


PERSONNEL POLICY MANUAL

	POLICY D-1 Page 1 of 1 Date: 09/01/2011
Section: Employee Relations	SUBJECT: WEAPONS & VIOLENCE IN THE WORKPLACE
Notes: Replaces Policy 4.3, Weapons and Violence in the Workplace	


PURPOSE: To maintain a safe environment at Northland Family Help Center.

POLICY

Carrying weapons either openly or concealed, on the premises or at any agency-sponsored event at any time is prohibited, unless otherwise allowed by law. Under no circumstances will violent or threatening behavior be tolerated by any employee of Northland Family Help Center.

- A weapon is any object or substance designed to cause injury or incapacitate, excluding over-the-counter self defense chemical repellants. For the purpose of this policy, a weapon also includes simulated or inoperable weapons and explosives of any kind.
- NFHC reserves the right to obtain and enforce Restraining Orders or Orders of Protection against anyone.
- Acts of violence should be reported immediately to the Executive Director, HR Director, and the employee's supervisor.
- Where imminent danger exists, immediate notification of Flagstaff Police Department by calling 911 is deemed appropriate.
- Disciplinary action, up to and including termination may result based on violation of this policy.

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	POLICY D-2 Page 1 of 1 Date: 09/01/2011
Section: Employee Relations	SUBJECT: DOMESTIC VIOLENCE
Notes: Replaces Policy 4.4, Domestic Violence and Violence in the Workplace	

PURPOSE: To create a supportive workplace environment.

POLICY

NFHC will provide support and assistance to employees who are experiencing domestic violence.


SUPPORT IN THE WORKPLACE

- Some options NFHC may be able to provide to employees who are dealing with domestic violence are:
 - resource and referral information
 - temporary work schedule adjustments
 - phone call screening
 - additional security at the workplace
 - providing a different workspace
- Supervisors should be informed of circumstances that might affect the safety of employees. Threats or assaults that require immediate attention by police should be reported by dialing **911**.

ABSENCES

- At times, an employee may need to be absent from work due to domestic violence. This time period will be determined through collaboration with the employee, supervisor, Human Resources Director, and Executive Director. Some options may include:
 - Allowing flexible work hours so that the employee can handle legal matters, court appearances, housing, childcare, or other related matters
 - Considering utilizing accrued paid time off or leave without pay
 - Arranging tele-commuting
 - Allowing “shift switching” if requests are for relatively short periods

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	POLICY D-3 Page 1 of 1 Date: 09/01/2011
Section: Employee Relations	SUBJECT: ARRESTS, INDICTMENTS OR CONVICTIONS
Notes: Replaces Policy 5.6, Arrests, Indictments or Convictions	


PURPOSE: To maintain compliance to licensure and funding requirements.

POLICY

Arrests, indictments or convictions for any criminal offense, excluding traffic violations, must be reported to the agency within two working days of occurrence.

- If employees are denied or are unable to maintain a DPS fingerprint clearance card for any reason, employment will be terminated immediately and without recourse.

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	POLICY D-4 Page 1 of 2 Date: 09/01/2011
Section: Employee Relations	SUBJECT: DRUG FREE WORKPLACE
Notes: Replaces Policy 5.1, Drug Free Workplace	

PURPOSE: To protect the safety of all NFHC employees and clients.

POLICY


Northland Family Help Center employees are expected to report for work and remain at work in condition to perform assigned duties free from the effects of alcohol and drugs. It is a violation of our drug-free workplace policy to use, possess, sell, trade, and/or offer for sale alcohol, illegal drugs or intoxicants. Our drug-free workplace policy is intended to apply whenever anyone is representing or conducting business for the organization.

- This policy will be uniformly applied to volunteers, interns and all compensated employees, including supervisors.
- NFHC will strictly enforce this policy uniformly and without regard to race, sex, religion, gender, or any other protected category or status.

