

CHRISTIAN REFORMED CHURCH IN NORTH AMERICA
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Welcome

I am pleased to welcome you as a new partner in ministry. Though we may work for different agencies or offices, we are all part of the ministry and mission of the Christian Reformed Church. God is doing great and wonderful things in bringing about his kingdom through our varied efforts.

The position to which you have been appointed is a vocation – a calling to serve God in and through our work as the church. It is our hope that you will not only find a place of service but that you will also find encouragement and support as you use your God-given gifts and talents.

Each of us has been called to be part of transforming lives and communities worldwide. Together we have the opportunity to make a difference in this world and I look forward to working with you.

Blessings,

Steve Timmermans
Executive Director of the CRCNA

As a denomination we know it's wise to set a course. Our mission statement defines what we are about, and our vision statement paints a picture of where we hope to go. With God's strength and leading, we can work toward fulfilling that picture.

Our Mission

As people called by God, we gather to praise God, listen to him, and respond. We nurture each other in faith and obedience to Christ. We love and care for one another as God's people. We commit ourselves to serve and to tell others about Jesus. We pursue God's justice and peace in every area of life.

Our Vision

The Christian Reformed Church is a diverse family of healthy congregations, assemblies, and ministries expressing the good news of God's kingdom that transforms lives and communities worldwide.

Our Calling

The ministries of the Christian Reformed Church share Christ's love with millions of people around the world. Our agencies of evangelism, education, relief and development are active in 40 countries and our radio and television broadcasts blanket the globe.

We undertake these ministries in obedience to the Great Commission: *"Go into all the world and preach the gospel to all creation."* The support of our members through prayers, offerings, gifts, and Ministry Shares (an assessment of about six dollars per week that churches are asked to submit on behalf of each active, adult member) makes this possible.

We group our denominational ministries into five "streams" that we think of as Our Calling.

Faith Formation

As a community of believers, we seek to introduce people to Jesus Christ and to nurture their faith through all ages and stages of life.

Faith Formation Ministries encourages and equips congregations in their ministry of helping believers of all ages to grow in faith as disciples of Jesus Christ.
crcna.org/faithformation

Calvin College is a top-ranked liberal arts college in Grand Rapids, Mich. that prepares students to be Christ's agents of renewal in the world. Through rigorous academic study and intentional Christian community, students learn to think deeply, act justly and live wholeheartedly in everything that they do.
calvin.edu

Gospel Proclamation and Worship

Believing that faith comes through the hearing of God's Word, we proclaim the saving message of Jesus Christ and to worship him in all that we do.

Calvin Theological Seminary prepares people to lead in ministry for Christ's church and his Kingdom. Founded 140 years ago, Calvin Seminary continues to live out the values of its legacy in which all our teaching and formation grow from a shared understanding of God's Word as articulated in the Reformed confessions.
calvinseminary.edu

Worship Ministries seeks to develop networks for sharing creative gifts already present in our churches; finding and creating resources, and helping churches to deepen the questions they ask around worship. We also work closely with partners such as the Center for Excellence in Preaching at Calvin Seminary and the Calvin Institute for Christian Worship at Calvin College.
crcna.org/worship

Global Mission

Called to be witnesses of Christ's Kingdom to the ends of the earth, we start and strengthen local churches in North America and around the world.

Back to God Ministries International is a media ministry that proclaims the gospel through evangelism and discipleship resources in 10 major world languages. Using a wide variety of media tools, we are reaching people in more than 180 countries. Through ReFrame Media, we produce English language resources online and on the air to help people see God's story in their lives.
backtogod.net

North America is rapidly becoming one of the largest mission fields in the world. **Christian Reformed Home Missions** is committed to joining God's mission in neighborhoods and churches to cultivate community and build relationships on a gospel-centered foundation, so that people are brought to Christ and welcomed into the community of faith.
crhm.org

For more than 125 years, **Christian Reformed World Missions** has been helping Christian Reformed Churches fulfill the Great Commission. World Missions joins with congregations to provide prayer, care, finances, and other resources. More than 200 missionaries serve in more than 50 countries, working in the areas of Christian education, leadership development, evangelism and discipleship, and transforming communities.
crrwm.org

NOTE: Synod 2015 approved the joining of Christian Reformed Home Missions (CRHM) and Christian Reformed World Missions (CRWM) into a single mission agency that transcends geographic boundaries. The process of implementing this new mandate is underway.

