the use of products or any substances which could disturb clients or other staff;
- Handling or storing any hazardous materials in a safe manner;
- Identifying and requesting needed safety and ergonomic improvements;
- Abiding by NEON Code of Ethics and specific licensing board regulations;

X. DRUG-FREE WORKPLACE

NEON is committed to providing a drug-free workplace, and employees must therefore be free from the effects of alcohol and drugs in the performance of their jobs. The unlawful possession, distribution, manufacture or use of any illegal drugs or controlled substance is prohibited. Individuals who violate this will be subject to immediate disciplinary action, up to and including termination. Employees should notify a personnel representative in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction. Executive Director must then notify all federal granting agencies in writing within ten calendar days after receiving such notice from an employee. Personnel action, up to and including termination, will occur within 30 calendar days of receiving notice, and will be consistent with the requirements of the Rehabilitation Act of 1973. Personnel action may also require such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health law enforcement, or other appropriate agency. NEON reserves the right to refer individuals for outside drug testing upon reasonable suspicion of unlawful use of controlled substance.

NEON will establish an ongoing drug-free awareness program to inform employees about:

- The dangers of drug abuse in the workplace;
- Our Organization's policy of maintaining a drug-free workplace;
- Available drug counseling, rehabilitation, and employee assistance programs;
- Penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.

XI. CONFIDENTIAL INFORMATION

The purpose of this policy is to define the ethical responsibility concerning confidential information and to protect the privacy of such information. Each individual working at NEON has been entrusted with the responsibility of protecting the privacy of information deemed confidential by this policy. The confidential information to be protected is related to the nature of each employee's, client's and their family's business, health status, treatment, finances, or other personal information including protected health information (PHI) as defined by the Health Insurance Portability and Accountability Act (HIPAA), and to internal business-related records. The confidential information policy extends to our clients, employees, and internal business matters, past and present. Protected Health Information (PHI): PHI is individually identifiable health information that is transmitted by, or maintained in, electronic media or any other form or medium. This information must relate to:

- The past, present, or future physical or mental health, or condition of an individual;
- Provision of health care to an individual; or
- Payment for the provision of health care to an individual.
- If the information identifies or provides a reasonable basis to believe it can be used to identify an individual, it is considered individually identifiable health information. See Part II, 45 CFR 164.501.

The responsibility of employees to maintain confidentiality extends to off-duty time, as well as during working hours. This ethical responsibility is so important that violations may result in immediate dismissal. Inquiries regarding client or personnel information must be directed to the personnel representative. Upon hire, each employee is required to sign an acknowledgment of the confidentiality of information with which the employee comes in contact during the course of their employment with NEON. Employees who are unsure about the confidential nature of specific information must ask their supervisor for clarification.

All documents containing potentially confidential information, whether pertaining to internal business matter, personnel, or client, must include language stating that such documents are confidential and property of Northeast Oregon Network. All materials to be used for public dissemination must be reviewed by a supervisor before being disseminated and should contain ADA language.

All new employees whose job entails client contact, as a part of their orientation, will be required to go through training for Mandatory Reporting and training for Client Confidentiality. Further information about these trainings can be obtained by the Executive Director.

See document for Sample: *Employee Acknowledgement of Confidentiality of Records*

Specific to Client Confidentiality: NEON elects to maintain client records in accordance with ORS 179.505. All client records, dictation tapes and storage devices containing client information must be stored in a secure location. Any paper client records/notes to be destroyed should be shredded. For purpose of referral, client information may be disclosed to another health or social services agency or provider, with a signed General Consent Form. This consent form is not necessary in the case of a medical emergency, or when determining eligibility to a government program. The client maintains the right to revoke this form.

See document for sample: *General Consent Form*

Specific to Internal Confidentiality: In addition to personnel and client information, NEON employees should deem any internal business-related documents including financial statements as property of NEON and confidential for staff and Board eyes only. In the case that NEON employees must share confidential business information unrelated to personnel or clients, such as financial statements, a Non-Disclosure Form must be signed by all parties being disclosed the information.

See Document for sample: *Non-Disclosure Agreement*

XII. COMMUNICATION IN THE WORKPLACE

All NEON employees are expected to communicate directly with all staff in the work place. The Executive Director, Human Resources Coordinator, and/or designee will provide staff with direct communication training when needed.

Conflict Resolution: If a conflict occurs between two or more employees, those involved will be expected to directly communicate throughout the conflict, following the NEON Conflict Communication Process.

If the employees are unable to come up with a solution or resolve the conflict, the employee involved may ask NEON personnel representatives to help conduct mediation. The mediation will include the Human Resources Coordinator and/or designee. NEON personnel representatives may mandate mediation if employees have not resolved the conflict, and the leadership staff see a need for third party mediation. If an employee refuses to partake in the mandatory mediation, corrective action can take place. In mandated mediation process, it is expected that all parties will follow any resulting action plans. Failure

to comply with action plans resulting from mandated mediated conversations can result in corrective action.

See Document for Details: *NEON Conflict Communication Process*

XIII. COMPLAINT PROCESS

It is the policy of NEON to ensure all internal and external complaints are documented and assessed. The assessment of each complaint will determine if NEON needs to respond and if so, what the response will be. Please see the complaint/response assessment chart.

See Document: *Incident/Complaint assessment chart*

XIV. CONFLICT OF INTEREST

The purpose of the conflict of interest procedure is to protect the interest of NEON as it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer, member of Board of Directors, or staff of the Organization or might result in a possible excess benefit transaction. This procedure is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

i. Procedures

ii. Duty to Disclose

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

iii. Determining Whether a Conflict of Interest Exists

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

iv. Procedures for Addressing the Conflict of Interest

a. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

b. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

c. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

v. Violations of the Conflicts of Interest Policy

- a. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

XV. HARRASSMENT IN THE WORKPLACE

The purpose of this policy is to define NEON's position regarding employee harassment, to maintain a working environment that is free of harassment, and to communicate the actions that will be taken to address any such conduct.

NEON is committed to a work environment in which all individuals are treated with respect and dignity. Everyone joining NEON and providing service to our clients demonstrates this respect and dignity. Each individual has the right to work in a professional atmosphere that prohibits harassment. Therefore, NEON expects that all relationships among individuals in the workplace will be businesslike and free of harassment. This policy against harassment extends to the treatment of someone not directly connected to NEON; e.g., an outside vendor, consultant, client and other third parties with whom NEON has business dealings. The policy applies to all applicants and employees and prohibits harassment whether engaged in by fellow employees, by a supervisor or officer, or by someone not directly connected to NEON; e.g., an outside vendor, consultant, customer and other third parties with whom NEON has business dealings.

It is the policy of NEON that harassment defined as any verbal or physical, pervasive, and reasonably unwelcome actions of applicants and employees on the basis of race, color, religion, gender, gender identity, sexual orientation, national origin, political affiliation, age, disability, protected medical condition, pregnancy, marital status, status as a covered veteran or any other protected characteristic as established by law is strictly prohibited. Improper interference with the ability of NEON's employees to perform their expected job duties is not tolerated. Appropriate corrective and/or disciplinary action, up to and including immediate termination of employment will be taken against any employee willfully violating this policy.

Under this policy, harassment is verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of his or her race, color, religion, national origin, political affiliation, age, gender, gender identity, disability, protected medical condition, sexual orientation, status as a covered veteran, or any other characteristic protected by law or that of his or her relatives, friends or associates, and that has the purpose or effect of unreasonably interfering with an individual's work performance or otherwise adversely affects and individual's employment opportunities.

Harassing conduct includes, but is not limited to epithets, slurs or negative stereotyping, threatening, intimidating or hostile acts, denigrating jokes, display or circulation in the workplace of written or graphic materials that denigrates or shows hostility or aversion toward a protected class (including through e-mail or via cellular phones).

Sexual harassment has been defined generally as including unwelcome sexual advances, request for sexual favors and other verbal and physical conduct of a sexual nature, whenever; submission to the conduct is either an explicit or implicit term or condition of employment; an employee's reaction to the conduct is used as a basis for employment decisions affecting that employee; or the conduct has the purpose or effect of interfering with the employee's work performance or creating an intimidating, hostile or offensive working environment. No employee or applicant should be subjected to unsolicited and unwelcome sexual overtures or be led to believe that an employment opportunity or benefit will in any way depend on cooperation of a sexual nature.