DRUG AND ALCOHOL TESTING

- Employees may be asked to take a drug and/or alcohol test when impairment is suspected, or if they have been involved in any accident or injury in the workplace.
- If drug or alcohol testing is requested after an accident it should be within 24 hours of the incident.
- If more than one employee is involved in an incident, NFHC reserves the right to test any, all, or none of the employees involved.
- Employees who refuse or fail a drug or alcohol test will be disciplined up to and including termination.
- The testing facility will be the choice of NFHC, and the agency will pay all actual costs of testing of employees.
- Time spent being tested, including transportation to and from the testing facility, will be treated as time worked.
- Under no circumstances will employees being tested for alcohol or drugs transport themselves to or from a testing facility. A representative of NFHC will transport employees to and from the testing facility.
- All drug or alcohol test results are kept strictly confidential. Employees tested have a right to request and obtain a copy of test results.

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	POLICY D-4 Page 2 of 2 Date: 09/01/2011
Section: Employee Relations	SUBJECT: DRUG FREE WORKPLACE


POSITIVE TEST RESULTS:

- NFHC may require employees who tests positive to undergo rehabilitation and/or counseling. Such rehabilitation and counseling are available within the community, and is at employees' expense.
- NFHC reserves the right to change employee's job assignment or duties during this time. NFHC also reserves the right to impose disciplinary action, up to and including termination
- Failing a drug/alcohol test is considered willful misconduct, and any disciplinary action or termination as a result of this, is not subject to grievance.

PRESCRIPTION DRUGS

- Employees lawfully taking prescriptions that may affect their job performance should inform their supervisor or Human Resources.
- NFHC reserves the right to change employees' job duties or place employees on paid or unpaid leave, when job performance is affected by legal prescription drugs.

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	POLICY D-5 Page 1 of 1 Date: 09/01/2011
Section: Employee Relations	SUBJECT: SMOKING & TOBACCO USE
Notes: Replaces Policy 4.10, Smoking and Tobacco Use	


PURPOSE: To comply with city, county, state, and federal laws and ordinances, as well as protect the health and safety of all NFHC employees and clients.

POLICY

NFHC prohibits smoking or the use of any tobacco products within any office or building occupied by NFHC.

- Smoking or use of tobacco products is permitted in designated outdoor areas only.
- Designated areas may not be within 20 feet of any doorway that permits access into NFHC's buildings at any time.

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	POLICY D-6 Page 1 of 1 Date: 09/01/2011
Section: Employee Relations	SUBJECT: EMPLOYEE / CLIENT RELATIONSHIPS
Notes: Replaces Policy 5.2, Employee/Client Relationships	

PURPOSE: To ensure the highest level of professionalism at all times.


POLICY

Employees must maintain clear professional boundaries between themselves and clients.

- The Licensed Professional counselors are bound by the National Board for Certified Counselors Code of Ethics and the Arizona Board of Behavioral Health Examiners.
- All employees without clinical responsibilities and Behavioral Health Licensure are bound by the Code of Ethics of the National Association of Social Workers.
- Under no circumstances shall employees establish a personal, business or financial relationship of any nature with a client of the agency within 12 months of the last date when client received services from Northland Family Help Center.
- Employees are never to have clients in their homes or personal vehicles
- Providing professional, financial or personal assistance to a client outside the scope of services provided by NFHC is never allowed.
- Employees who are eligible for counseling services by the Licensed Professional counselors may avail themselves of these services providing that there is no conflict of interest, such as, but not limited to, a supervisory relationship.
- When personal or outside relationships exist with potential clients, employees should immediately notify their supervisor, and if possible, services will be provided by other employees and referrals made.

For more information see Personnel Policy A-5, Conflicts of Interest.

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	POLICY D-7 Page 1 of 1 Date: 09/01/2011
Section: Employee Relations	SUBJECT: DRESS CODE
Notes: Replaces Policy 5.5, Dress Code	

PURPOSE: To establish and maintain a safe and professional atmosphere for all Northland Family Help Center staff and clients.

POLICY

Reasonably appropriate dress is required for the work environment.

APPROPRIATE ATTIRE

NFHC employees are expected to wear clothing that is clean, neat and professional. Acceptable attire includes;

- Jeans that are in good repair and short or long sleeved shirts or blouses
- Shorts or skirts that are no more than four inches (4") above the knee
- Comfortable shoes that are in good repair, and allow employees to complete their job duties

INNAPPROPRIATE ATTIRE

Employees are expected to wear clothing that is not provocative or distracting to clients, visitors or staff of any age or gender. Dress and grooming may not interfere with the ability to perform job duties.


