



# Employee Handbook

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## PREFACE

*"The Torah is a commentary on the world, and the world is a commentary on the Torah"*

Inspired by this text, Hazon sees our work as multifaceted – we work to create a healthy and sustainable Jewish community, as a step toward a healthy and sustainable world for all. We - the staff, are a key element to accomplishing this. We believe in building the best staff we can, and making an investment in each of us as individuals. At the same time, with this amazing work comes a responsibility– to strive for excellence in our work, to bring our creativity to the workplace, to bring our best selves forward, and to work to making Hazon a rich, vibrant organization. We're committed to creating a renewed Jewish community: one that is rooted in Jewish tradition, engaged with the world around us, radically inclusive, passionate and creative, and we hope and intend that you'll be an exemplar of those values when you work for us.

We strive to create a healthy and sustainable workplace; one that allows for a balance between personal and professional, one that respects the needs of each of us as individuals, one that seeks to encourage personal health, learning and that aspires to best environmental practices.

On a practical level, this *Employee Handbook* attempts to provide employees with operating standards for Hazon that have been established to provide a respectful, enjoyable and productive work environment. It is not intended to include **all** information but rather to be a guide for policies, procedures and general information which should assist you during your employment. In order to ensure that Hazon operates in a manner that respects individual needs and circumstances, we are committed to applying these policies with flexibility except as prescribed by law.

Neither the Handbook nor any communication by a management representative is intended to create a contract of employment or any contractual rights or obligations. The policies written herein are subject to change.

We urge you to read the contents of this Handbook and to retain it for future reference. While this Handbook is an attempt to create a clear, open and respectful work environment, life is certainly more complex than a set of policies and procedures. In that vein, you are encouraged to discuss any questions you may have with your immediate supervisor, Human Resources (HR) or President/CEO. Employees are encouraged to recommend changes to these policies that they feel would better promote the goals and values of Hazon.

### **Who We Are**

Hazon means vision. We work to create a healthier and more sustainable Jewish community as a step towards a healthier and more sustainable world for all. We're using two unique pathways – outdoor adventure and food – to touch people's lives, to renew Jewish life and to make a better world for all.

Since 2000, we have created innovative and powerful programs built on outdoor adventure, especially bike rides. Since 2004, we have developed a second program area, focused on the relationship between Jews, food, and contemporary life.

Our programs foster community that is passionate, joyful, and progressive; that respects diversity; and that engages people where they are, not where we might like them to be. And our programs are explicitly intended to foster leadership and to enable people to make a difference.

## **EMPLOYEE RELATIONS PHILOSOPHY**

### **Hazon Values**

Hazon aims to reach Jews wherever they are on the spectrum of Jewish engagement, and on the spectrum of involvement in and commitment to environmental concerns.

Hazon values cooperation and teamwork among all employees. Employees at all levels are expected to treat each other with respect, and assist each other toward meeting our overall organizational & program goals.

We value accountability and professional responsibility, and expect our staff to strive for excellence in their work.

Hazon's management team seeks to honor the creativity, skills and individuality of the staff. Every staff member of Hazon is seen as an important participant in the work and the Mission of the organization. Employees are always free to speak to Human Resources, their supervisor, or any member of the management team to raise questions about any work related issues that are on their minds.

Hazon accepts our responsibility to provide employees with good working conditions, wages and benefits and the personal respect that is rightfully due them.

As a Jewish organization concerned with health and sustainability, creating a work/life balance has special significance. It is our hope that personnel policies reflect a concern for and support of this balance.

## **OPERATIONAL PROCEDURES**

### **Staff Intranet**

The Hazon Staff Intranet is a central place for procedures and other operational details. All staff members given access to the Intranet are responsible for updating and maintaining the information it contains.

### **Office Hours**

The Hazon business offices are open for Monday through Thursday, 9am-6pm.

On Friday the office hours vary with the time of year to accommodate staff's Shabbat observance: 9am-5pm in the summer months of May, June, July and August, 9am- 3pm in the fall and spring months of March, April, September and October, and 9am-1pm in the winter months of November, December, January and February. Hazon's office also closes early on the days preceding some Jewish holidays; see the holiday schedule for details. Working hours for programs and retreats are adjusted to accommodate our programming schedule.

### **Work Schedules**

Accountability for one's professional responsibilities is the cornerstone of Hazon's work policy. Hazon strives to treat employees as respected professionals. Staff are expected to work and perform accordingly.

A full-time position at Hazon ordinarily includes 38-40 hours of work time each week. Staff members are expected to work with their supervisors to determine the work schedule that makes the most sense for their position. Flexible hours, work time from home, or an alternative schedule may be approved by a supervisor when compatible with the employee's job responsibilities and goals. Similarly, some jobs may require work outside of ordinary office hours, such as meetings or working at Hazon events. An employee's specific schedule may vary from time to time, depending on workload demands, the individual position, the nature of the work and Hazon-required activities.

All part-time and hourly employees are legally required to take to breaks, including for meals. Paid meal breaks are 30 minutes long. Any time over 30 minutes will not be compensated. If, however, employees are expected to perform work during their break (i.e., they've been sent on an errand and retrieve a meal on their return), this time will be compensated at the regular hourly rate. We encourage staff to take at least one 15 minute non-meal break during the workday. Multiple breaks or any non-meal breaks that exceed 15 minutes will not be compensated.

Once an employee's hours have been agreed upon with his or her supervisor, regular attendance and punctuality are expected. Habitual lateness and unexcused or excessive absences may be grounds for discipline, up to and including dismissal. Employees must get approval from their supervisors if they need to leave earlier than usual, including before Shabbat and holidays.

