

## **Flexible Work Schedule and Telecommuting Policy**

The National Council for Behavioral Health (National Council) understands that flexible work options can attract and retain talented employees, enhance effectiveness, and contribute to the National Council's mission impact. At the same time, the National Council values the connectivity, energy, and creativity generated by employees across the organization, interacting and collaborating in the office.

It is optimal that employees be present for a substantial amount of time during the work week, but it is also important that the organization and staff be afforded the benefits of flexible work options. The National Council offers flexible work options within the context of the National Council's overall strategy, ensuring that use of these arrangements doesn't adversely impact effectiveness and does promote employee satisfaction and organizational health.

The National Council hires, develops and supports high-performing employees that go far beyond meeting their job responsibilities and consistently contribute to the advocacy and practice initiatives that improve behavioral health care in communities across our country. Employees understand that flexible work options are not a universal benefit or right, and is a privilege. Employees' eligibility is determined based upon the suitability of the position as certain positions require an employee's presence onsite during regular working hours, and depends upon successful tenure of 3 months at the National Council.

All job responsibilities and conditions of employment apply, and regardless of work arrangement, employees are required to be onsite for critical meetings as requested by their supervisor or project leads. Some examples include "All-Staff" meetings, departmental meetings or projects where attendance is desired by project leads. The opportunity to have flexible work options may change during the course of a program/project based on that program/project's needs and the employee's performance. Employees are asked to document their flexible work option schedule in their Outlook calendar.

The National Council has the right to grant flexible work options to an employee and to terminate the arrangement. Employees requesting flexible work options must have a satisfactory overall rating that meets the requirements of the job. Any employee on a performance improvement plan (PIP) will have the flexible work options rescinded and is ineligible for flexible work options until the PIP has ended and satisfactory performance is maintained for a period of 3 months.

Employees may request a flexible work schedule by completing the Employee Work Profile and Flexible Work Agreement form. The form should indicate employee's current daily work schedule and the requested flexible hours and/or telecommuting schedule. The form is submitted to employee's supervisor who forwards and discusses with the department VP for VP sign-off.

## **Flexible Work Schedules**

It is the National Council's policy to provide staff with the opportunity to request a schedule different than regular office hours within the guidelines described herein, and consistent with the duties of the position. When operationally feasible, flexible work options will be considered with the following stipulations:

- Operations and member service shall not be adversely impacted
- Our regular offices hours are from 8:30 am – 5:00 pm Monday through Friday, and reasonable staff coverage must be provided.
- Flexible hours must meet the defined workday of 8 hours of work plus a minimum of 30 minutes for lunch.
- The quality, quantity and timeliness of an employee's work must be maintained at a satisfactory level.
- No additional resources should be required as a direct result of flexible work schedules
- No overtime should be generated as a direct result of flexible work schedules
- Ad-hoc requests (one-time requests that do not recur over time) can also be made and must be approved in advance by employee's supervisor.

## **Telecommuting**

Employees may request to telecommute, (an adjustment to the employee's regular worksite) within the guidelines set below:

- Employees may request to telecommute for one day of the week. Exceptions outside of these guidelines may occur for other reasons such as part of negotiations as a condition of employment.
- Employees may also request for a one-time telecommuting arrangement for a single, specific occasion. This must be approved in advance by employee's supervisor and should not exceed the one day of the week guidance in the above bullet.
- The alternate location must meet the needs of the organization and team.
- Employees who choose to telecommute must have the necessary tools and home office equipment to accommodate such an arrangement and to facilitate regular communication with supervisor and team members (computer, office supplies, internet connection, printer, chat & Office 365 products, GoToWebinar, etc.); it is not the responsibility of the National Council to provide these necessities to the employee in order to support the telecommuting arrangement.
- The National Council is not obligated to reimburse the employee for costs incurred in order to support the telecommuting arrangement.
- If an employee's job, title or role changes, (including promotions), the position will be reevaluated to determine if eligible for telecommuting.
- Non-exempt employees may not request for long term telecommuting arrangements.