Examples of sexual harassment include sexually-oriented verbal kidding, teasing or jokes, repeated offensive sexual flirtations, advances or propositions, continued or repeated verbal abuse of a sexual nature, graphic or degrading comments about an individual or his or her appearance, and the display of sexually suggestive objects or pictures. Sexual harassment does not refer to occasional compliments of a socially acceptable nature or consensual personal and social relationships without a discriminatory employment effect. It refers to behavior which is not welcome and which is personally intimidating, hostile or offensive. Conduct prohibited by these policies is not acceptable in the workplace and/or in any work-related setting outside the workplace such as during business trips, business meetings and business-related social events.

i. Policy and Procedure on Reporting Harassment: Early reporting and intervention have proven to be the most effective method of resolving actual or perceived incidents of discrimination, harassment or retaliation. Therefore, while no fixed reporting period has been established, NEON strongly urges the prompt reporting of complaints or concerns so that rapid and constructive action can be taken.

Employees who have experienced conduct they believe is contrary to this policy have an obligation to take advantage of this complaint procedure. An employee's failure to fulfill this obligation could affect his or her rights in pursuing legal action. Also, please note: federal, state and local discrimination laws establish specific timeframes for initiating a legal proceeding pursuant to those laws.

This policy applies to all employees and covers reporting, investigation and response to allegations of discrimination, harassment and retaliation. No one should be presumed to be in violation because an investigation is being conducted. Any employee, who feels that he or she has been the subject of discrimination, harassment, or retaliation, or have reason to believe that someone else may have experienced conduct that they believe is contrary to NEON's policy should file their complaints with a supervisor, personnel representative, or any member of Board of Directors. *Individuals should not feel obligated to file their complaints with their immediate supervisor first before bringing the matter to the attention of another supervisor, personnel representative, Executive Director,*

Any reported allegations of harassment, discrimination, or retaliation will be investigated promptly, thoroughly and impartially. The investigation may include individual interviews with the parties involved and, where necessary, with individuals who may have observed the alleged conduct or may have relevant knowledge. The complainant is expected to provide information that is requested, including a detailed account of the incidents complained of, dates and other relevant information. All employees, whether complainant, witness or accused, are required to be truthful, accurate and cooperative during the investigations. Confidentiality will be maintained throughout the investigatory process to the extent consistent with adequate investigation and appropriate corrective action. No one should be presumed to be in violation because an investigation is being conducted. NEON will make conclusions based upon completion of the investigation. No one will be retaliated against for making a complaint of harassment, discrimination, or retaliation based upon an honest perception of events or for cooperating in the investigation of the complaint. NEON will provide immediate responsive action for all confirmed misconduct constituting harassment, discrimination or retaliation. Responsive action may include, for example, training, referral to counseling, monitoring of the offender and/or disciplinary action such as warning, reprimand, withholding of a promotion or pay increase, reduction of wages, reassignment, temporary suspension without pay or immediate termination of employment, as NEON believes is appropriate under the circumstances. Finally, these policies should not, and may not, be used as a basis for excluding or separating individuals of a particular gender, or any other protected characteristic, from participating in business or work-related social activities or discussions in order to avoid allegations of harassment. The law and the policies of NEON prohibit disparate treatment based on sex or any other protected characteristic, with regard to terms, conditions, privileges and perquisites of employment. The prohibitions against harassment, discrimination and retaliation are intended to complement and further these policies, not to form the basis of an exception to them.

The availability of this complaint procedure does not preclude individuals who believe they are being subjected to harassing, discriminatory, or retaliatory conduct from promptly advising the offender that his or her behavior is unwelcome and requesting that it be discontinued.

XVII. CORRECTIVE ACTION

NEON personnel representatives will take corrective and disciplinary action under all necessary circumstances. When appropriate, NEON personnel representatives will follow the following *Progressive Corrective Action Process* to conduct the disciplinary action, The corrective action process may be started at step 1 or 2, depending upon the nature of the concerns.

Following orientation and trainings, if employee(s) is not meeting NEON expectations

1) The Program Coordinator or Executive Director will Counsel the employee about their job performance and ascertain his or her understanding of their job functions and requirements. NEON will determine whether there are factors/issues preventing top performance that are not apparent to Executive Director, or the Program Coordinator. The Program Coordinator or Executive Director, and employee(s) will strive to solve these issues whenever possible.

After Counseling, if an employee is still not meeting NEON expectations, Corrective Action will take place:

1) The employee's Program Coordinator or HR Coordinator will verbally reprimand the employee, demonstrating that their performance is not meeting NEON expectations. This will be documented in the employee's personnel file.

2) If an employee does not and/or refuses to improve, the Program Coordinator or HR Coordinator will provide a written warning to the employee and will file a copy in the employee's personnel file. This will be a written effort to require the employee to improve their job performance.

After Corrective Action, if an employee is still not meeting NEON expectations and/or refuses to comply with NEON expectations, Disciplinary Action will occur:

1) The Executive Director will suspend the employee from work for a given number of days.

2) If employee refuses to meet expectations and/or does not improve their performance in their job, the Executive Director will end the employment of the individual. NEON does not have an obligation to give any number of days notice before terminating the employee.

NEON will determine through the written complaint process to determine which level of disciplinary action is appropriate and/or necessary. In extreme circumstances, NEON may choose to terminate an employee without verbal or written warning.

See Document for details: Incident/Complaint Assessment Chart

XVIII. HEALTH AND SAFETY IN THE WORKPLACE

i. General NEON Safety Administration:

NEON is required by Oregon law to develop and maintain a safe and healthy workplace for all employees.

NEON is required by law to develop and maintain a safety committee, dedicated to maintaining a safe and healthy workplace for NEON employees. Duties and responsibilities are listed in separate 'Safety Committee' section in this chapter.

ii. Initial Orientation:

NEON personnel will provide the basic necessary training for all new employees within a reasonable time upon date of hire. According to Oregon Health and Safety Administration, employees must be properly instructed and supervised in the safe operation of any equipment, tools, processes or practices that they are authorized to use or partake in the workplace.

NEON personnel will determine any other specific training needs, depending on analysis of risk involved in job description duties.

All safety trainings will be listed and described in employee's specific training plan, that is typed out and filed in employee's personnel file (see 'Orientation for all new Employees' chapter).

iii. Driver's Safety: For those employees who are using personal vehicles in performance of job duties, and work-related traveling, guidelines have been set for safety of NEON drivers.

Driver's Safety Guidelines:

- a. A driver's selection criteria is set and stated in chapter XL. Please read the details for the selection process and criteria.
- b. NEON expectations of drivers during NEON-work related traveling:
 1. Employees are expected to conduct regular vehicle safety inspections in their personal vehicles, and keep their vehicles in good operation condition.
 2. Practice defensive driving and courtesy to prevent accidents and traffic violations, by abiding with all State laws.
 3. Use seatbelts at all times and ensure that passengers do so as well.
 4. Report to NEON personnel immediately or as soon as possible, an moving violations, accidents or changes in license status.
 5. Never drive under the influence of alcohol or drugs. If medication is prescribed or over the counter, the doctor or pharmacist should confirm that it will not affect the ability to drive.
 6. Comply with state law regarding cell phone use while driving. NEON encourages no cell phone use, even hands free, while driving.
- c. Responsibilities of Drivers and NEON personnel:

NEON personnel representatives are responsible for:

 - a. Maintaining a list of all current drivers and their driver's license numbers
 - b. Conducting an annual review of all drivers' records.
 - c. If NEON has liability in an accident, NEON will require a copy of police and insurance company investigations.
- d. Disciplinary Actions and Other Policies:

Some potential violations that may require disciplinary actions include:

 - a. Drug and alcohol use while driving
 - b. Motor vehicle accidents due to gross negligence of NEON driver
 - c. Unacceptable driving records
- e. Work related Vehicle Accidents:

In the event of an accident involving an employee's personal vehicle, during work related travel, an employee should:

 - a. Follow their insurance carrier's procedures for reporting the accident and obtaining information.
 - b. File an Incident Report with the supervisor
 - c. If injured, file an Employee Injury Report according to NEON's policy.

iv. Emergency Prevention and Response:

All employees are responsible for the following:

a. Fire Prevention: Employees should always be alert to recognize fire hazards in or around the NEON office. Employees should be aware of all available fire extinguishers throughout the building. It is

the responsibility of NEON personnel to ensure that all NEON employees are aware of fire extinguishers throughout the building and are partaking in fire preventative procedures throughout all work duties.

b. Emergency Action and/or Response: All NEON employees are responsible for following instructions from NEON personnel representatives and/or safety committee staff when responding to an emergency. NEON staff should trust that safety committee members are well trained to assist orderly evacuation plans, are knowledgeable on the use of fire extinguishers, and are prepared for the most likely emergency response situations.

c. Hazard or Potential Hazard Reporting: NEON employees are responsible for reporting all identified hazards, potential hazards, and incidents to either a Safety Committee member or HR. Employees may be asked to fill out an incident report form, and to include all witness names. All reporting of Hazards and incidents should be within one business day after identification.

v. Safety Committee: NEON is required by Oregon law to staff and maintain a safety committee to help ensure and maintain a safe and healthy workplace.