Servant Leadership

Understanding that the lifelong equipping of leaders is essential for churches and ministries to flourish, we identify, recruit and train leaders to be servants in the Kingdom of God.

The **Candidacy Committee** provides leadership in the process of training and ordaining pastors to serve in our churches.

The **Chaplaincy & Care Ministry** supports and develops chaplains to serve in institutional settings such as hospitals, workplaces, prisons, and the military.

Pastor-Church Relations supports congregations and their leaders who are going through times of transition or discernment.

Sustaining Congregational Excellence offers grants and other resources to foster the health of smaller churches.

Sustaining Pastoral Excellence seeks to support and strengthen Christian Reformed pastors so they can build vital congregations.

Mercy and Justice

Hearing the cries of the oppressed, forsaken and disadvantaged, we seek to act justly and love mercy as we walk humbly with our God.

World Renew is compelled by God's deep passion for justice and mercy to respond to poverty, hunger, disaster and injustice around the world in Jesus' name.
worldrenew.net

Aboriginal Ministry (Canada) promotes healing and reconciliation between Aboriginal and non-Aboriginal people in Canada.

Disability Concerns helps churches to welcome and enfold persons with disabilities and their families so that they can participate fully in the life of the church.

Race Relations assists the denomination, churches, and members in eliminating the causes and effects of racism within the body of believers and throughout the world.

Safe Church Ministry equips churches in abuse awareness, prevention, and response.

The **Office of Social Justice** and the **Christian Reformed Centre for Public Dialogue** seek to educate CRC members about and encourage their engagement in social justice issues, presenting a voice of faith in Canadian and American public life and promoting justice, hope, and reconciliation in North America and beyond.

Other Ministry Programs

The CRC has a publishing ministry under the brand **Faith Alive Christian Resources**, which provides materials for Sunday school, Bible study, outreach, and worship. Faith Alive also provides resources to a sister denomination, the Reformed Church in America.

FaithAliveResources.org

We also publish **The Banner** as our denominational magazine.

thebanner.org

The Network is an online forum connecting people across the CRC who are engaged in ministry in their local churches and elsewhere.

crcna.org/network

Through **ServiceLink**, the CRC connects volunteers with opportunities for service locally and globally.

crcna.org/servicelink

The **Christian Reformed Church Foundation** serves the church by funding priorities that enable us to pursue our mission and ministry in new and adaptive ways.

crcna.org/foundation

The **CRC Loan Fund, Inc.** offers low-cost loans to CRC churches in the United States for various projects, primarily for facilities.

crcna.org/loanfund

In addition to these ministries are others with whom we work in close partnership. These include the youth agencies that support the **Calvinist Cadet Corps** program for boys and **GEMS** program for girls as well as **Youth Unlimited**, which provides leadership for ministries to teens and young adults.

Christian colleges, such as **Dordt College** in northwest Iowa, **Redeemer University College** in southern Ontario, **The King's University** in Edmonton, Alberta, and **Trinity Christian College** near Chicago offer university-level liberal arts and science education that is Scripturally-directed and explores the relation of faith, learning, and living from a Reformed Christian perspective.

The **Institute for Christian Studies** in Toronto, Ontario, prepares leaders for church and society by means of graduate programs.

The **Barnabas Foundation** (U.S.) and **Christian Stewardship Services** (Canada) promote stewardship.

In Canada deacons banded together to create **Diaconal Ministries Canada** to pool resources and provide training.

Friendship Ministries serves persons with intellectual disabilities by providing weekly one-on-one discipleship and mentoring programs in congregations throughout the CRC and beyond.

Partners Worldwide is an initiative that seeks to partner North American business knowledge with enterprises in the developing world.

The **Timothy Leadership Training Institute** provides biblical training for leaders already in ministry so as to develop them further for church leadership.