Knowledge of the schedules of colleagues is important for internal communication and to expedite scheduling of meetings. Therefore, all staff members, including those with regular part-time schedules, are expected to keep their schedules updated on their Hazon e-mail calendars. The information should include the following:

- Scheduled business meetings
- Location of meetings, in or out of the office
- Working remotely and contact information
- Scheduled time for off-site work
- Time scheduled for out-of-office time (vacation, holidays, medical, etc.)

An employee who will be absent or late, or who needs to be away from work during regular work hours, should notify his or her supervisor with as much advance notice as possible.

### **Working Remotely**

All Hazon staff members are expected to work in their assigned work location (office, kitchen, field, etc.) with the exception of those employees that are hired with the shared agreement that they will be working remotely, and employees who have made other arrangements as outlined in a hire letter or a letter that documents a change of venue in their personnel file. Staff may request the opportunity to work remotely on occasion to better accommodate work assignments or projects. Staff must receive approval from their immediate supervisor prior to working remotely.

### **Timesheets**

All Hazon employees are required to track their time and leave according to their work schedule and leave allocations. Speak with your supervisor or HR regarding the current tracking method in place.

### **Paydays**

Employees are paid bi-weekly, every other Thursday. Full time regular and part-time regular employees are encouraged to have their payroll checks directly deposited to the checking or savings account of their choice. Speak to payroll/HR to enroll in this service.

### **Overtime**

Hourly and non-exempt employees are eligible for paid overtime at 1.5 times their hourly rate. To receive compensation for overtime, employee must submit a timesheet showing hours worked to their supervisor who will approve hours and submit the sheet to payroll/HR. Overtime pay will be added to the regular, bi-weekly paycheck, after approval and processing.

### **Payroll Deductions**

All required deductions, such as federal and state income taxes, social security, and Medicare, and all authorized voluntary deductions, such as for flexible spending plan and health insurance, will be withheld automatically from paychecks. It is the employee's responsibility to review the pay stub and report any errors to payroll/HR. Any adjustments will normally be made to the next paycheck.

### **Credit Cards**

Hazon corporate credit cards are issued at the CFO's discretion and are to be used only for expenses incurred on behalf of the organization. Under no circumstances may any Hazon corporate credit card be used for personal expenses. Each staff person's credit card purchases will be tracked individually and staff must submit all receipts for all purchases with the completed expense report monthly to Hazon's bookkeeper. Staff will be asked to review and code their credit card charges. Before using a credit card, employees must assure that the expense is within the budgeted amount allowed and their supervisor is aware and approves of the payment. Employees must communicate with the CFO ahead of time when planning to make a large payment or purchase to ensure adequate capacity in the organization's credit limit. Each Hazon credit card holder must take all precautions to ensure that the card is not lost or stolen, and will immediately report any such incidents to the CFO.

As a general preference: when dealing with vendors, always request to receive an invoice instead of making a payment immediately with a credit card.

### **Stolen or Missing Property**

Hazon cannot assume responsibility for any personal item that is damaged, lost or stolen. Pocketbooks and wallets should not be left unguarded at any time. Theft of property, either Hazon's or any employee's, should be reported to HR.

### **Professional Appearance**

Hazon observes a "business casual" style of dress in the business offices. For Hazon, "business casual" means that clothing needs to be neat and respectful of ourselves and our colleagues as professionals. Clothing does not need to be formal (like suits). Some examples of clothes that do not qualify as business casual are revealing or torn clothes. Clean denim is fine. Staff should also be aware of public events that might make more formal or more casual dress appropriate on a particular day. Your supervisor may ask you to change your manner of dress, in accordance with this policy.

Non-office staff should wear clothing appropriate to their position, keeping in mind safety and employees' role in representing Hazon to our guests, participants, and other stakeholders.

## **BUSINESS TRAVEL AWAY FROM OFFICE**

### **Air Travel**

Employees are expected to book the least expensive fare within the given travel time frame. Except in extreme emergencies, travel must be planned far enough in advance to get the lowest fare. If an employee takes a stopover for personal reasons, after approval by a supervisor or HR, the cost difference must be absorbed by the employee. Frequent flyer miles obtained from business travel booked using a personal credit card may be kept by employees for personal use.

### **Car Rental**

Hazon has an account with Zipcar which is accessible to registered staff for Hazon-related car rental needs. For rentals out of the Zipcar area, a Hazon corporate credit card should be used to secure the car. Our insurance provides authorized employees with coverage for personal liability and damage to the vehicle depending on where the vehicle is rented. Contact HR at least one week in advance of expected travel to become an authorized employee with our insurance company.

### **Taxis and Car Service**

Employees are expected to weigh the cost effectiveness of using taxis vs. other means of public transportation and personal cars. Employees are expected to check whether free airport/hotel pick-up and return is available, and to use such service wherever possible.

### **Personal Car**

Employees who use their personal cars when conducting Hazon-related work are entitled to be reimbursed for fuel and tolls, as well as mileage at one-third the rate outlined by IRS regulations. For 2014 the Hazon mileage reimbursement rate is \$0.19 per mile.

### **Lodging**

When overnight accommodations are necessary, employees should select hotels/motels that provide quality accommodations at reasonable rates. While we encourage staff in disparate locations to be hospitable to staff travelers, the offer of home hospitality is not required or expected.

### **Meals**

Employees required to be away from home overnight on Hazon business will be reimbursed for meal costs at a reasonable rate provided a receipt is presented. Employees should try to find reasonable rates for meals using \$30/day as a guideline.

### **Compensation during Travel**

Hazon follows the Fair Labor Standards Act (FLSA) guidelines regarding what constitutes compensable time. See Fact Sheet #22 published by the U.S. Department of Labor's Wage and Hour Division (<http://www.dol.gov/whd/regs/compliance/whdfs22.pdf>) for more information.