a. Responsibilities include but are not limited to:

1. Regular and ADHOC office inspections.
2. Maintaining safety systems, such as fire alarms, door locks, etc.
3. Training to assist orderly evacuation plans, use fire extinguishers, and other emergency response plans for the most likely emergency situations.
4. Monthly Safety Committee meetings to discuss goals, objectives, concerns, assessments, etc.
5. Required trainings include but are not limited to:
 - a. Emergency action response, including evacuation plans
 - b. How to inspect, turn on and off fire alarm systems, use fire extinguishers, etc.
 - c. How to respond to and report an emergency or an accident
 - d. First Aid and CPR Trainings

vi. Health and Safety Requirements for Community Based Health Workers: NEON seeks to provide extended guidelines for all Community Based Health Workers. Due to the nature of the Community Health Worker duties, it is critical to ensure preparedness for high risk situations. Community Health workers are trained on job specific procedures during standardized agency training. All Community Health Workers are responsible for the following:

a. Procedures for in-home visits with clients: Please refer to the specific procedure handouts for specifics.

b. Health Immunizations: It is highly recommended that community health workers receive specific immunizations upon advice or request from their program coordinator and/or NEON personnel representatives. Such immunizations may include Hepatitis B, Tetanus shots, and T.B. Testing. NEON will provide for the immunization expenses.

c. Specific Trainings: Community Health Workers may have extended required trainings regarding health and safety. Some potential training may include, but are not limited to:

1. Self protection, and/or diffusion method trainings
2. First Aid/CPR trainings
3. Blood-born Pathogen trainings
4. Recognizing Hazardous or dangerous situations

XIX. COMPENSATION POLICIES

The purpose of this section is to define policies and procedures defining wage and salary decision making parameters, exempt and non-exempt positions, and to communicate standard operating procedures relating to regular business pay period, hours of work, and break and meal periods as required by law.

i. Wages: The philosophy of NEON is to compensate its employees in a manner which is internally equitable, externally competitive, and fairly administered. In an effort to fairly evaluate compensation and

assure competitive wage ranges, the following tools and criteria will be considered. However, decisions will not be limited to these factors:

- Market surveys including reference of Oregon Employment Department relevant region rates, reflective of recruitment area
- Job category, classification, requirements, skill set and performance
- Difficulty in recruiting
- Experience in the same job description
- Education
- Employee evaluations
- Overall financial position of the Organization

NEON strives to maintain prudent stewardship of financial resources. Sustaining the financial viability of the Organization will be prioritized when evaluating compensation. Executive Director will determine and approve all staff compensation rates. Board of Directors will determine and approve compensation rate of the Executive Director. Executive Director reserves the right to distribute any other discretionary bonuses, and to approve or deny all staff compensation proposals. Salary scales will be set for all positions. All compensation will be based on available funding.

ii. Employment Categories:

Orientation Period: There is a 90-day orientation period from an employee's first date of employment or their transfer to another position. During this period of time an employee's performance is evaluated by his or her supervisor who pays special attention to the employee's training and potential for continued employment. During this time, the employee should also evaluate the organization to determine if he or she is fully supportive of our culture, objectives, and operations. An employee with unsatisfactory performance may be terminated before the completion of the probationary period upon recommendation of the supervisor and approval by the Executive Director. The orientation period may be extended if deemed necessary by the supervisor.

Exempt Positions: Exempt employees are classified as such if their job duties are exempt from overtime provisions of the Federal and State Wage and Hour Laws. Exempt employees are not eligible for overtime pay. Their salaries are calculated as annual. Work and life balance is strongly encouraged, and employees are expected to be clear with their supervisor about their capacity and workload.

Non-Exempt Positions: are not exempt from overtime pay in accordance with federal and state regulations and our overtime policy. Their salaries are calculated as hourly. NEON does not budget for over-time pay, so it is the responsibility of the employees to calculate their hours paid into their weekly schedules.

iii. Office Hours: The core office hours for NEON are Monday through Friday from 9:00 a.m. to 5:00 p.m. Offices will be closed for business on Saturday, Sunday and recognized holidays. Some staff, including Community Based Health Workers, may choose to work outside the core office hours as deemed most effective to meet their job requirements. In these situations, employees need to obtain prior approval from their coordinator/supervisor, and also receive prior approval for any changes in their weekly schedules. However, all non-exempt employees must abide by the following overtime, meal and break period policies. Employees should ask their HR Coordinator for details.

iv. Pay Period: A pay period consists of 30 days, and ends on the 31st and begins on the 1st of each month. Employees are paid on a monthly basis on the 5th of the month, or the following weekday. Employees can elect to authorize Direct Deposit of their paychecks by filling out a Direct Deposit Authorization form, and NEON encourages employees to take advantage of this service. If an employee declines this option, they should still submit a signed form indicating that they decline the service and it what capacity they would prefer to receive their paychecks.

v. Time-Tracking, Meal and Break Periods: It is the responsibility of each employee to track time worked by using the approved Employee Timesheet. This record is regarded as a legal document supporting an employee's claim for wages. For the purposes of defining overtime, a "workweek" is defined as Monday 9:00 am- Monday 8:59 am: a regularly recurring period of seven consecutive 24-hour periods. All employees are expected to work their paid hours within each "workweek" (this excludes paid vacation, sick, bereavement leave, FLMA, OFLA and the annually given 3 days of unpaid leave). NEON employees may be able to flex hours outside of the defined work week on a case-by-case basis, but will need pre-approval from their program coordinator or direct supervisor. Exempt positions will not be authorized to receive overtime compensation. Employees are responsible for submitting their timesheets electronically to the Human Resources Coordinator for approval no later than the 26th of the month in order to ensure timely compensation.

NEON requires all hourly (non-exempt) employees (onsite or working remotely) to take two 10-minute paid breaks; i.e., during each 4 hour work period, and one 30-minute unpaid meal period during each workday of six or more hours. The meal period must be taken not more than five hours following the start of work. Meal periods are not required on shifts less than six hours. Specific timing for when meal times and breaks are taken should be determined by each employee, and be reflective of their work and personal needs. It is the responsibility of the employee to ensure that they take adequate and timely meal and break periods.

vi. Employee Change of Status Form: NEON expects, under various circumstances, employee status changes. These changes will occur upon or after agreement between the NEON director, any necessary coordinator(s) and the employee that will undertake status changes. NEON will ask the employee to fill out a change of status form. The employee and NEON personnel representative will sign the form.

vii. Underfilling a Position: NEON may choose to 'underfill' an open position, meaning that the individual hired for the position does not meet the minimum qualifications specified in the job description. In the case of an underfill, the individual may be compensated at less than the starting salary in the approved salary range, until such a time as the individual meets the minimum qualifications.

viii. Cost of Living Adjustments and Step Increases: It is NEON's policy to grant yearly step increases upon satisfactory completion of the annual evaluation. The amount of the step increase will be decided by the executive director or designee, and will in no cases exceed the maximum wage for a given salary range. Cost of Living Adjustments will be approved yearly by the board, and in line with the CPI index for that year. All salary increases will be subject to budget constraints for any given year.

XX. BENEFITS

The purpose of this policy is to define employee benefits and benefit eligibility. Benefits including health insurance, life insurance, retirement, and accrual of paid time off including vacation, sick time, and holidays are provided to all employees who are regularly scheduled to work an average of twenty (20) hours per week or more. All eligible employees will receive benefits at 90 days following their date of hire, or after their orientation period has ended.

i. Health Insurance, Life Insurance, and Retirement: Health insurance, life insurance, and retirement are benefits established by Executive Director and Board of Directors and eligible to all employees who work an average of 20 hours per week. All eligible employees must participate in the health insurance unless they have prior individual coverage plans. NEON pays 100% of employee's monthly health insurance premiums. NEON does not offer health insurance to spouses or dependents of employees, to ensure proper eligibility for tax subsidies for other external health plans. NEON pays 100% of employee's monthly life insurance premiums for the employee for \$20,000 in coverage and their dependents for \$2,000 in coverage. Investment into the retirement plan is elective. NEON will match up to 3% of an employee's salary depending on what the employee elects to invest each month. Specific details about these benefits can be obtained from the Executive Director.

Supplemental insurance group rates and a Flexible Spending Account are currently offered through NEON. All employees that work at least half time have the option to participate in these plans and are responsible for the costs.

ii. Liability Insurance: All employees and Board members are covered by personal liability insurance for accidental or unintentional acts. Employees and Board members are personally responsible for acts of willful misconduct and violations of NEON policy, which may not be covered by insurance.

iii. Paid Time Off:

Vacation: Paid vacation time off is accrued on a monthly basis for all full-time staff that is pro-rated according to their FTE.