Some unacceptable items of clothing are;

- Cut-offs or short-shorts
- Tube tops, halter-tops, tank tops or tops with spaghetti straps
- Low-cut tops or "see-through" blouses
- Sweat pants
- Slacks that are torn or too tight
- Clothing that exposes the midriff
- Any clothing with graphics or logos that could be construed as sexual, illegal, or offensive, i.e., a tee shirt depicting marijuana leaves or adult beverage logos

CONSEQUENCES

Staff members reporting for work dressed inappropriately will be immediately sent home, without pay, to change. Employees' paid time will not begin until reporting back to work appropriately attired. Further or continued violation of NFHC's Dress Code Policy will lead to disciplinary action, up to and including termination.

PERSONNEL POLICY MANUAL

	POLICY D-8 Page 1 of 1 Date: 09/01/2011
Section: Workplace Practices	SUBJECT: RELIGIOUS ACCOMMODATION
Notes: Replaces Policy 1.13, Religious Accommodation	

PURPOSE: To provide religious accommodations to employees whenever possible.

POLICY

Northland Family Help Center does not discriminate against any employees regardless of their religious beliefs. NFHC will attempt to provide reasonable accommodations for religious observance and practice that does not offend or harass co-workers or clients, and that does not create unreasonable interference with productivity or the mission of NFHC.

DRESS AND GROOMING

- NFHC permits reasonable requests for dress and grooming associated with religious practices. For more information see Personnel Policy D-7, Dress Code

TIME OFF WORK

All requests for time off that are outside the normal scope of NFHC business are considered with the needs of the agency and client care as primary.


- Employees who desire time away from work for religious observance must submit a Leave Request form to supervisor two weeks in advance.
- Employees may, with prior approval, utilize Holiday Switch, Floating Holiday, Paid Time Off or take unpaid leave, pursuant to applicable policy and where sufficient staff coverage is available.
- For a Holiday Switch, employees may not receive holiday pay for both the requested holiday and agency-sanctioned holiday.

PERSONAL BELIEFS

- Employees may not express their personal beliefs in ways that upset or distract co-workers or clients.
- Employees are not to attempt to convince others of their personal beliefs during work hours.

A denial of any religious accommodation, for any reason, is based solely upon NFHC's needs and is not to be construed as discrimination of any type or for any reason. NFHC is committed to its policies of non-discrimination and makes every effort to ensure compliance by and for all employees.

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	POLICY D-9 Page 1 of 1 Date: 09/01/2011
Section: Employee Relations	SUBJECT: AWAKE ONLY
Notes: Replaced Policy 5.3, Awake Only	

PURPOSE: To ensure the safety and security of our clients


POLICY

All positions at Northland Family Help Center are "Awake Only" status.

NFHC employees are responsible for the safety of our residential clients. Additionally, clients who call expect that staff will be alert and fully prepared to assist with their crisis or referral needs regardless of the time.

All employees will remain awake during their entire shift. Employees who are confirmed sleeping while on duty will be subject to disciplinary action, up to and including termination.

PERSONNEL POLICY MANUAL

	POLICY D-10 Page 1 of 2 Date: 09/01/2011
Section: Employee Relations	SUBJECT: PROGRESSIVE DISCIPLINE
Notes: Replaces Policy 5.12, Discipline, Progressive Discipline	

PURPOSE: To provide guidelines for consistent discipline.

POLICY

Progressive discipline is used when NFHC supervisors deem it appropriate and necessary to resolve employee problems or address substandard performance.