## **PROFESSIONAL DEVELOPMENT & GROWTH**

### **Performance Reviews**

Hazon values ongoing feedback and believes in the accountability and affirmation that end-of-year reviews can give. While Hazon encourages supervisors and their staff to meet quarterly or semi-annually, formal performance reviews will take place at the end of each year. The performance review process is an opportunity to discuss job tasks, encourage and recognize strengths and opportunities for growth and improvement, and discuss positive, purposeful approaches for meeting organizational, area and personal goals. Upon completion of a performance review, there shall be an annual written agreement between the employee and the supervisor on priority goals and objectives for the next review period.

As a part of the annual review each employee is expected to create and/or update his/her career development plan for the upcoming year. HR will help to insure that the goals set out in the review are benchmarked accordingly and will help work with the employee and supervisor to achieve the set goals.

### **Training & Career Development**

Hazon is committed to professional development to meet organizational and community needs; to assist employees to do their current jobs effectively; and to prepare them for additional responsibilities and promotions within the organization and the non-profit sector. In addition, if there is a course or seminar or another opportunity that you feel will strengthen your work, you should discuss this with your supervisor or HR.

Time for professional development may be granted by the employee's supervisor or HR and does not constitute leave time as long as the purpose of the course or program is in furtherance of the employee's career or work at Hazon.

## **EMPLOYEE CLASSIFICATIONS**

Each employee will belong to one or more of the following categories:

### **Full-time Employee**

A Full-time employee is a person who is regularly scheduled to work at least 38 hours per week with no stated limitation on the duration of their employment. Full-time employees are eligible for all Hazon benefits, without exception.

### **Part-time Employee**

A Part-time employee is a person who is employed to work a specified number of hours of the basic work week but less than the 38 hours per week, and with no stated limitation on the duration of employment. Part-time permanent employees are eligible for full benefits with the following exceptions: for health and dental benefits, a part-time employee must be regularly scheduled to work 30 hours or more per week and be classified as a regular employee (non-intern; non-temporary).

### **Temporary Employee:**

A Temporary employee is one hired for a specific period of time or as needed for the completion of a specific project. The job assignment, work schedule and duration of the position will be determined on an individual basis. Whether part-time or full-time, a temporary employee is not eligible for benefits except where required by state or federal laws.

### **Exempt Employee**

Executive, administrative, and professional employees whose duties and responsibilities allow them to be "exempt" from overtime pay provisions as provided by the Federal Fair Labor Standards Act (FLSA) and any applicable state laws.

### **Non-exempt Employee:**

Employees who are not executive, administrative, or professional employees according to the Fair Labor Standards Act (FLSA) and who are eligible for overtime according to the overtime policy (See Compensation and Economic Benefits).

All employees are classified as Exempt or Non-Exempt in accordance with federal and state law and regulations. Each employee is notified at the time of hire of his or her specific compensation category and exempt or non-exempt status.

### **Employment "At Will"**

Hazon is an "at will" employer. While we hope that an individual's employment will be long-term, rewarding and mutually beneficial, we are unable to guarantee or promise employment for any specified length of time. Employees and Hazon recognize that regardless of the length of service, either the employee or Hazon may terminate the employment relationship. Hazon reserves the right to terminate any employee at will, at any time, and with or without cause, subject only to terms of any separate employment agreement signed by a member of HR, the Executive Director or President of Hazon.

## **LEAVE BENEFITS**

Along with the value of work, Hazon values rest and celebration. Therefore, we have tailored a leave policy that allows employees to take a generous amount of time-off as Paid Time-Off (PTO) and Vacation Days. We also allow for Sick Time, Parental Leave and Bereavement Leave.

Each employee should make an effort to take the allotted time off within the calendar year. It is the responsibility of the supervisor to ensure that their direct reports are taking holiday, PTO and vacation time in a timely fashion.

### **Holidays and PTO**

These include full observance of Jewish holidays – often including the "erev" or day before a Jewish holiday, as well as federal holidays, except when Hazon events fall upon such days. If a designated holiday occurs during an employee's period of paid vacation, the day will be noted as a holiday and not a vacation day. If a designated holiday occurs during an employee's unpaid absence (such as unpaid sick time or other leave of absence), the employee is not entitled to holiday pay.

Employees who wish to work on a day that Hazon is closed (or closes early) may do so, provided that the work is compatible with the notion that the office is closed for official business. For example, no calls may be made on behalf of Hazon nor may any meetings be conducted that day. The intention of this policy is not to enforce a particular approach to Jewish holidays, but rather to reflect Hazon's recognition of the value of days of rest and celebration and our connection to Jewish tradition.

### **PTO**

It is with the understanding that employees will, at times, work during and over holidays that we have created a PTO policy. In the event that an employee works during a Jewish or secular holiday, or any other time when the rest of the organization is off work, the employee will be allotted PTO time for that holiday. These PTO days can be redeemed at any time, with notice to a supervisor, and can accumulate for six months after the previous calendar year. Any accumulated PTO after the six-month period will be lost.

### **Vacation (Annual Leave)**

Vacation is given to all full and part-time employees to provide periods of rest and relaxation by means of paid annual leave from work.

All full-time regular employees accrue 10 vacation days per year; part-time employees accrue vacation time on a pro-rated basis. Vacation may not be taken during an employee's first 90 days of working at Hazon, except with prior permission.

After three years of employment full-time regular employees will accrue 15 vacation days per year. After five years of employment, full-time regular employees will accrue 20 vacation days per year.

All employees are encouraged to take their full vacation (annual leave) in the fiscal year in which it was earned. However, up to five days of vacation (annual leave) may be carried forward for up to the next fiscal year, with permission of the employee's supervisor and HR. Hazon strongly encourages employees to schedule at least five consecutive days of vacation per accrual year.

Employees should submit vacation requests to their supervisor as far in advance as possible. Every attempt will be made to accommodate to the requested schedule. However, at times, it may be necessary to ask an employee to change vacation dates.