### **Coordination with Sick, Vacation, and other Leave Time Policy**

Telecommuting is not intended to be used in place of annual, sick, or other types of leave. Requests to work overtime or to use sick, annual, or other leave must be approved in advance by employee's supervisor in the same manner, and in accordance with, the time and attendance procedures as when working at the primary work location.

Employees who are sick should take sick leave and not try to work even though they are at home.

Employees must make adequate child care arrangements so that they are focused and engaged while telecommuting. For example, employees may not telecommute while caring for a sick child or while babysitting.

Should circumstances arise whereby the telecommuter cannot work at the alternate work location, i.e., loss of electricity, home emergencies, etc., the telecommuter must contact their supervisor and they may be required to report to their primary work location, identify an appropriate alternative work location, or applicable leave may be granted.

### **Employee Assistance Program (EAP)**

The National Council offers an Employee Assistance Program (EAP) to all employee. EAP is an employee benefit that offers employees and their family members a broad range of services. These services are confidential and can help to reduce everyday life stresses that can negatively affect employee attendance and concentration, the general workplace morale, productivity and an employee's ability to perform well on the job. These services include:

- Emotional Well-Being
- Relationships
- Health & Wellness
- Dependent Care
- Elder Care
- Grief
- Substance Abuse & Addiction
- Financial & Legal Resources

This benefit includes three face to face visits with a counselor (per household per calendar year). For more information visit [mutualomaha.com/eap](http://mutualomaha.com/eap), call 800.316.2796 or contact Human Resources for more details.

### **Inclement Weather and Emergency Closings**

National Council follows the Office of Personnel Management (OPM) operating status during inclement weather to determine whether staff should come into the office, telework or not work. On days of inclement weather or other emergency situations, National Council employees should listen to public media announcements or monitor the web site <http://opm.gov/status/> to determine the operating status of the Federal Government.

In the case of closures as directed by the OPM and other expected building closures, all exempt employees are outfitted with laptops and are expected to take laptops home and be telework ready. Any time not worked should be charged to vacation or personal leave, the need for pre-approval of leave is waived in these situations.

Non-exempt employees should not work and use Admin Leave for closures as directed by the OPM.

For late arrivals, employees may charge up to the delayed start time to Admin Leave.

If the federal government is open on time, National Council employees are expected to report to work, on time.

National Council does not follow the Federal Government's use of leave or telework policies.

### **Americans with Disabilities Act**

National Council is committed to complying with all applicable provisions of the Americans with Disabilities Act (ADA) and applicable state and local law. As an equal opportunity employer, National Council does not discriminate against any qualified employee or applicant with regard to any terms or conditions of employment because of such individual's disability or pregnancy, or any perceived disability so long as the employee can perform the essential functions of the job. Consistent with this policy of nondiscrimination, National Council will provide reasonable accommodations to a qualified individual with a disability, as defined by the ADA, who has made National Council aware of their disability, provided that such accommodation does not constitute an undue hardship on the Institute.

Any employee who believes they need such an accommodation should inform the VP, Human Resources of the National Council.

## **Procedure for requesting an Accommodation**

On receipt of an accommodation request, the Human Resources Department and the employee's supervisor will review the request, determine what additional information or documentation may be necessary, and, as needed, meet with the respective staff member.

National Council will determine the feasibility of the requested accommodation considering various factors, including, but not limited to the nature and cost of the accommodation and the accommodation's impact on the operation of The National Council, including its impact on the ability of other employees to perform their duties and on National Council's ability to conduct business.

Human Resources will inform the employee of its decision on the accommodation request or on how to make the accommodation. If the accommodation request is denied, employees may request review of the decision by submitting a written statement explaining the reasons for the request to the Vice President, Human Resources. If the request on appeal is denied, the decision is final.