Exempt Employees that are full-time (1.0 FTE) have the following vacation accrual schedule:

0 to 2 years of employment at NEON: accrue 6 hours per month
2-7 years of employment at NEON: accrue 8 hours per month
7-12 years of employment at NEON: accrue 10 hours per month
12 plus years of employment at NEON: accrue 12 hours per month

- Maximum accrual is pro-rated (based on FTE) 30 work days. Employees may exceed the maximum if vacation leave is denied as a result of the program's inability to grant requested time off, based on supervisor approval. NEON will pay out 100% of maximum allowed unused accrual only upon termination of employment.

Sick: Employees are provided with sick leave for leave for illness, injury and health related purposes that prevent an employee from ability to attend work. Hours provided to employees are based on the staff member's FTE: **8 hours** per month for employees working at 1.0 FTE, and 4 hours per month for employees working at 0.5 FTE. Any other hourly average would be prorated based on FTE. There is no maximum sick leave accrual. Employees will not be paid for any unused accrual, upon termination of employment.

Sick Leave Requirements:

- Sick leave can be used for the following reasons: medical appointments, and illness or injuries of employees, preventing an ability to work.
- To care for an intermediate family member living in the same household as the employee for sickness, injury or medical appointments.
- Employees are expected to courteously inform their supervisor of any pre-scheduled appointments that will be used with employee sick leave, when possible.
- In the case of unscheduled absence, employees shall notify their supervisor or personnel representative directly by the beginning of each scheduled workday they are not able to report to work.
- If an employee is sick or injured and uses 3 or more consecutive days of paid sick leave, the employee is required to provide NEON personnel representatives or their supervisor with a notice from their physician before further sick leave is approved.

- If an employee takes over 5 business days of consecutive sick leave, NEON will initiate FMLA/OFLA regulations, with which the employee will need to comply.

Bereavement: see chapter XXII

Requirements for Vacation Leave:

- Vacation Leave shall be requested and approved in advance except for illness or emergencies. Employees shall submit a request to their supervisor. Employees must use accrued paid time off when they take a day off. If the accrual has been exhausted and an employee wants to take the day off without pay, he/she must have prior supervisory approval authorization to do so.
- In the course of a work week if an employee works less than their regularly scheduled hours the balance of hours must be deducted from their paid time off accrual to bring the hours up to the amount equal to their regularly scheduled hours.

iv. Unpaid Time Off:

NEON employees are given 3 days of unpaid leave per calendar (FMLA, OFLA and Bereavement leave is excluded from this). If an employee wishes to use one or more unpaid days, they must receive prior approval from their coordinator.

v. Holidays: The following are a list of holidays on which employees will be paid a regular average day's work. If the holiday falls on a weekend, the holiday will not be paid.

- New Year's Day
- Martin Luther King, Jr. Day
- President's Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Day after Thanksgiving Day
- Christmas Day

*Two personal leave days per employee per year (NEON remains open for business)

vi. Wellness Program: NEON values promoting the wellness of our employees. Currently, NEON covers all necessary immunizations for health and safety in the workplace. NEON utilizes a wellness room available to all staff on site in our main office. Annual Flu shots are offered through the Oregon Flu Shot Program. NEON strongly encourages each employee to receive a flu shot every year. For further information on immunizations, ask your program coordinator, HR Coordinator, or the Director.

NEON seeks to maintain flexibility toward all employees' working hours and places of work. Under certain circumstances, NEON may ask an employee to submit a request for work time away from the NEON office. NEON asks all employees to maintain a reasonable level of communication regarding weekly schedules and places of work, and to ask the Executive Director or Human Resources Coordinator when they need extended or permanent work time away from the NEON office. IN all cases

when a staff person is working from a different location than their usual office, they should notify their supervisor of work location and hours.

vii. 90 day orientation period: all new employees will go through an initial 90 day orientation period, starting at the date they are hired. Employees will not receive benefits until the orientation period is complete. Vacation and sick will be accrued during this period, but cannot be used until the orientation period is complete.

Employees that are within their orientation may also use the allowed unpaid leave.

XXI. EXPENSE AND TRAVEL REIMBURSEMENT

Because of the community-oriented nature of our work, employment at NEON generally requires significant travel and expense reimbursement for most positions. These guidelines are designed to help employees determine what is compensable time and expense. If an employee is unclear of any specific circumstance, they are encouraged to ask their supervisor.

Expense Authorization Forms must be submitted directly to the NEON office with attached **itemized** receipts. Employees must submit forms for their own expenses. All Expense forms must be signed by either a Coordinator or the Executive Director, along with the employee who is responsible for the expense. All expenses above \$500 must be pre-authorized by the Executive Director. Only authorized individuals may check out company credit cards. To use a credit card in order to reserve travel accommodations, please contact your supervisor for the card information. Credit card and check expenses also require submission of expense forms. Approved expenses will be reimbursed monthly, unless expressly requested by the person submitting the request. Employees will be expected to pay all unapproved expenses, and any unapproved amount will be deducted from the employee's paycheck. All Expense Authorization Forms with attached itemized receipts are due within one week of the expenditure. Failure to comply with this requirement may result in a loss of approval to use the company credit card.

NEON will reimburse all work-related and supervisor-approved expenses, and travel mileage at the Federal Mileage Rate (for current IRS compensation rate, ask the NEON Human Resources Coordinator). NEON employees may choose to have NEON pay for their gas prior to travel, via the NEON credit card, but they will not be reimbursed for mileage at the Federal Mileage Rate for those miles traveled. Employee time spent driving between work-related activities, as well as time spent driving to a special work event, training, or conference, is considered to be compensable time. Time spent driving from home to work, or vice versa, is not considered compensable time. Employees are encouraged to carpool whenever possible, however only the person driving will be reimbursed for mileage. Employees are also encouraged to use economy and efficiency when using NEON funds. NEON will also reimburse the following travel-related expenses for work-related and supervisor-approved travel:

- Lodging is compensated at the current Portland IRS rate per night, or available conference rates. When out of State, if no lodging is available or reasonably convenient at the IRS rate per night, other rates may be approved on a case-by-case basis, and requires pre-authorization by the Executive Director.
- ~~Breakfast, Lunch, and Dinner~~Meals are compensated at the current Portland IRS rate for either a full-day of travel or a partial-day of travel. When out of state, if meals are not available within the given rate, other rates may be approved on a case-by-case basis. NEON will not reimburse any alcoholic beverages. NEON will not reimburse for any meals where supplied meals were available (for example: NEON won't reimburse lunch for travel to a conference which provided lunch) – exceptions are made for staff members who have food allergies. Employees will be expected to pay all expenses incurred above the allowed amounts per diem. Amount of such expenses should be indicated upon submission of the Expense Authorization Form by the employee, and will be deducted from the employee's paycheck or monthly reimbursement check. NEON expects all staff members to be good stewards of NEON funding for meals. Staff are encouraged to eat healthy, nutritious food.

- For non-overnight travel, NEON will reimburse for any meals purchased during your work hours that day, within the expense allowances listed above.
- For overnight travel, employees will be paid only for their work hours.
- Work-related parking fees and transportation costs. NEON encourages employees to use alternate forms of transportation when less expensive, available and convenient (buses, MAX, etc).

For current IRS per diem rates in United States go to:

http://www.gsa.gov/Portal/gsa/ep/contentView.do?programId=15586&channelId=-24653&oid=16365&contentId=17943&pageTypeld=17113&contentType=GSA_BASIC&programPage=%2Fep%2Fprogram%2FgsaBasic.jsp&P=MTT

For current IRS per diem rates in Portland, Oregon go to:

<http://www.gsa.gov/portal/category/100120>

XXII. SUPPORT OF WORK AND FAMILY, FAMILY AND MEDICAL LEAVE

This policy confirms that NEON provides time off for eligible employees to meet personal or family medical needs. NEON elects to comply with the state and federal family and medical leave acts. It is the policy of NEON to recognize the importance of the family and the employee's need to meet their family health and dependent care obligations. NEON is committed, to the greatest extent possible, to responding to those needs through work and family policies and a workplace environment that supports efforts to achieve a balance between work and family. NEON provides its employees leave and benefits policies that are supportive of our employees in achieving this balance between work and family.