If an employee with at least three months of continuous service resigns or is terminated or leaves for reason of disability, he/she is entitled to payment for all unused vacation time. The employee will receive full payment in the pay period following their last day of work, and they will not receive fringe benefits beyond their last day of work.

### **Sick Leave**

Full-time regular employees and part-time regular employees who normally work a minimum of 20 hours per week are eligible for paid sick leave. All full-time regular employees are eligible to accrue sick leave at a rate of 8 hours per month and part-time regular employees earn sick time at the appropriate proportion of the full-time rate.

Sick leave compensates an eligible employee for personal illness as well as for the illness of a spouse, domestic partner, child or parent. Sick leave is applicable to all medical conditions that make an employee unable to work. Sick leave can also be used for doctor's appointments if they can't be scheduled after work hours. Management may require a doctor's note to support sick leave (though may not require the disclosure of the nature of any illness).

Forty hours of sick leave may be carried over to the next fiscal year to provide coverage during an extended period of illness or injury. Employees who have not yet earned sick time in a new fiscal year may borrow against their bank. Accrued but unused sick leave cannot be converted into pay or vacation and will not be paid out upon termination of employment.

In the event that an employee exhausts all available sick days, time off for illness will be charged against any available accrued vacation time. If accrued vacation/sick time is depleted, any time off becomes unpaid.

### **Compensatory Time**

Due to the nature of Hazon's work, an employee's professional responsibility may include working some evenings and/or weekend days. Cooperation in this area is critical to the success of Hazon. When possible, full and part-time regular employees are encouraged to flex their schedules to accommodate early starts, evening hours, or working on a day for which they are not normally scheduled to work. Hazon believes in a sense of personal ecology and will encourage staff to balance their work and personal life as best as possible. In accordance with wage and hour regulations, full & part-time regular employees (exempt) are not paid according to the number of hours they work, and are therefore not paid for overtime.

Full-time regular employees who work a significant number of hours on evenings, weekends and holidays may be permitted to take compensatory time during the work week, to be determined in consultation with their supervisor and/or HR. Such compensatory time is to be taken as close to the additional worked hours as the work schedule permits and no more than one month after time worked. "Banking" of compensatory time is not permitted. Compensatory time will not be equal hour for hour to extra time worked, but rather is intended to provide the employee time to refresh after a heavy work period.

Temporary and/or non-exempt employees should not work before, beyond, or outside their normal work hours unless authorized in advance by their supervisors. Nonexempt employees are compensated for overtime in accordance with state or federal wage and hours laws, i.e. non-exempt employees are paid straight time (regular hourly rate of pay) for the time actually worked up to 40 hours each week. Non-exempt employees are eligible to receive 1½ times their straight time hourly rate of pay for hours actually worked during the work week that are in excess of 40 hours.

### **Bereavement Leave**

In the event of the death of a spouse/partner, parent, child, sibling, immediate relative of a spouse/partner, or a grandparent, an employee may be granted up to five days leave for immediate bereavement needs. Additional days may be requested for extenuating circumstances, and charged to sick or vacation time, or be taken as unpaid leave.

### **Jury Duty**

Leave for jury duty shall be provided according to law, and employees shall suffer no loss of income or loss of vacation time. Full salary shall be paid, less any fees paid by the courts. When attendance in court is not required, including when an employee must serve on a jury for a partial day, staff will be expected to report to work. The employee needs to notify his/her supervisor as soon as he/she has been summoned for jury duty.

### **Family and Medical Leave**

Family and medical leave, under the Family and Medical Leave Act (FMLA) is an unpaid leave of up to 12 weeks (equal to 60 work days) in any 12-month period, measured from the first day of leave. FMLA can be used for the following:

- birth or adoption of a child
- placement of a foster child
- care of a spouse, son, daughter, or parent with a serious health condition
- a serious health condition that makes an employee unable to perform his or her job.

Family and medical leave runs concurrently with any sick day usage and parental leave. This means that all available (accrued and unused) paid time off must be applied to FMLA leave periods. In the absence of sufficient paid time off, the remainder of leave under FMLA will be unpaid.

### **Parental and Family Leave**



Family Leave may be requested for a continuous period of time, intermittently, or on a reduced-hour basis. This means that it may be possible for an employee to spread out her or his leave over a longer period than 12 weeks, by working part-time for some or all of the Leave, or by working short periods that fall within the Leave period. The Leave must be used within a 12-month period.

After the first year of employment, Hazon grants leave of up to twelve weeks for the birth or adoption of a child, or the placement of a foster child according to the following schedule:

- Employees who have completed one year of employment are entitled to four weeks of paid leave and up to eight weeks of unpaid leave.
- Employees who have completed two years of employment are entitled to eight weeks of paid leave and up to four weeks of unpaid leave.
- Employees who have completed three years or more years of employment are entitled to twelve weeks of paid leave.

Employees may apply vacation, PTO or sick days to the unpaid portion of their leave in order to continue receiving a salary during those days. Employees may not extend their parental leave by adding vacation or sick time to their leave. At the discretion of management, employees may be able to return from parental leave on a part-time basis as a transition back to full-time work.

In addition to the above policy, Hazon has disability insurance that provides for up to 26 weeks of leave for pregnancy disability and recovery from childbirth. The maximum leave is 26 weeks during a 52-week period. Leave under this law will be applied concurrently with leave described above.

### **Medical Leave**

Should an employee require medical leave, health benefits will remain in force. In the case of unpaid leave, the employee may be required to pay their costs that s/he would normally pay through payroll deductions. Hazon reserves the right to recover reimbursements for the employer-paid portion of benefits coverage if the employee fails to return from work after the unpaid leave. Sick and vacation benefits do not accrue during unpaid leave.