DISCIPLINARY PROCEDURES

- The use of progressive discipline does not negate Policy A-1, Employment at Will.
- Progressive discipline is not required during an Introductory Period related to initial employment or an introductory period related to a transfer to a new position within the agency.
- Any or all steps in the disciplinary process may be bypassed at any time, dependent upon type and/or seriousness of the infraction, in NFHC supervisors' determination.
- NFHC reserves the right to terminate an employee for any serious infraction, regardless of progressive discipline guidelines.
- There is no requirement of a minimum number of days to separate one step from another. However, in all cases, the employee must be made aware that immediate improvement is expected.
- Any documentation, which carries disciplinary or negative information, may not be placed in an employee's official personnel file unless it has been brought to the employee's attention. Proof of awareness is the employee's signature, or written management acknowledgment that the employee refused to sign or receive a copy.

STEPS TO PROGRESSIVE DISCIPLINE


Step 1: Coaching

- Coaching by a supervisor is for assisting employees to improve work performance or comply with policies.
- Coaching should be a cooperative attempt to identify and correct any problems.
- The Coaching Form may be used as a tool in the process, and will include the actions required to correct the problem, and will be retained in personnel files.
- If counseling is verbal, the supervisor will record the discussion on a Supervision Form.

Step 2: Written Warning

- A Written Warning Form may be used when Coaching has not produced satisfactory results or for violation of policies.
- A Written Warning must include a statement that failure to follow required corrective actions will lead to further disciplinary measures, up to and including termination.

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	POLICY D-10 Page 2 of 2 Date: 09/01/2011
Section: Employee Relations	SUBJECT: PROGRESSIVE DISCIPLINE

STEPS TO PROGRESSIVE DISCIPLINE (Continued)

- A Written Warning is not subject to grievance procedures by an employee, since no punitive action has been taken.

Step 3: Probation

- An employee who has failed to follow corrective actions as delineated in a Written Warning, or who has willfully violated NFHC policies, Philosophy, Values or Mission, may be placed on a 90 day disciplinary probation.
- A supervisor will provide a Written Warning Form which identifies the issue and necessary changes.
- Failure to show satisfactory improvement within the specified probation period may lead to termination.

Step 4: Termination

- If, after being provided an opportunity to meet NFHC's expectations through the progressive discipline process, minimum standards have not been met, an employee will be discharged.
- All facts and processes will be reviewed and approved by the Executive Director, and/or Human Resources Director, prior to termination.


INVESTIGATIVE SUSPENSION

- Investigative suspension may be used to allow for investigation of serious infractions, including allegations made by clients.
- Investigation will not exceed thirty workdays and must be authorized by the Executive Director.
- Pay and benefits will continue during an investigation.
- Upon completion of an investigation, the issue may be dropped, or disciplinary steps may be taken at the level deemed appropriate by NFHC's ED.

BYPASSING PROGRESSIVE DISCIPLINE

- Some employees' actions may be so serious that all or parts of the disciplinary procedures may be bypassed.
- The Executive Director and/or Human Resources Director must be consulted prior to any action being taken.

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	POLICY D-11 Page 1 of 2 Date: 09/01/2011
Section: Employee Relations	SUBJECT: HARASSMENT
Notes: Replaces Policy 5.0, Sexual and Other Unlawful Harassment	

PURPOSE: To provide a safe and healthy workplace for all NFHC employees.

POLICY

Northland Family Help Center expressly prohibits any form of harassment in any action relating to coworkers, visitors, vendors, clients or prospective clients.

HARASSMENT

Harassment is unwelcome conduct that intimidates, insults or coerces, has the effect of interfering with an individual's work or performance, or creates a hostile or offensive work environment. Everyone is responsible for creating an atmosphere free of harassment, whether of a sexual nature or otherwise. Further, each of us is responsible for respecting rights of co-workers.

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

- Oral or written communications that contain offensive name-calling, jokes, slurs, negative stereotyping or threats. This includes comments or jokes that are distasteful.
- Any offensive communication targeted at individuals or groups based on; actual or perceived race, sex, age, national origin, religion, disability, veteran status, gender identity, sexual orientation, genetic predisposition, HIV status, or any other criteria protected by law.
- Nonverbal conduct, such as staring, leering, giving inappropriate gifts, unwanted touching or assault.
- Visual communications, such as derogatory or offensive pictures, cartoons, drawings or gestures.