All employees who work 20 hours average per week and have been employed by NEON for at least 180 days are eligible for an unpaid leave of absence of up to 12 weeks for certain family and medical reasons. Employees taking leave to care for a newborn, adopted or newly-placed foster child only have to meet the 180-day employment requirement (regardless of the number of hours worked). Employees are able to use paid sick or vacation time off during a period of family or medical Leave. Employees may request family and medical leave for:

- The addition of a child to the family through birth, adoption, or placement by foster care (Parental Leave)
- A serious health condition of the employee including pregnancy related condition; a serious health condition of the employee's immediate family member; to care for a sick child
- To care for a serious health condition of an employee's immediate family member who is a covered veteran and whose illness or injury was sustained in the line of duty while on active duty (see FMLA Public Law 110-181). In this case, an eligible employee may take up to 26 weeks of leave in a single 12 month period to care for the service member.
- To address domestic violence issues related to themselves or a minor dependent and including domestic violence, sexual assault or stalking (see Oregon Victims of Certain Crimes Leave Act). Employees may use the leave to seek legal or law enforcement assistance; relocate; secure an existing home; seek medical treatment or recover from injuries; seek counseling or other services from a victim service provider. The law allows for an undue hardship exception.

Serious Health Conditions are defined as: Inpatient care, terminal illness or injury, critical illness or injury which poses imminent danger of death, constant or continuing care, permanent incapacity due to a

condition which treatment may not be effective, absences for chronic conditions, pregnancy disability, and prenatal care.

Employees are required to give the organization 30 days' written notice of the need to take a leave when it is foreseeable. If the reason for the leave is unforeseeable, the employee must give the organization verbal notice within 24 hours of when your leave begins. An employee must make a reasonable effort to schedule treatment for serious health conditions in a manner that does not unduly disrupt business operations. For unanticipated emergency situations, an employee is required to give notice within 3 days after return to work that emergency leave was taken and that they have returned to work.

NEON may require a medical documentation of serious health conditions. The employee will be required to provide the certification within 15 days, and may require returning employees to provide a certification of fitness to return to work.

While on Family or Medical Leave, employees may be required to furnish the organization with periodic reports of status and intent to return to work.

Generally, employees returning from leave will be restored to their original or equivalent positions with equivalent pay, benefits, and other employment terms, unless their former position has been eliminated for bona fide business reasons where the employee may have no reinstatement rights.

XXIII. BEREAVEMENT LEAVE

The purpose of this policy is to allow time off in the case of death of an employee's immediate family member. Employees will be given up to three days paid bereavement leave, based on the number of the employee's regularly scheduled hours, taken at the time of the bereavement but not in any case more than 10 days following the death or notification of death.

Immediate family is defined as spouse (which includes domestic and same sex domestic partners), brother, sister, parent, children, mother/father-in-law, grandparents, grandchildren, brother/sister-in-law, grandparents-in-law, aunt, uncle, step-parents.

XXIV. MILITARY LEAVE

Military leave will be granted according to ORS 399.230 and federal statutes. The employee must give advance notice of service including dates of training, unless conditions make it impossible for the employee to provide such notice.

XXV. JURY DUTY

This policy is to establish a procedure for employees serving on jury duty. NEON provides time off with pay for those employees serving jury duty.

The summoned employee is required to notify the supervisor upon receiving the jury summons with the stipulated dates of service. On the dates that the employee is serving jury duty he or she will be expected to return to work if his or her jury service is completed before their normal workday ends. Employee will be paid for a regular work day when participating for jury duty on a regular schedule, but will be asked to sign over any jury duty compensation to NEON.

XXVI. NURSING MOTHERS ACCOMODATIONS

This policy provides for nursing mother accommodations, and is intended to promote breastfeeding in the workplace. Accommodating nursing mothers is viewed as an important part of community support for breastfeeding. It is policy of NEON to allow an additional unpaid 30 minute rest period for every four hours worked to accommodate a female employee's need to express breast milk or nurse a child. NEON will make an attempt to provide a private location for expressing milk or nursing including a comfortable chair, table and sink. The break time should be taken, if possible, concurrently with other break periods already provided. Unlike other meal and break periods, this policy is not required by law.

XXVII. PERSONNEL FILES

The purpose of this policy is to describe the content of the personnel file and to confirm confidentiality of the file with access and review by authorized personnel only. The Personnel Representative or Executive Director stores a personnel file for each employee. Only authorized personnel are permitted access, including the Executive Director, a Personnel Representative, or the employee subject of the file. Each individual employed at NEON will have a personnel file compiled upon their date of hire for employment record keeping purposes. All records pertaining to medical or mental health conditions and/or leave of absence are kept separate from the personnel file.

Information contained in the personnel file shall include, but is not limited to the following: employment application, resume, references, W-4, I-9, payroll changes, information sheet, emergency contact sheet, insurance forms or waivers, and proof of licensure, certification or registration (where applicable). The complete personnel file of a terminated employee shall be kept by NEON for a minimum of five (5) years.

XXVIII. CHANGE OF ADDRESS/PERSONAL INFORMATION

It is important for each employee to inform the Personnel Representative regarding changes of address, telephone number, marital status, name, tax withholding information, persons to notify in case of emergency, retirement plan beneficiary, changes to your life insurance or benefit plan coverage, status of any license, certification or other criteria required for the job. Failure to report changes regarding the above information in a timely manner may result in loss of wages or benefits, liability to third parties (e.g., Internal Revenue Service, insurance), discipline, or discharge

See Document for sample: *Employee Information form*

XXIX. RELIGIOUS, POLITICAL, IDEOLOGICAL ADVOCACY

NEON has no religious, political, or other ideological affiliations and does not advocate any particular orientation. While our staff, board and contractors may have their own personal religious, political or other ideological convictions, it is a policy of NEON that no employee, board member, or contractor may advocate their personal convictions to clients or business partners of NEON or proselytize them. All dealings with clients and business partners will respect the dignity and rights of the individual to possess unique beliefs and values. It is important that NEON maintains a diversity friendly, neutral image to the public eye, and demonstrates neutrality at all levels, whether it is through creation and maintenance of a coalition of business partners with diverse views and opinions, or appreciation of diverse views internally.

- i. **Presentation Guidelines:** Please refer to NEON's collaborative communication guidelines before conducting a presentation, speech, or any other public representation. If volunteers are giving public presentations on NEON's behalf, they shall be oriented to the presentation guidelines by NEON staff prior to the presentation.
- ii. **Advocacy Guidelines:** Please refer to NEON's advocacy guidelines before partaking in any advocacy activity.

a. Religious/spiritual visuals in individual offices: NEON does not prohibit religious/spiritual content in individual offices, as long as the intent is for employee wellness rather than publicizing beliefs, the content does not contain any sort of language indicating racism, violence, prejudice, profanity, promotion of illegal drugs or alcohol, or any other content of insulting or inappropriate nature, and does not violate the above stated NEON policy. Staff are to use their judgment in this manner and when in doubt, consult with the Executive Director or designee. Final decision on appropriateness will be made by the Executive Director or designee. Correlating with the policy prohibiting employees to advocate their personal convictions to clients or business partners, it is advised to remove or put the content in a place that will not portray abrasion before a client or business partner visiting in-office. NEON does not want to have this type of content displayed in public space in the office (ie waiting rooms, bathrooms, etc..). The NEON Executive Director and/or designee will maintain and follow a procedure when deciding on content before allowing public display within the office. .

XXX. INCIDENTS

It is the policy of NEON to document all adverse incidents in which NEON may incur a liability, and report them to the Executive Director within 7 days. An adverse incident is defined as an unexpected occurrence during the delivery of services or where liability to NEON may exist.

i. Adverse Incidents:

1. Adverse incidents that require a written report include both client and staff-related incidents. Examples of adverse incidents include, but are not limited to, client or staff injuries or deaths, confidentiality breaches, and auto accidents, and mandatory reporting incidents, sexual misconduct or harassment of any kind (staff: client, client: client, staff: staff, client: staff).

2. When an adverse incident occurs, involved employees will complete an Adverse Incident Form and submit to the Executive Director or Personnel Representative within 7 days. The Executive Director or Personnel Representative will maintain the Adverse Incident Log and notify the Board of Directors of any adverse incidents. The report will include:

- Adverse Incident Form
- A full description of the adverse incident
- Any results of the incident
- Witnesses to the incident
- Staff involved in the incident

3. Adverse incidents will be addressed by Executive Director as directed by Board of Directors and an Adverse Incident Follow-Up Form will be completed by the Executive Director and added to the Adverse Incident Log.

See Document for sample: *Adverse Incident and Follow up Forms*

ii. Mandatory Reporting Incidents:

All NEON employees are Mandatory Reporters, meaning that if they have reason to believe that a child, adult with disabilities or an elder is being abused by someone, this is to be reported immediately. All employees are expected to follow NEON's Mandatory Reporting Procedure when this occurs and to notify their Coordinator or a Personnel Representative.

See Document for guidance: *Mandatory Reporting Procedure, Mandatory Reporting Incident Report Flow Chart and Mandatory Reporting Incident Flow Chart Explanation Document*

iii. Other Incidents:

1. Other incidents may need to have a written report for NEON records. If an employee is involved or a victim of an incident that doesn't cause exhaustive consequences, but still effects the organization or an employee, volunteer or contractor, the incident should be reported.