Generally, upon return from family and medical leave, an employee will be reinstated to the position held under the leave or to an equivalent position. If at the end of the 12-week period an employee is unable to return to work due to her/his own illnesses or injury, an extension of the medical leave may be requested. Re-employment however will not be guaranteed if the original leave exceeds 12 weeks. To apply for an extension, an employee must request such in writing 30 days in advance and must provide certification from a health care provider that the extension is necessary.

Should an employee fail to return to work at the end of her/his leave, s/he will be considered to have voluntarily terminated her/his employment with Hazon.

### **Military Leave**

Hazon supports commitments full and part-time employees may have to the United States armed services and provides time off for this purpose. Rights regarding military leave are governed by applicable law. Employees who need to request a military leave of absence should contact HR.

## **HEALTH & WELFARE BENEFITS**

Hazon provides all benefits as mandated by law including Social Security, Medicare and Unemployment Insurance. In addition, Hazon is committed to providing health and welfare benefits to its employees, consistent with its mission and its financial capacity in order to assist its employees and their families in meeting the financial burdens that can result from illness and disability.

Hazon reserves the right to amend or terminate any of these programs or to require or increase employee premium contributions toward any benefits at its discretion, without prior notice.

Speak to HR for additional information about any of these benefits. You must sign up within thirty days of your start date, or in the open renewal periods for each benefit. Staff will receive notification of open renewal periods.

### **Worker's Compensation**

Hazon pays the entire amount of the worker's compensation insurance premiums that provides benefits to employees who experience injury or illness in connection with Hazon employment. Eligibility automatically begins on the first day of employment. State law governs benefit entitlements, and if employees have questions concerning their rights or benefit amounts, they should contact the local Worker's Compensation Office. Injuries suffered on the job, no matter how minor the injury may appear, should be immediately reported to the employee's supervisor. If an employee should suffer a serious work-related injury, s/he should request completion of worker's compensation insurance forms from HR.

### **Short-term Disability**

Short-term disability insurance is offered to Hazon employees based in New York. Claimants must be out of work eight consecutive days to be eligible for benefits. The maximum benefit is payable up to 26 weeks in a 52-week period. Contact HR for claim forms.

### **Medical and Dental Insurance**

Hazon provides group health, vision and dental insurance to full-time and part-time employees who work over 30 hours a week. Coverage begins 30 days after the employee's start date. Employee's share of insurance premiums for individual and family coverage will be determined annually.

### **Flexible Spending Account (FSA)**

Hazon provides access to an FSA for all qualifying employees. This benefit allows an employee put aside a portion of their salary to pay for qualified expenses, including medical expenses not covered under their health insurance, dependent care and certain transportation costs. Money deducted from an employee's pay into an FSA is not subject to payroll taxes. Employees who enroll get a Flexcard to access the account funds.

### **AFLAC**

In order to be eligible for optional supplemental benefits provided by AFLAC, employees must work a minimum of 25 hours per week.

## **Other benefits**

From time to time, Hazon brings in benefit consultants to help employees identify other benefits they may want. If appropriate, Hazon will set up pre-tax payment for benefits, but all additional benefits are paid for by the employee. Check with HR for information.

## **Hazon Employment Policies**

### **EMPLOYMENT POLICIES**

Hazon is committed to following the spirit and intent of all federal, state and local employment laws and is committed to equal employment opportunity. To that end, neither the Hazon Board of Directors, professional leadership or staff will discriminate against any employee or applicant in a manner that violates the law. Hazon is committed to providing equal opportunity for all employees and applicants without regard to race, color, religion, national origin, alienage or citizenship status, pregnancy, gender, age, marital or partnership status, family status, sexual orientation, gender identity, mental or physical disability, genetic information, military or veteran status, arrest or conviction record, status as a victim of domestic violence, unemployment status, credit history or any other characteristic protected under federal, state or local law. Hazon's policy regarding equal employment opportunity applies to all aspects of employment, including recruitment, hiring, job assignments, promotions, working conditions, scheduling, benefits, wage and salary administration, disciplinary action, termination, and social, educational and recreational programs. This policy pertains to relationships with outside vendors, donors, consultants, contractors and in dealing with the general public.

Hazon has a zero tolerance policy for any form of unlawful discrimination. All employees are expected to cooperate fully in implementing this policy. In particular, any employee who believes that any other employee of Hazon may have violated the Equal Employment Opportunity Policy should report the possible violation to Jed Snerson, the Chief Operating Officer ("COO").

### **Sexual Harassment Policy**

Hazon is committed to providing a work environment where everyone can work together comfortably and productively, free of bias and harassment. Sexual harassment is illegal under both state and federal law and will not be tolerated at Hazon. Sexual harassment involves unwelcome verbal, written or physical conduct of a sexual nature that:

- o Is used as the basis for hiring or other employment decisions, such as promotions, raises or job assignments;
- o Submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of employment; or
- o Creates an intimidating, hostile or offensive work environment.

The legal definition of sexual harassment is broad and in addition to the above examples, other sexually oriented conduct, whether it is intended or not, that is unwelcome and has the effect of creating a workplace environment that is hostile, offensive, intimidating, or humiliating to male or female workers may also constitute sexual harassment.

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct which, if unwelcome, may constitute sexual harassment depending upon the totality of the circumstances including the severity of the conduct and its pervasiveness:

- o Unwelcome sexual advances - whether they involve physical touching or not;
- o Sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life;
- o Comments on an individual's body, comments about an individual's sexual activity, deficiencies, or prowess;
- o Displaying sexually suggestive objects, pictures, cartoons;
- o Unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments;
- o Inquiries into one's sexual experiences; and,
- o Discussion of one's sexual activities.

The complainant does not have to be the person at whom the offensive conduct is directed, but anyone affected by the conduct.