An employee or job applicant who has questions regarding this policy should notify the Human Resources Department. Concerns or complaints regarding discrimination based on a disability should be made as specified in National Council's equal employment opportunity policy. All such inquiries or complaints will be treated as confidential to the extent possible and as consistent with applicable law.

## **Workplace Bullying**

National Council defines bullying as "repeated inappropriate behavior, either direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment." Such behavior violates National Council Code of Ethics, which clearly states that all employees will be treated with dignity and respect.

The purpose of this policy is to communicate to all employees, including supervisors, managers and executives, that National Council will not tolerate bullying behavior. Employees found in violation of this policy will be disciplined up to and including termination.

Bullying may be intentional or unintentional. However, it must be noted that where an allegation of bullying is made, the intention of the alleged bully is irrelevant and will not be given consideration in the determination of appropriate discipline. As with sexual harassment, it is the effect of the behavior upon the individual that is important. National Council considers the following types of behavior examples of bullying:

- **Verbal and Written bullying:** Slandering, ridiculing or maligning a person or their family; persistent name calling that is hurtful, insulting or humiliating; using a person as the butt of jokes; abusive and offensive remarks.
- **Physical bullying:** Pushing, shoving, kicking, poking, tripping, assault or threat of physical assault; damage to a person's work area or property.
- **Gesture bullying:** Nonverbal threatening gestures or glances that convey threatening messages.
- **Exclusion:** Socially or physically excluding or disregarding a person in work-related activities.

Engaging in the conduct listed above, or other similar conduct, may also be a violation of National Council's harassment policy.

### **Complaint Procedure**

National Council encourages individuals who believe that they are being subjected to bullying notify the offender that their behavior is unwelcome. If for any reason an individual does not want to confront the offender directly, or if this approach does not successfully end the bullying, the individual should promptly contact either his or her supervisor, or the Vice President, Human Resources. National Council cannot act if it is not made aware of a situation.

### **Anti-Nepotism, Employment of Relatives and Personal Relations**

National Council wants to ensure that its practices do not create conflicts of interest, nepotism or favoritism. This extends to practices that involve employee hiring, promotion and transfer.

Members of an employee's immediate family will be considered for employment based on their qualifications. However, Immediate family may not be hired, if employment would:

1. Create a supervisor/subordinate relationship with a family member;
2. Have the potential for creating an adverse impact on work performance; or
3. Create either an actual conflict of interest or the appearance of a conflict of interest.

For the purpose of this policy, immediate family includes: spouse or partner, parent, child, sibling, in-law, aunt, uncle, nephew, niece, grandparent, grandchild, step-relatives, cousins, domestic partner relatives and members of household. This policy also applies to romantic relationships.

Employees who become immediate family members or establish a romantic relationship may continue employment as long as it does not involve any of the above. If one of the conditions outlined should occur, the employees must promptly notify the Human Resources Department.

Attempts will be made to find a suitable position within National Council to which one of the employees will transfer. If employees become immediate family members or establish a romantic relationship, National Council will make reasonable efforts to assign job duties so as to minimize problems of supervision, safety, security or morale. If accommodations of this nature are not feasible, the employees will be permitted to determine which of them will resign. If the employees cannot make a decision, National Council will decide in its sole discretion who will remain employed.

### **Paid Parental Leave Policy**

The National Council will provide 1 week of paid parental leave to employees following the birth of an employee's child or the placement of a child with an employee in connection with adoption. This policy will run concurrently with the District of Columbia and federal Family and Medical Leave Acts, (FMLA), and with the National Council's Short-Term Disability policy. After the paid parental leave (and any other short-term disability leave for employees giving birth) is exhausted, employees may use accumulated vacation and/or earned sick leave benefits, under the current group health plan.

Employees eligible for Short-Term Disability benefits due to pregnancy, must file for disability benefits under the organization's policy. The forms may be obtained from Human Resources.