2. Incidents will be addressed by the Executive Director and designee and an incident follow-up will be documented for the employee(s) involved to review.

See Document for sample: *Incident Report Form*

XXXI. PARKING

The NEON office owners do not currently have any rules regarding NEON parking. It is advised, however, that should an employee be expecting a large number of visitors for one period of time they should ask the visitors to park in available parking spaces other than the designated parking lot to respect the space of other neighboring business customers.

XXXII. OFFICE KEYS

NEON provides office keys to all full-time and part-time employees (Title V and Volunteers may be subject to different agreements). NEON will provide all staff with necessary keys to access the building and to access client information necessary for each staff person to perform their job functions. In assigning and monitoring office keys, NEON will abide by all state and federal guidelines including compliance with HIPAA and PHI regulations. Therefore, NEON staff is responsible for assuring the safety and security of all assigned keys at all times. The HR Coordinator is the single point of contact for managing key assignment and security. NEON staff is prohibited from making duplicate copies of any key owned by NEON without prior approval from the Human Resources Coordinator. NEON employees will be informed on and expected to follow certain key procedures for assignment of keys, monitoring, etc.

All keys, both originals and duplicates, should be verified and received by the HR Coordinator(or representative) on day of termination.

XXXIII. SOLICITING AND PEDDLING

NEON does not prohibit solicitation from individual staff and/or charities during business hours, but all soliciting materials must be put in the staff break room. This gives employees the opportunity to decide if they wish to look at the soliciting material without over-exposure.

XXXIV. PERSONAL VISITORS

Personal visitors and personal phone calls are permitted during break times provided that they do not create a potential breach of confidentiality, present a non-professional image, or cause repetitive work interruptions.

XXXV. MOONLIGHTING

Employees are permitted to work in other positions outside of NEON provided that:

- 1) their performance at NEON is not hindered by their outside employment; and
- 2) it is not in direct competition with NEON's business (also see 'Conflict of Interest').

Employees are expected to inform their supervisor of any moonlighting activity prior to beginning that activity, in order to determine if the activity will meet the two criteria above.

XXXVI. FRAUDULENT BEHAVIOR

It is the expectation that all employees will report any suspected fraudulent behavior or action of any other employee to their supervisor, Executive Director or Board of Directors. The employee reporting will be protected from retaliation. Fraud is defined as an intentional representation that an individual (or the Organization) knows to be false or does not believe to be true and makes, knowing that the representation could result in some unauthorized benefit to himself or some other person (or the Organization).

XXXVII. INFORMATION TECHNOLOGY AND EMPLOYEE USE OF ASSETS

The purpose of this policy is to inform employees of guidelines that have been established for using e-mail and the Internet and outlines NEON's philosophy in terms of electronic media and services. NEON encourages the use of these media and associated services because they are valuable sources of information about vendors, customers, technology, and new products and services. However, all employees and everyone connected with the organization should remember that electronic media and services provided by the organization are property of NEON and their purpose is to facilitate and support our business. All computer users have the responsibility to use these resources in a professional, ethical, and lawful manner. As such, the guidelines below have been established for using e-mail and the Internet. No policy can cover all the rules for every possible situation. Instead, it is designed to express NEON's philosophy and set forth general principles when using electronic media and services.

i. Prohibited Communications: NEON employees cannot knowingly use Electronic media for transmitting, retrieving, or storing any communication that is:

1. Discriminatory or harassing;
2. Derogatory to any individual or group;
3. Obscene, sexually explicit or pornographic;
4. Defamatory or threatening;
5. In violation of any license governing the use of software; or
6. Engaged in for any purpose that is illegal or contrary to NEON's policy or business interests.

ii. Personal Use: The computers, electronic media and services provided by NEON are primarily for business use to assist employees in the performance of their jobs. Limited, occasional, or incidental use of electronic media (sending or receiving) for personal, non-business purposes is considered acceptable. All such use should be done in a manner that does not negatively affect the system's use for their business purposes. Employees are expected to demonstrate a sense of responsibility and not abuse this privilege. Employees are expected to take all precautions necessary to keep company electronic items in their possession safe and secure, and ensure that no other parties have any access to them. Employees are expected to ensure the security of NEON assets/equipment essential to the performance of their jobs. Employees may be held responsible for any monetary costs incurred due to the loss or damage of NEON assets including, but not limited to: keys, cell phones, laptop computers, portable printers, and handheld devices.

iii. Access to Employee Communications: NEON reserves the right, at its discretion, to review any employee's electronic files and messages to the extent necessary to ensure electronic media and services are being used in compliance with the law, this policy and other organization policies. Employees should not assume electronic communications are completely private. Accordingly, if they have sensitive information to transmit, they should use other means.

iv. Software: To prevent computer viruses from being transmitted through the organization's computer system, unauthorized downloading or installing of any unauthorized software is strictly prohibited. Only software registered through NEON may be downloaded. Employees should contact their supervisor if they have any questions.

v. Security/Appropriate Use: Employees must respect the confidentiality of other individuals' electronic communications. Unless authorized by the Executive Director, employees are prohibited from engaging in, or attempting to engage in:

1. Accessing files or electronic communications of other employees or third parties;
2. Obtaining access to systems or accounts they are not authorized to use;
3. Using other people's log-ins or passwords; and
4. Modifying computer or network security measures.

Anyone obtaining electronic access to other companies' or individuals' materials must respect all copyrights and cannot copy, retrieve, modify, or forward copyrighted materials except as permitted by the copyright owner.

vi. HIPAA/Privacy: No e-mail or other electronic communication to an outside party shall include unencrypted HIPAA-defined Protected Health Information (PHI). HIPAA-defined PHI shall not be sent, in any form, to a third party without a current Client Confidentiality Agreement on file with aforementioned third party. Outside party is defined as any non-internal NEON e-mail address (@neonoregon.org) or any Internet address or site.

Employees can use encryption software supplied to them by request by their supervisor for purposes of safeguarding sensitive or confidential business information. Employees who use encryption on files stored on a organization computer must provide their supervisor with a sealed hard copy record (to be retained in a secure location) of all of the passwords and/or encryption keys necessary to access the files.

XXXVIII. COMPUTER HARDWARE/SOFTWARE

This policy intends to provide guidance for the following purposes:

- to avoid violation of computer software copyright law and possible lawsuit;
- to enhance hardware/software compatibility with existing hardware/software;
- to increase the ability and capacity for broad-based communications and the use of information technologies throughout the Organization;
- to encourage and support staff in their pursuits to increase their technological knowledge and capacity; and
- to protect internal data from any computer-virus.

i. Information Technology Committee:

NEON asks designated staff to partake in the Information Technology Committee to ensure appropriate, adequate and efficient technology is considered and provided, whenever feasible, to all NEON staff. NEON's IT Committee will abide by a set of guidelines and procedures that may be subject to change through time.

a. Purpose:

The purpose of this policy is to elicit uniformity with a cohesive approach to implementation, tracking and development Information Technology System that will assist all programs administered by Northeast Oregon Network (NEON) with outreach to the community, provider and healthcare organization. This policy will provide a method to review and administer oversight of all IT Systems used by the NEON to meet any regulatory agency (Federal, State and Accreditation Agencies) and advance the organization's mission and vision.

b. Scope:

This policy applies to any program administered by NEON that may use any Information Technology for the purpose of disseminating and gathering information. The Committee is charged with developing Standard Operating Procedures (SOPs) for Information Technology as needed. The methods for collection and dissemination of information included but are not limited to the following:

1. Computers – hardware of any type or purpose, related or not related to work that resides NEON hardware either owned, rented, leased by either employee or NEON for reasons of work
2. Telephone – mobile & landlines that are used for work at anytime either located at home or work
3. Software - software of any type or purpose, related or not related to work that resides NEON software either owned, rented, leased by either employee or NEON for reasons of work
4. Any device or materials that may be used to relate NEON activities to the public, employee or consumers of such data owned or used by NEON

The Committee will determine the overall course of Information Technology for NEON, assuring that continuity of service and communication both internal and external. This will be done by assessing needs on an individual and corporate to determine if Federal, State, Local and Regulatory guideline and statues are satisfied.

The Committee will track usage and application as to assure that systems remain in compliance with Federal, State, Local and Regulatory guideline and statues to include manufactures requirement for optimal operation. The Committee will develop a form for submission request any items covered under the scope of this policy, providing inventory supply and needs. Develop "standards" under which a forward looking determination of needs for quality and efficient operation of NEON and it programs can meet NEON Mission, Guiding Principles and Vision.

c. Definition:

- Hardware – server, CPU, CRT, PDA, CD/DVD/USB or other mobile device
- Telephone – mobile, landlines and other communication device, i.e. VoIP
- Software – programs used to control or allow
- Device/Materials – advertising, website, VPN,

ii. Changes and Software: All staff is encouraged to recommend changes to computer software/hardware to the Information Technology Committee. The IT Committee, in conjunction with the Executive Director, will implement any approved changes and is responsible for developing, implementing and communicating purchasing, and licensing procedures for software/hardware.