### **Other Harassment**

Harassment is not necessarily only sexual in nature. It also may take the form of other actions, including verbal or written communications, or physical conduct that denigrates or shows hostility or aversion toward individuals or groups on the basis of race, color, religion, national origin, alienage or citizenship status, pregnancy, gender, age, marital or partnership status, family status, sexual orientation, gender identity, mental or physical disability, genetic information, or military or veteran status. Such harassment may take many forms, including, but not limited to:

- o Using epithets or slurs and/or mocking, ridiculing or mimicking another's culture, religion, accent, appearance or customs;
- o Threatening, intimidating or engaging in hostile or offensive acts that focus on an individual's protected status; and
- o Distribution of faxes, photocopies, e-mails or other written or drawn materials that denigrate or show hostility or aversion toward a person or group, including cyberbullying.

Harassment of any kind will not be tolerated in the workplace, or other work-related environments such as during business trips, on office outings, at parties and business-related social events.

### **Reporting and Investigating Harassment**

Hazon encourages individuals who believe that they have experienced discrimination or harassment to promptly notify the offender that his or her behavior is unwelcome. Hazon recognizes, however, that power and status disparities between an alleged offender and an alleged target may make such confrontation difficult. If such informal, direct communication is either ineffective or difficult, then individuals who believe they have experienced discrimination or harassment should report that conduct to their supervisor or Jed Snerson, COO. We encourage prompt reporting of complaints so that rapid and appropriate action can be taken. Supervisors must advise Jed Snerson, COO, of any reported violations of this policy to ensure that appropriate action is taken.

Individuals also should notify Hazon of any discrimination or harassment by a third party. While Hazon may not always be able to control the action of third parties, it will take all reasonable measures to address the discrimination or harassment of employees or consultants by third parties.

Any reported allegation of discrimination or harassment will be promptly investigated by Jed Snerson, COO. The investigation will be conducted in a confidential manner, to the extent practical and appropriate under the circumstances, so as to protect the privacy of the individuals involved. Upon completing the investigation, Hazon will, to the extent appropriate, inform the person filing the complaint and the person alleged to have committed the conduct of the results of the investigation.

### **Disciplinary Action**

Harassment constitutes a severe infraction of Hazon Policy and, as such, is grounds for disciplinary action up to and including termination of employment. At a minimum, offenders will receive a warning that their conduct violates company policy and that future transgressions will not be tolerated. Depending on the seriousness of the misconduct and the offender's overall record, further action may be warranted, including disciplinary action, requirement for individual counseling, training, and/or suspension with or without pay, demotion or termination.

Knowingly bringing false charges of harassment constitutes a serious offense. If it is found that an individual knowingly falsified harassment charges, s/he will be subject to disciplinary action, up to, and including termination.

It is also a serious offense for any of the involved parties, including witnesses, to hinder an investigation by withholding evidence. Such an action is also grounds for disciplinary action, up to, and including termination.

### **Retaliation**

Hazon will not retaliate against an individual who reports discrimination or harassment, nor will it permit any officer, employee or consultant of Hazon to do so. Retaliation is a violation of this policy and of federal and state law, and should be reported immediately to Jed Snerson, COO. Any individual found to have retaliated against another individual for reporting an act of discrimination or harassment will be subject to the same disciplinary action set forth for discrimination or harassment offenders.

See Hazon's Whistleblower Policy (on the website) for further information and reporting protocols.

### **Americans with Disabilities Act (ADA)**

Hazon will endeavor to make reasonable accommodations, as required by law, to known physical or mental limitations of a qualified employee or candidate with a disability unless the accommodation would cause Hazon undue hardship. We encourage employees to contact Jed Snerson, COO, with any questions or requests for accommodation. Information concerning disabilities shall be kept confidential, to the extent feasible, and shall only be disseminated on a "need to know" basis.

### **Alcohol and Drugs in the Workplace**

The possession, purchase, sale or distribution of illegal drugs or controlled substances or their use without medical authorization, on Hazon's premises or offsite while conducting Hazon business, is inconsistent with the interests of the organization and may result in corrective action, up to and including immediate discharge from employment. A "controlled substance" includes but is not limited to intoxicants and hallucinogens. Hazon prohibits the consumption of alcohol while on Hazon business or on Hazon premises unless part of an official activity specifically authorized by management. To this end, if it is suspected that you are under the influence of drugs or alcohol while you are on the clock disciplinary action, up to and including termination, will result.

The use of illegal drugs is not permitted in Isabella Freedman housing or on campus buildings.

### **Confidential Information / Ethical Behavior**

It is expected that all Hazon employees will behave in the highest ethical standard of professionalism in relation to each other, and to the people with whom we relate and interact, including the beneficiaries of our services and the property of this organization.

The information of this organization is the property of Hazon and may not be given to an individual or another organization except through normal channels with appropriate authorization. The protection of Hazon's confidential information is vital to its interests and success. The improper transfer of material or disclosure of information, even if it is not apparent that an employee has personally gained by such actions, constitutes unacceptable conduct. Such confidential information includes, but is not limited to, the following examples: personal information about program participants or donors, information about employees such as salary information and performance, and any work-related information that is provided to the employee in confidence.

All material written or developed by Hazon employees for use by Hazon is the sole property of Hazon. This includes but is not limited to, curricula, workshop materials, designs, financial information and other written documents. Employees may not patent, copyright, or register as a trademark any work prepared, created, or invented by them for Hazon while employed by Hazon, but Hazon may do so in its own name. Employees may be granted permission by the CEO or President to use materials produced for or developed by Hazon for non-Hazon purposes. Such material must clearly indicate it is the property or copyright of Hazon.

If an employee improperly uses or discloses confidential information, that employee will be subject to disciplinary action, up to and including termination of employment, even if the employee does not actually benefit from the disclosed information.