### **Family and Medical Leave Act (FMLA)**

The National Council provides family and medical leave to its employees in accordance with the requirements of both the Federal Family and Medical Leave Act and the District of Columbia Family and Medical Leave Act (DCFMLA.) If both laws apply to a given situation, the more generous law will be given effect, but the leave taken by an employee will be counted against that available under both laws. If only one law applies to a given situation, that law will be given effect and the leave taken by an employee will only be counted against the leave available under the one law. How the two laws interact will be determined on a case-by-case and provision-by-provision basis.

The basic provisions of each leave entitlement are set forth below:

Federal Family and Medical Leave

National Council employees who have been employed at the organization for a minimum of one year without a break in service and who have worked a minimum of 1250 hours during the 12-month period immediately preceding a leave request under this provision are eligible for Family and Medical Leave under the federal FMLA, as set forth below:

**Leave Available**

(a) An employee may take a total of 12 workweeks of unpaid leave during any 12-month period for one or more of the following:

- (i) The birth of a child of the employee;
- (ii) The placement of a child with the employee for adoption or foster care;
- (iii) The care of a spouse, son, daughter or parent of the employee who has a serious health condition; or
- (iv) A serious health condition of the employee that makes the employee unable to perform the functions of his/her position.

(b) A serious health condition means an illness, injury, impairment or physical or mental condition that involves inpatient care in a hospital, hospice, or residential medical care facility or continuing treatment by a health care provider.

(c) If the request for leave is based on one of the first two reasons set forth in (a) above, the entitlement to leave expires twelve months after the birth or placement of the child.

(d) If the request for leave is based on one of the last two reasons set forth in (a) above, the leave may be taken intermittently or on a reduced schedule when medically necessary.

(e) If two family members are employees of the National Council, the National Council may limit to 12 workweeks during a 12-month period the aggregate number of leave workweeks to which the family members are entitled under (a) above and may limit to four workweeks during a 12-month period the aggregate number of family leave workweeks which the family members are entitled to take simultaneously under (a) above.

(f) An employee who is the spouse, son, daughter, parent, or next of kin may take up to 26 work weeks of leave without pay during a single 12-month period to care for a member of the Armed Forces, including a member of the National Guard or Reserves, who is undergoing medical treatment, recuperation, or therapy; is otherwise in outpatient status; or is otherwise on the temporary disability retired list, for a serious injury or illness. Such leave may be taken intermittently or on a reduced schedule when medically necessary. "Serious injury or illness" in the case of a member of the Armed Forces, including a member of the National Guard or Reserves, means an injury or illness incurred by the member in line of duty on active duty in the Armed Forces that may render the member medically unfit to perform the duties of the member's office, grade, rank or rating.

(g) During a single 12-month period, an eligible employee shall be entitled to a combined total of 26 workweeks of leave under paragraphs (a) and (f) above

### **Short-Term Disability**

Employees are protected against loss of earnings due to non-occupational illness or injury. If a non-work related injury or illness prevents you from working, starting on the 15th consecutive day you are out of work due to injury or illness, the Short Term Disability program may replace up to 60% of your weekly earnings to a maximum of \$2,000 per week. Short Term Disability can continue for up to 11 weeks.

Please consult with Human Resources for additional details

### **Long-Term Disability**

This benefit picks up where short-term disability benefits end. If an injury or illness prevents you from working more than 90 days, Long Term Disability benefits may replace a portion of your income. The Plan can replace 60% of your basic monthly earnings, up to \$15,000 per month, until your disability ends, or you reach age 65. This coverage is provided to you at no cost. You may elect to pay taxes on the premium we pay on your behalf, so that your benefit, should you become disabled, would be provided tax free.

Please consult with Human Resources for additional details

### **Formal HR Grievance and Internal Complaint Procedures**

To foster sound employee-employer relations through communication and reconciliation of work-related problems, The National Council provides employees with an established procedure for expressing employment-related concerns.