Each employee is responsible for adhering to the software licensing agreement of all software, including its use (or prohibited use) in the employee's home.

All software used by employees will be licensed and registered with NEON.

Employees purchasing and installing unauthorized copies of any software on NEON computers is strictly prohibited.

Any software program obtained from non-commercial sources, such as any BBS, Internet sites, WWW etc. will be virus-checked by the employee or with the Administrative Assistant or supervisor.

iii. Accounts: it is the responsibility of the employee to know usernames and passwords to all internal accounts, including network accounts, computer passwords, and emails.

NEON asks employees to give all NEON related usernames and passwords to the Administrative Assistant to post in the inventory database. Network account passwords are exempt from this.

The Administrative Assistant will maintain an inventory database (see 'Inventory and Receiving Goods') to track hardware and software, including date of purchase, user names and password, and support contact information and will assist any employee with installation and operations upon request or request further assistance by the supervisor.

NEON employees are responsible for posting all electronic documents to the NEON server. If a document is 'in progress' the employee may save it to their personal network account.

All work done during NEON work hours or on behalf of NEON by NEON staff is considered to be the intellectual property of NEON, and as such, is owned and controlled by NEON. All staff work, in either draft or final form, must be saved to the network. NEON does not back up individual hard drives, but handles our back up through our server. Any documents not saved on the network server are not backed up or protected, thus putting NEON intellectual capital in jeopardy.

XII. PASSWORDS, ELECTRONIC ACCOUNTS, INFORMATION PROPRIETY AND EMPLOYEE TERMINATION

i. Upon Employee Termination: It is the policy of NEON for the Executive Director to retain a record of all staff electronic account passwords and to terminate access to all business-related electronic accounts on an employee's last working day. Employees are not authorized to change their passwords without notifying the Executive Director of the change. Employees are not authorized to give out their passwords to any other staff or non-staff without authorization from the Executive Director. All electronic and paper information, documents, media incurred or created during staff work time are considered to be property of NEON and are to remain with NEON after employee termination.

a. Termination Procedure: On an employee's last working day access to all their electronic accounts will be disabled by a supervisor. In the case that a specific account has no disable feature it will be removed. This will ensure the security and integrity of NEON computer network and telephone systems. This can include but is not limited to the following accounts:

- Network Access Accounts (VPN, Email, Thin-Client, Desktop, Workstation)
- Software Accounts
- Voice Mail Account (Desk and Cell Telephone Service)

b. Termination with Notice: If an employee resigns and a notice date is given and accepted by the Personnel Representative or Executive Director, it will be the employee's responsibility to take this time to transition off of company information technology resources. This means the employee should follow-up on any remaining emails concerning NEON; notify internal and or external contacts of new or designated referral staff contact info, save any personal contact and electronic and/or paper information to transfer to new or designated referral staff. On the employee's last day of employment all of their electronic accounts will be disabled.

c. Termination without Notice: If an employee is terminated by NEON, or they resign without giving notice, all of their electronic accounts will be disabled immediately and the employee gives up their right for any transition time off of company information technology resources.

d. Email-Specific Instructions: In the event of employee termination, NEON staff shall not forward any staff member's email to a third party email address. This has inherent security risks because restricted and confidential company information could get forwarded outside of the company email system. This can include information regarding company policies, activities and other private personal identifiable information. After an employee's termination date NEON reserves the right to auto-forward their email to a new or designated referral staff member. This ensures that important business-related messages are not lost and or ignored. After an employee's termination date NEON reserves the right to configure an employee's email account for Auto-Reply. This enables the Mail Server to send a reply to any sender who emails the employee. The reply message is not a forwarded copy of an email but rather a distinct message instructing the sender to contact NEON for business-related purposes.

XL. CELL PHONES

NEON employees are allowed to use company cell phones for occasional personal calls. Employees are responsible for paying for any additional charges above the base rate for personal use. Texting and picture messaging is not covered on company phone devices.

XLI. USE OF PERSONAL VEHICLES FOR WORK

The purpose of this policy is to establish and communicate criteria for NEON personnel who are required to use personal vehicles in the performance of their duties. Employees using personal vehicles for work purposes must provide certain documentation prior to using the automobile in the performance of work duties. Employees using personal cars for business purposes must maintain adequate insurance coverage. Employees are prohibited from ever transporting clients, or from transporting any other non-employee of NEON during work hours. Employees who use personal vehicles in the performance of their duties will receive compensation in accordance with the IRS guidelines in which the calculation of mileage rate reimbursement includes the cost of fuel consumption, depreciation, and insurance related to the business use of their automobile (as of 3/30/2010, calculated at \$.50/mile).

Employees using personal cars in the performance of their duties shall provide management with the following before starting work:

- 1 Proof of valid Oregon driver's license;
- 2 Automobile Insurance Verification Form including satisfaction of minimum insurance coverage.
- 3 Copy of Motor Vehicle Driving Record (obtain from DMV).

See Document for sample: *Automobile Insurance Verification*

XLII. FISCAL POLICIES

The following section is intended to outline fiscal policies and procedures of NEON and is intended to safeguard the organization's financial assets and responsibilities.

i. Accounting: *Silver Creek Financial Services, Inc. (referred to as SCFS). The contact people are Cathy Johnson and Shannon Shelton (Cissy).* .

ii. Bank: Union Wallowa Baker Federal Credit Union. The contact person is Michael Snow, Bank Manager.

iii. Authorized signers shall be:

Executive Director
HR Coordinator
Cathy Johnson
Shannon Shelton

One signature is required on each check.

iv. Revenue, Accounts Receivable and Cash Receipts: Executive Director will deposit monies received and forward the information to SCFS, Inc. so the data can be entered into the accounting system. Silver Creek Financial Services, Inc. shall prepare and mail any billings as directed by Executive Director.

v. Purchases, Accounts Payable and Cash Disbursements: Employees will submit reimbursement forms to Executive Director or coordinators for expenses they have incurred on behalf of NEON for travel, supplies, and education. Expense forms should be submitted to the appropriate person within one weeks of funding use.

All invoices are all to be mailed to NEON. Executive Director will review all invoices for accuracy and indicate on the invoice which budget account the expenditure is to be incurred. When acceptable, Executive Director will approve invoices to be paid. All invoices are then forwarded onto SCFS for review, payment, and entry into accounting system. As many payments as possible will be paid electronically through on-line banking. Invoices are electronically filed and stored by vendor after paid. SCFS will reconcile all bank statements monthly.

vi. Payroll: The Human Resources Coordinator is responsible for collecting monthly timesheets and fax or email to SCFS for processing. SCFS will then email to Executive Director for review and approve if acceptable. SCFS will process the payroll and make direct deposits for the employees.

SCFS shall arrange for payments for all withheld employee and employer payroll taxes. SCFS shall prepare all quarterly and annual payroll reports as well as the W-2 and W-4 forms. SCFS shall prepare any other required payroll reports.

vii. Reporting, General Ledger and Financial Statements: The Organization fiscal year ends June 30. Accounting System shall be maintained by SCFS on QuickBooks accounting system. The books shall be maintained using the accrual basis of accounting. SCFS will prepare annual budgets, which shall be prepared on an annual basis with projections from Executive Director. SCFS will prepare monthly reports to Executive Director. SCFS will prepare quarterly reports for the Board of Directors. SCFS will prepare the annual income tax returns as well as all required 1099 and 1096 forms with the Internal Revenue Service, Oregon Department of Revenue, and Oregon Department of Justice. SCFS will prepare any other necessary reports as needed.

XLIII. CAPITAL EXPENDITURES

A capital expenditure (fixed asset) is property which has a life expectancy of greater than one year, and a value of \$5,000 or more. Only the Board of Directors has authority for approval of capital expenditures.

The Executive Director is responsible for the timing and seeking of authorization for capital expenditures based upon need and financial status of the Organization.

Executive Director has authority to identify surplus equipment under \$5,000 value. Board approval is needed for declaring surplus fixed assets over \$5,000. With Board approval, Executive Director has authority to dispose of surplus equipment at fair market value. Disposal of fixed assets that meet the criteria stated in CFR Title 45 Part 74.34 purchases with Federal Funds must be disposed of per the procedures stated in CFR Title 45 Part 74.34.

XLIV. INVENTORY AND RECEIVING GOODS

This policy is to provide procedural guidelines to ensure that NEON receives and pays for the correct items and that its assets are well-accounted for.