Conflicts of Interest - there's a new policy

Employees represent a wealth of experience, expertise, and interests that they may wish to share with outside organizations and causes. Hazon recognizes the validity of such involvement provided the employee has no investment, relationship, or commitment that might conflict or have the appearance of conflict between the best interests of Hazon and the other organization or cause. Outside activities that in and of themselves may not be

conflicts of interest may be conflicts of interest if the demands on an employee's time interfere with job performance, impact the employee's motivation, or are perceived to be endorsed or otherwise affiliated with Hazon.

Employees may not induce Hazon to do business on a preferential basis with friends, relatives, or businesses owned or operated by such friends or relatives even if the employees have no financial interest in the transaction or arrangement.

If an employee has any influence on transactions involving purchases, contracts, leases, or etc., it is imperative that the employee discloses to the CEO or President of Hazon as soon as possible the existence of any actual or potential conflict of interest so that safeguards can be established to protect all parties.

Violation of this conflicts of interest policy will subject the employee to disciplinary action, up to and including termination of employment.

## **TECHNOLOGY**

### **Electronic Communications**

Hazon's voice and e-mail system are for business use only. Communications transmitted through these systems must have a business purpose. The organization's policies prohibiting any form of harassment apply to the use of the organization's electronic communications systems.

All forms of communication generated from or received at Hazon are considered part of Hazon business. Therefore any such communication including e-mails that would ordinarily be considered confidential might be subject to subpoena or other legal investigation or be considered as evidence in legal proceedings. Communications generated from or received at Hazon, through Hazon's e-mail system, or through other Hazon facilitated electronic media are the property of Hazon and are not the private property of individuals. Hazon reserves the right to review any employee's electronic files, messages, and usage to the extent necessary to ensure that electronic media and services are being used in compliance with the law and with Hazon policies. Abuse of Hazon facilitated electronic media and service will be treated as a performance issue and may be grounds for corrective action.

Staff working at home for their own convenience is required to have and maintain their own computer and other equipment and furnishings necessary to fulfill their work expectations. Staff who work at home because there is not an office in a given city will be set up with a computer and phone, and any other necessary equipment for them to fully function in their position.

### **Computer Security and Copying Software**

Hazon prohibits the copying or use of unauthorized software whether generated by the organization or by an outside source. The Federal copyright law makes it clear that it is illegal to make and distribute copies of copyrighted material without authorization, except to make a back-up copy for company archives. A violation of the copyright law can expose you and possibly the company to criminal penalties, including fines and imprisonment. It is simply not worth it.

Unauthorized copies of internally generated programs can result in breach of organizational trade secrets and other confidential information. Use of unauthorized copies of organizational software generated by outside companies can expose the organization's computer hardware to viruses and may result in reliance on out-of-date information. The organization will discipline employees who violate the computer security policy.

### **Computers**

When traveling for more than 24 hours, employees are expected to take a laptop computer or have access to a computer for both e-mail communication and/or other work. The organization will make available "loaner" laptops as necessary and as available.

### **Cell Phones, PDA's and Telephone Calling Cards**

Because employees are expected to be available and responsive during work hours in the local time zone, even while traveling, management will assess annually who is eligible for cell phones or PDA's to be provided by Hazon. Any cell phone or PDA purchased for an employee remains the property of Hazon and must be returned to the organization upon Hazon's request or when an employee leaves the organization.

When traveling abroad, Hazon will rent cell phones for those staff that need them. An employee must get a supervisor's permission before renting a phone.

Hazon will reimburse employees for business use of personal cell phones and land-based phones. The reimbursement amount will be the prorated share of the cost of the business related calls that are part of the minutes included in the plan.

Hazon has an account with Kirby Card for calling internationally, which gives us a discounted rate. We ask that all staff use the Kirby card whenever possible for international calls. Instructions for the Kirby card are on the Intranet.

### **Social Media**

When using social media as "Hazon" every effort should be made to represent the organization and its interests in tone, voice and subject matter.

## **NEW YORK OFFICE POLICIES & PROCEDURES**

### **Access to Office**

Each employee will be given a building ID and a swipe card for the Makom Hadash offices. If an employee loses their set, Hazon will pay for the first replacement set, but will thereafter pass the cost to the employee – which is \$40 for the building ID and \$12 for the swipe card. While the lobby is staffed 24 hours a day, 7 days a week, the passenger elevators lock to all floors at 8pm on business days. This means that anyone without a building ID will not be able to take the elevator to the 8th floor after 8pm or on weekends and building holidays.

The freight elevator operates Monday through Friday 8am-5pm.

If an employee is working past 6pm, they should walk the floor before leaving, and if they are the last person on the floor, they are responsible for shutting off the main lights.

### **Trash Procedures**

Each office has two wastebaskets, one for paper recycling and another for landfill trash. Two large bins in the kitchen area are marked for recycling. One is for paper and cardboard, the other is for other recycling as marked on the poster attached to it. When throwing anything out, sort and dispose waste accordingly.

### **Bicycle Entry and Storage**

Bicycles must enter the building through the freight entrance located behind the building on Fletcher Street, mid-way between Pearl Street and Water Street. Bicycles and their riders must use the freight elevator.

Bicycles may be stored against walls at Makom Hadash during working hours as long as they remain unobtrusive and the space is not required for an event.

While the door to Makom Hadash is ordinarily locked, Makom Hadash does not take responsibility for the security of valuables that individuals leave in the space outside of business hours. Bicycles, like other valuables, are stored at Makom Hadash at the user's own risk, and acceptance of that responsibility by the user is a condition of our permission for them to be in MH overnight.

Both for security and for the convenience of all users we discourage cyclists from leaving bicycles in the office overnight, and in no case should they remain in Makom Hadash for more than three days.

### **Deliveries**

Large deliveries (anything requiring the use of a handtruck or similar) must enter the building through the freight entrance located behind the building on Fletcher Street, mid-way between Pearl Street and Water Street. All deliveries must be scheduled for Monday through Friday 8am-5pm and will be escorted by a building porter. Afterhours access can be arranged with the building at a rate of \$77.63 per hour.