WHAT HARASSMENT IS NOT


These requirements presented by a supervisor do not constitute a hostile work environment or harassment:

- All NFHC employees are expected and required to perform their job duties, as assigned, to the very best of their ability.
- All employees are expected to maintain their workspaces and present themselves in a professional manner.

HARASSMENT COMPLAINT PROCEDURE

To report any form of harassment by a supervisor or co-worker, employees are to follow the steps in Policy D-13, Problem Resolution and Grievance Procedure.

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	POLICY D-11 Page 2 of 2 Date: 09/01/2011
Section: Employee Relations	SUBJECT: HARASSMENT

RETALIATION PROHIBITED

- NFHC prohibits any type of retaliation against any employee who in good faith files a complaint under this policy or against any employee who assists in the complaint investigation. (See Policy D-12, Whistle Blower)

CONSEQUENCES

Disciplinary action, up to and including termination may result based on violation of this policy.

	<p>POLICY D-12</p> <p>Page 1 of 1</p> <p>Date: 09/01/2011</p>
<p>Section: Employee Relations</p>	<p>SUBJECT: WHISTLE BLOWER</p>
<p>Notes: Replaces Policy 5.9, Whistle Blower</p>	

PURPOSE: To allow staff to disclose alleged wrongful conduct.

POLICY

NFHC encourages staff and interns to come forward with credible information on illegal practices or serious policy violations.

No employee will be discharged or discriminated against for submitting a good-faith complaint or assisting legal authorities, NFHC licensure agents, or funders in a complaint-related investigation.

APPLYING THIS POLICY


This policy is applicable to all employees of Northland Family Help Center who have reported alleged illegal practices, or any unsafe or unethical conduct.

- NFHC employees who knowingly make false allegations of wrongful practices, or who disclose information that is confidential by law, may be subject to discipline, up to and including termination of employment, in accordance with NFHC policies and procedures.
- This policy does not shield employees from the consequences of adverse personnel actions taken due to their job performance or conduct and in accordance with NFHC policies and procedures.
- Any employee found to have so retaliated or otherwise violated this policy will be subject to discipline, up to and including termination of employment, in accordance with existing policies and procedures.

FILING A COMPLAINT

- Current employees who feel they have been subjected to adverse personnel action based on prior disclosure of alleged wrongful conduct may protest the action by following the steps listed in Policy D-13, Problem Resolution and Grievance Procedure.

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	POLICY D-13 Page 1 of 2 Date: 09/01/2011
Section: Employee Relations	SUBJECT: PROBLEM RESOLUTION & GRIEVANCE PROCEDURE
Reference: Replaces Policy 5.10 Problem Resolution and Grievance Procedure	

PURPOSE: To provide employees with a course of action in solving conflict at work.

POLICY

All NFHC employees, regardless of position, will treat each other with respect and in a fair and just manner at all times. The agency aspires to maintain a peaceful and congenial workplace for all employees and will attempt to resolve problems promptly and fairly.

- The grievance procedure should not be construed as preventing, limiting, or delaying NFHC from taking disciplinary action, up to and including termination, in circumstances where it is appropriate pursuant to policy.
- Use of the grievance procedure should not be construed as creating a contract or as guaranteeing employment or establishing a “just cause” termination standard. It is the policy of NFHC that all employees are employed “at will”.


INFORMAL PROBLEM RESOLUTION

- Every effort should be made for employees to first attempt to resolve a problem in an informal discussion between the parties involved or to obtain assistance from their supervisor.
- The direct supervisor will promptly investigate the matter and attempt to resolve it through discussions with both parties.
- If the complaint is with the direct supervisor, employees may go directly to the Human Resources Director or Clinical Director who will promptly investigate and attempt to resolve the issue.
- If an acceptable resolution is not reached, employees may then file a formal grievance.