In situations where employees feel a complaint is in order, the following steps should be taken:

- If an employee believes that they have a legitimate work-related complaint, the employee is encouraged to first attempt to resolve the issue(s) through discussions with their immediate supervisor.
- If the situation is not resolved within five working days from the time the complaint is discussed with the employee's immediate supervisor, or if the supervisor is a part of or the target of complaint, it should be brought to the attention of the Vice President, Human Resources with written documentation.

Human Resources will attempt to resolve the complaint within a reasonable period of time while preserving the confidentiality and privacy of those involved to the extent feasible.

### **Bereavement Leave**

Employees may take up to 3 days of administrative leave upon the death of a member of their immediate family. "Immediate family members" are defined as an employee's spouse, domestic partner, parents, stepparents, siblings, children, stepchildren, grandparent, father-in-law, mother-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law, or grandchild.

The National Council may require verification of the need for the leave as necessary.

### **Internal Recruiting Policy**

The National Council maintains an internal job board to encourage employees to identify internal promotional opportunities and respond to those openings for which they have skills and interest. Open positions may either be posted internally alone or both internally and externally. Current employees with satisfactory performance may apply for internal job openings.

National Council employees should be interviewed and given first consideration in the interview process whenever possible. Employees will be considered, strictly on the basis of their qualifications, including but not limited to their demonstrated ability, experience, education and potential for advancement; Hiring Managers will be expected to develop a transition plan with the current manager who's employee is being promoted or transferring to another department.

It is the responsibility of the employee to notify their current supervisor before applying for any open position. For employees with less than one year of service, consent is required from either the hiring manager and/or the HR department.

All internal candidates must complete an online application through the National Council's applicant tracking system. The hiring manager and Human Resources will screen applications and resumes prior to scheduling interviews to ensure candidates meet the minimum requirements. Initial interviews are generally conducted by the hiring manager using behavior-based interview questions and a structured interview process.

After a decision has been made to hire a candidate, an offer will be made to the final candidate. If a candidate fails to accept an offer of employment within 7 calendar days, the offer may be

rescinded by the company. For applicants who were not selected, the Hiring Manager will schedule a meeting to provide some feedback for professional development.

### **Annual Performance Appraisal**

In our commitment to developing our employees by coaching, evaluating and rewarding them, Nation Council conducts annual performance reviews and a mid-year review.

Our goal is to foster continuous supervisor/employee discussions, throughout the year and we have built our performance management practices to:

- Ensure you understand your job responsibilities and have specific goals to meet
- Provide you with actionable and timely work feedback
- Invest in developmental opportunities that help you grow professionally
- Recognize and reward your work

During these reviews, both you and your supervisor will complete your performance evaluation where your performance is assessed on your goals, core competencies and our core values.

You will complete your self-appraisal and your supervisor will complete an evaluation of you through Clear Company our performance management system. Your supervisor will then arrange a meeting to discuss your review with you. After all appropriate approvals, The Executive team and Human Resources review the appraisals for accuracy and equity across the organization.

During performance meetings, both supervisor and employee should feel free to discuss any concerns they have.

Supervisors make merit increase recommendations. Increases are not guaranteed as they are tied to individual performance.

Employees are responsible for completing their self-appraisals and for developing their goals in a joint effort with their supervisors.

Employees hired within 9 months of the review cycle (beginning Oct 1.) must be given a review and are eligible for a pro-rated merit increase, if recommended by their supervisor.

Employees hired within 3 months and above of the review cycle (beginning Oct 1.) must be given a review and are eligible for a full merit increase, if recommended by their supervisor.

Employees hired less than 3 months from the review cycle (beginning Oct 1.) are to develop goals towards the next performance cycle and are not eligible for a merit increase.

### **Goal Setting**

Goals for the upcoming year are due in Clear Company, our performance management system by December 31<sup>st</sup> of each year.

Each employee is responsible for developing their goals in conjunction with their supervisor. After appropriate approvals, employees must enter their goals into the clear company system.

Employees are also assessed on performance towards goals, during the annual appraisals.