Food deliveries can use the passenger elevators as long as they are not on carts or handtrucks.

### **Cleaning and Maintenance**

Our cleaning service arrives every evening that the offices are open. It is every employee's responsibility to keep the offices neat. If an employee has an after-hours event, it is that employee's responsibility to clean up afterwards, especially if food was served. All trash and recycling must be disposed of in the correct manner.

Makom Hadash dishes may be used if available. Any staff member who uses the shared dishes for themselves, an event, or a guest must wash their used dishes in the Forward's kitchen the same day.

### **Document Retention Policy**

**Purpose:** The purpose of this policy is to ensure that Hazon manages data in an efficient and effective manner, maintains historical records related to its financial and administrative operations, and purges physical documents as necessary as part of its normal management process.

Generally, electronic files should be destroyed on the same schedule; however, if ample room exists on Hazon's servers, it is not required that electronic files be deleted even after the retention date has passed. This policy is primarily concerned with ensuring the retention of critical legal, historic and administrative documents rather than the destruction of unnecessary ones.

**Review and Purging:** Review and purging of files may take place in an ongoing manner. Important documents, especially those with personal or financial information cannot be used as scrap paper; these must be shredded. In advance of purging, the Executive Director shall review any documents designated for destruction, especially those which are historically valuable and non-confidential (i.e., does not contain personal or sensitive financial information), to designate any to be archived with the American Jewish Historical Society.

**Document Drafts:** Once the final copy of a document has been completed, the drafts may be recycled or deleted, unless they are documents of legal value. For documents determined to be of legal value, drafts containing comments shall be saved for a minimum of two years, and drafts without comment may be destroyed once the final version is complete.

The complete document retention policy with minimum retention requirements is available on the server in the Administration\Policies folder and on the staff intranet.

## **OFFICE POLICIES & PROCEDURES**

### **LEAVING HAZON**

Since employment is on an "at will" basis, employees may resign or be asked to leave at any time with or without cause, though both parties will attempt to give eight weeks' notice as a courtesy. The employee's separation date is the last day worked.

### **Exit Interview**

The exit interview provides an opportunity for employees to provide the Management staff with an assessment and feedback of their experience at Hazon.

During the exit interview, employees will be provided with information regarding paid benefits, eligibility to continue some benefits after separation from Hazon and other applicable information.

Employees will be requested to surrender all identification tags, credit card, telephone and all other Hazon owned property and must assure that his/her office is vacated with personal property removed and that no original materials belonging to Hazon or material prepared as part of the employee's job responsibilities are taken.

Prior to separation from the organization, the employee is expected to leave with Hazon all computer programs and files generated during Hazon employment, including files on the server and back-up files. The employee will work to ensure that files and other materials are left in good order. The supervisor may arrange for the employee to photocopy materials for his/her own use.

Hazon will deduct any money owed to the organization from the employee's last paycheck.

### **Employee Departure and Electronic Files**

When an employee departs from Hazon, the following guidelines regarding electronic intellectual property will be in force:

- 1) E-mail accounts - accounts should be cleaned out (i.e., all web-hosted e-mail should be downloaded to a PC) before the employee leaves. Employees can post a change of e-mail notice if they want. Accounts will be maintained for one month after the employee leaves.
- 2) Files - The employee's supervisor will determine what files the employee may take with them.

### **Continuation of Coverage under COBRA**

According to the federal Consolidated Omnibus Budget Reconciliation Act (COBRA) of 1985, in the event of the termination of employment with Hazon, or the loss of eligibility to remain covered under our group health insurance program, the employee and eligible dependents may have the right to continued coverage under our health insurance program. COBRA continuation is for a limited period of time at the employee's own expense. Within 60 days of leaving, the employee must choose to elect or decline coverage. Once declined, a former employee cannot get back on COBRA. Coverage is available for up to 36 months post-separation. Consult the COO for details regarding COBRA.

**EMPLOYEE ACKNOWLEDGEMENT FORM**

This is to acknowledge that I have received a copy of the Hazon Employee Handbook, which outlines the benefits, policies, rules and regulations related to my position.

I understand that I am responsible for reading The Employee Handbook, familiarizing myself with its contents and adhering to all the policies and procedures of Hazon, whether set forth in this Handbook or elsewhere. I have entered into my employment relationship with Hazon voluntarily and acknowledge that the individual terms and policies contained in this handbook are not to be read as a contractual commitment between me and Hazon, and do not modify the employment-at-will relationship. I am free to resign at any time and Hazon reserves the right to terminate my employment, at any time, with or without notice or procedure, where and when it believes it's appropriate.

I understand that this Handbook constitutes guidelines only. Hazon reserves the right to modify this handbook, amend or terminate any policies, procedures, or employee benefit programs whether or not described in this manual at any time, or to require and/or increase contributions toward these benefits programs.

I understand that this handbook is the property of Hazon.

Please acknowledge the above by signing below and returning this page to HR.

\_\_\_\_\_  
Date (day/month/year)

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

\_\_\_\_\_  
Employee Name  
(Typed or Printed)

**CONFIDENTIALITY POLICY AND PLEDGE**

Any information that an employee learns about Hazon, or its members or donors, as a result of working for Hazon that is not otherwise publicly available constitutes confidential information. Employees may not disclose confidential information to anyone who is not employed by Hazon or to other persons employed Hazon who do not need to know such information to assist in rendering services.

The disclosure, distribution, electronic transmission or copying of Hazon's confidential information is prohibited. Any employee who discloses confidential Hazon information will be subject to disciplinary action (including possible separation), even if he or she does not actually benefit from the disclosure of such information.

I understand the above policy and pledge not to disclose confidential information.

\_\_\_\_\_  
Date (day/month/year)

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

\_\_\_\_\_  
Employee Name  
(Typed or Printed)