FORMAL GRIEVANCE PROCEDURE

- Employees must submit a written statement to the Human Resources Director within five days of initiating the informal discussions.
- If the Human Resources Director or Clinical Director deems the issue severe, it will be submitted to the Executive Director.
- If the Human Resources Director or Clinical Director determines that the issue is not severe, a conference with all parties involved will be arranged within five working days.
 - The HRD or CD will render a written decision within five working days of the conference
- If this decision is not satisfactory to complainants, they may submit a written appeal to the Executive Director within ten working days of receipt of the decision.
 - The ED will meet with all parties within five working days of receipt of the appeal
 - The ED will render a written decision within five working days of that conference

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	POLICY D-13 Page 2 of 2 Date: 09/01/2011
Section: Employee Relations	SUBJECT: PROBLEM RESOLUTION & GRIEVANCE PROCEDURE

- If the decision of the Executive Director is not satisfactory, employees may then submit an appeal to the Board of Directors of NFHC within ten working days of receipt of the decision.
 - This appeal must include a statement of the reasons for requesting an appeal, including the objectionable portions of the prior-rendered decisions, and any supporting documentation
 - The Board of Directors will provide a written decision within ten days of the next regularly scheduled Board of Director's meeting.
- All decisions of NFHC's Board of Directors are final.

Failure to comply with the grievance procedure as stated in this policy will result in an unfavorable ruling for employees. Compliance with this policy includes employees taking responsibility for adhering to the steps and time lines as listed above.

INVESTIGATIVE SUSPENSION

- Investigative suspension of employees may be used to allow for investigation of serious infractions, including allegations made by clients.
- Investigation will not exceed thirty workdays and must be authorized by the ED.
- Pay and benefits will continue during an investigation.
- Upon completion of an investigation, the issue may be dropped, or disciplinary steps may be taken at the level deemed appropriate by NFHC's ED.


RETALIATION

- NFHC will not tolerate any form of retaliation against an employee who uses this problem resolution process. Complaints regarding allegations of retaliation should follow the steps listed above.

ISSUES NOT MEDIATED

- The following are examples of issues that will not be mediated or arbitrated. This list is not intended to be all-inclusive:
 - Job classification and compensation, including salary adjustment
 - Performance appraisals and disciplinary actions
 - Layoff
 - Termination of employees in their initial New Hire Introductory Period
 - Non-retention of employees at the expiration of limited employment
 - Actions grieved after voluntary termination, or resignation in lieu of termination
 - Termination due to willful misconduct
 - Hiring decisions, including internal promotions

PERSONNEL POLICY MANUAL

	POLICY D-14 Page 1 of 1 Date: 09/01/2011
Section: Employee Relations	SUBJECT: CONSTRUCTIVE DISCHARGE
Notes: Replaces Policy 4.6, Constructive Discharge	

PURPOSE: To provide a procedure for employees who feel they are not in a safe or healthy work environment.


POLICY

If employees believe they are being forced to resign due to intolerable working conditions, they are encouraged to submit a letter or memo to NFHC's Human Resources Director or Executive Director, describing the problem.

- Under Section 23-1502, Arizona Revised Statutes, "An employee may be required to notify an appropriate representative of the employer in writing that a working condition exists that the employee believes is intolerable, that will compel the employee to resign or that constitutes a constructive discharge if the employee wants to preserve the right to bring a claim against the employer alleging that the working condition forced the employee to resign. Under the law, an employee may be required to wait for fifteen calendar days after providing written notice before resigning if the employee desires to preserve the right to bring a constructive discharge claim against the employer. An employee may be entitled to paid or unpaid leave of absence of up to fifteen calendar days while waiting for the employer to respond to the employee's written communication about the employee's working condition."

NFHC's policy is that such leave will be unpaid.

PERSONNEL POLICY MANUAL

	POLICY D-15 Page 1 of 1 Date: 09/01/2011
Section: Employee Relations	SUBJECT: SECURITY INSPECTIONS
Notes: Replaces Policy 4.11, Security Inspections	

PURPOSE: To ensure workplace safety.

POLICY

Northland Family Help Center strives to maintain a workplace free of dangerous materials, illegal drugs, alcohol, and illegally held goods.

- NFHC reserves the right to inspect all possessions of employees, visitors and clients, including such items as backpacks, purses, packages and briefcases carried into or from its premises.
- NFHC may also search employees' desks, files or work areas. The agency may conduct such inspections at any time, at its discretion.
- In enforcing this policy, NFHC will endeavor to protect the privacy of individuals within the scope of the law.