Receiving Goods Procedure:

- The person receiving items at NEON from a delivery service must sign to verify the number of packages received.
- The person who opens the packages must verify that the contents match what is on the packing slip and ensure that all ordered items were received by referencing the invoice.
- The person who has verified the contents of the package will sign and date the packing slip and attach it to the item's expense form to be matched up with the invoice.

The Administrative Assistant, or other staff as appointed by Executive Director, will maintain a secure (not kept on the NEON intranet), current, and comprehensive inventory database of all assets with value of \$100 or more. This list should include, but is not limited to, items such as electronics, software and furniture. For each item, the following details should be recorded: the date the item was obtained/purchased, the company contact information, tech or customer support contact information, any relevant user names or passwords associated with the item, and the name of the employee that was given responsibility for and possession of the item.

Employees are expected to take responsibility of all NEON property, especially when it is used outside the office, and are expected to return all NEON property at termination of employment. The Administrative Assistant, or appointed staff, must be notified by the employee if he or she transfers any inventoried items originally in that employee's possession to another employee so that the inventory database can be kept accurate. The Administrative Assistant, or appointed staff, must be responsible for making note of any change in possession of inventoried items.

XLV. CONTRACTORS

NEON may choose to contract for services. Independent contractors must meet the definitions and conditions of ORS 701.025. Other contractors must be registered with a state as corporation, business, or governmental entity. The Executive Director will be responsible for reviewing any contractor against the Excluded Parties List System (<http://www.epls.gov>), a database of parties excluded from receiving federal contracts. Contractors are responsible for all legally mandated requirements such as taxes, worker's compensation and liability insurance. They are ineligible for any benefits, unless specified under contract. Conditions of contracts are individually and uniquely negotiated. All contracts (personal services or between organizations) will be approved by the Executive Director. All contracts will include *appropriate notices* (regarding non-discrimination, lobbying, confidentiality) binding the contractor to the same state and Federal laws as NEON.

Contractor Bidding/Solicitation/Selection Procedures:

- Draft letter of solicitation for prospective contractors including outline of proposed scope of work/needs.
- Request recommendations for prospective contractors from Chambers in each county.

- Contact each recommended prospective contractors and email or fax solicitation letter with deadline for them to schedule personal/phone interview, have proposal/bid/quotes and client references ready at that interview.
- Interview respondents. Check references.
- Selection criteria based on: personal intuition/choice, price quote, professionalism, client references, experience/knowledge of nonprofits, and geographic location. Make recommendation for the board, including justification of all selection criteria.
- Track all correspondence for record-keeping and make note of any appropriate modifications to these procedures.
- Complete a contract and scope of work for each contractor, to be signed by BOD Chair.

See Documents for samples: *Sample Contract Agreement, Sample Scope of Work*

i. Keys to Office: When necessary, contractors may be given a key to the NEON office. Prior to key distribution, a NEON personnel representative will ask the recipient to fill out and sign a key release form.

XLVI. HIRING AND RECRUITMENT

The purpose of this section is to establish and maintain a consistent process to follow when determining resources, need, recruitment, interviewing, and hiring of new personnel. These procedures apply to all positions whether filling a vacancy for a position that is currently open or creating and filling a new position. The addition of a new position or filling an existing job vacancy is determined through thoughtful analysis of the Organization’s workforce needs, overall budget, and approval from the Executive Director.

TASK	WHO	WHEN	NOTES
Plan for the Position:			
Develop Job Description, selection criteria, minimum qualifications			Develop new or revise old job description. Include required skill set, qualifications, education, essential job functions, non-essential job functions.
Determine Salary, FTE, benefits.			Determine budget capacity for salary range. Salary range should be reflective of recruitment area; and reflective only of education and experience pertaining to same job title/description.
Plan Recruitment Strategy:			
Determine Recruitment Budget capacity			Include advertising, mailings, and travel (applicants and interviewers) if applicable.
Announce position in-house.			Email out to all staff.
Develop announcement.			Ads should be developed to draw appropriate candidates. Remember 'At Will', ADA and EOE language. Include deadline for applicants, or open until filled.
Post announcement.			Ads should be posted to draw appropriate candidates. Examples: newspapers, Employment office, College placement office, listservs, Open Minds free listing, other newsletter/direct mail to professional organizations.

Follow response collection protocol.			Make paper copy of all pages of all responses, file originals.
Plan for Selection:			
Plan interview process.			Who will be involved in interviews, time/length/date, ideal number of candidates to interview
Develop interview questions.			No illegal questions. Ask all candidates same base-line questions. Questions should correlate to qualifications/selection criteria
Screen all applicants and determine final number of candidates.			Use minimum requirements and selection criteria as a base for choosing candidates. Screen according to minimum and desired qualifications.
Schedule appointment with each candidate.			Tell them time, date, location, who will be involved in interviews, and requirements to bring copy of two professional and two character references. Do not have to consider any applicants that can't make the interview. Email copy of full position description. Send out packets of regional/organizational information and/or maps to out of town candidates.
Keep all applications and resumes of applicants that are and are not interviewed.			
Share interview schedule, location and documents.			Circulate all applicants' resumes/applications/cover letters, full job description, interview questions and protocol to all who will be involved in selection.
Conduct interviews using interview questions and protocol and obtain all necessary documents.			1.Criminal background check release form, 2.authorization of information release form, 3.two professional and two character references required of all applicants at time of interview.
			If a selection consensus could not be made between all involved in interviews, determine next steps (for example, do we extend/reopen application, do we interview more applicants already applied, ask applicants for additional information/further interview/writing questions?)
Check references using reference check questions.			Do as soon as possible (2-3 days) to avoid delays in offering the position. Only need to check references of the chosen candidate, but can check more.
Offer position, negotiate start date, negotiate or offer compensation, schedule orientation and training, including HR, and coordinate with appropriate people involved, select orientation			Allow 3 days maximum for candidate to consider accepting the position; otherwise, have the team reconsider the offer.

lead.			
Send formatted letter to candidates interviewed but not selected.			As soon as chosen candidate has accepted the offer.
Complete new employee personnel file and assign mentor/supervisor.			
File all resumes/applications with copy of job announcement.			

XLVII. NEW HIRES

- Are responsible for providing truthful and complete information regarding their qualifications and personal data. Failure to do so may result in termination of employment;
- May be required to have a physical examination if there is a bona fide occupational qualification or requirement which warrants a certain physical status;
- Are required to consent to a criminal background check which may influence employment status;
- Are responsible for completing the full orientation process as outlined in the New Employee Checklist.

XLVIII. ORIENTATION FOR ALL NEW EMPLOYEES

i. The HR Coordinator will give a general orientation, following a checklist, with the new employee. The new employee will also receive a checklist of tasks to be accomplished within a reasonable time after their initial orientation day. These tasks will include ‘start up’ tasks, including email setup, network password setup, obtaining an office key, etc.

ii. Within a reasonable time of hiring, the HR Coordinator and Program Coordinator will determine and provide all necessary trainings, including general trainings, for the employee.

XLIX. TERMINATION OF EMPLOYMENT

i. Employee Reference Checks: The purpose of this policy is to establish and communicate guidelines to follow when receiving a request for information regarding a previous employee. Executive Director has sole authorization to give out references for former employees if an Employee Reference Authorization Form is on file. At termination, an employee may elect to sign a Reference Authorization form, kept on in employee personnel records. Executive Director will be authorized to give only documented job-related information

See Document for sample: *Employee Reference Authorization form*

iii. Final Paychecks: Whenever an employee quits without notice, all wages earned will be paid within 48 hours (exclusive of weekends or holidays). If the employee has given 48 hours or more notice, his or her wages will be paid on the final day worked. If an employee is discharged, all wages earned by that person will be paid immediately. Upon request, NEON will mail final paycheck to any address designated by the employee.

iv. Return of All Property: Personnel Representative will reference database of all Organization property checked out to former employee. Employee is expected to return all property by the end of the last day of work.

XLX. EMPLOYEE EXIT INTERVIEW

This policy is to obtain feedback from exiting employees regarding employment issues which impact retention. Employees terminating their employment with NEON are encouraged to have an exit interview conducted with the supervisor and Personnel Representative or Executive Director prior to their last day of work. Information obtained during such interviews is treated as confidential and will be reviewed and evaluated as a tool to improve our work environment and the way we conduct business. An Exit Interview Questionnaire is provided to the employee.

If an employee terminates without notice and cannot schedule an interview, an Exit Interview Questionnaire will be provided to them with their last paycheck or telephone exit interview will be conducted. The Personnel Representative and Executive Director will review the exit interviews and identify resolution to issues identified. Significant concerns or issues will be forwarded to the Board of Directors for further review and evaluation.

See document: Exit Interview upon termination of employment