Philosophy of Employment

The Christian Reformed Church in North America, as well as its agencies and educational institutions, affirm the following statements:

- a. God, who gives his people the ability to work, intends that work be performed with joy, satisfaction, and to the best of a person's capability.
- b. Every position is important; no position is without purpose.
- c. Each employee is an image-bearer of God and deserves to be treated as such by:
 - Being provided with the opportunity to perform meaningful work,
 - Being affirmed as a person with dignity and honour,
 - Being provided an antiracist work environment,
 - Being provided the full privilege and responsibility of his/her position,
 - Being encouraged to pursue professional and spiritual growth,
 - Being protected from harassment and discrimination,
 - Being compensated with a fair wage, and
 - Being provided the opportunity for balancing work with other life activities.
- d. All employees are to be contributors to the achievement of excellence in the strategic ministries of the CRCNA by using their God-given gifts. All employees are expected to have and use their expertise and talent that enables them to excel.
- e. It is our desire that all employees profess Jesus Christ as their Lord and Savior. All employees are required to be supportive of the work of the denomination. All employees are encouraged to be members in a congregation of the CRCNA. Certain designated positions require membership in a CRC congregation, as well as explicit commitment to the authority of Scripture for all of life; to the confessional authority of the Belgic Confession, the Heidelberg Catechism, and the Canons of Dort; and to the Church Order of the Christian Reformed Church.

Philosophy of Compensation

The Christian Reformed Church in North America considers all employees image-bearers of God and critical to the ministry of the organization. The CRCNA is concerned with treating all employees fairly. In this context, every employee is provided the opportunity to be justly rewarded for their efforts in forwarding the ministries and strategic objectives of the CRCNA. The compensation system is designed to faithfully reflect the principles of good stewardship and to support the CRCNA's Philosophy of Employment.

Compensation is a combination of wages, other financial benefit programs and a wide variety of non-financial programs designed to enable an employee to fully develop and utilize their God-given gifts and talents. The primary foci of the CRCNA's compensation program are to provide employees with a fair wage; with comparable pay for comparable work; and with greater pay opportunity for higher job complexity, responsibility, and impact. The CRCNA also rewards employees based on performance; differences in performance will be reflected in pay. While the philosophy of compensation is transparent and public, individual salaries are not.

The CRCNA looks to the broad market as well as the not-for-profit sector for guidance in determining compensation. The CRCNA does not attempt to compete with the private sector for all jobs, especially at the executive level. At the same time, there are positions that the CRCNA cannot fill (generally technical jobs where demand strongly exceeds supply) unless the CRCNA fully reflects external market pressures.

The CRCNA compensation program provides equity in three major areas:

Internal Equity - so that the compensation differentials between jobs of varying responsibilities and accountabilities within the organization can be perceived as fair; neither too small nor too large. Some jobs are inherently bigger than other jobs due to the innate requirements and skills that the job

necessitates. The pay grade of a position relates to the inherent requirements of the job and not the incumbent's performance or their God given gifts and talents.

All jobs at the CRCNA shall be systematically compared and a hierarchy developed based on:

- The knowledge, skills, and abilities required to perform the work;
- The degree of creativity and innovation required by the work; and
- The opportunity to favourably impact the ministries and strategic objectives of the Church.

Individual Equity - so that compensation compares fairly among individuals in the same jobs within the organization. As with the Philosophy of Employment, the Philosophy of Compensation of the CRCNA demands that each person have all the rights and privileges of their position. No one person or group of persons will receive significantly more or less for fulfilling the same or similar tasks as others in the organization at a similar level of proficiency.

External Equity - so that the total compensation for a particular position compares fairly with similar jobs in similar organizations nationally and within organizations in the same geographic location as where the job exists.

The CRCNA will attract, develop and retain persons who are faithful stewards of the accountabilities, responsibilities and resources entrusted to them and capable of performing their respective roles at the highest level of excellence. An individual's work performance and contribution to the ministries and strategic objectives of the CRCNA within the framework of his or her current position will be regularly evaluated. Exceptional service and performance will be recognized and rewarded.

EMPLOYMENT

Nature of Employment

The Christian Reformed Church in North America (CRCNA) and its employees are expected to comply with the policies of this handbook. This handbook provides employees with general information and guidelines. It is not intended to be comprehensive or to address all the possible applications of, or exceptions to, the policies and procedures described. For that reason, if you have questions, you should address these to your supervisor and/or the Human Resources Department. In order to retain the flexibility necessary for administering these policies and procedures, the CRCNA reserves the right, at any time, and without prior notice, to change, revise, or eliminate any of the policies and/or benefits described in this manual. Further, the only valid deviations from the stated policies are those authorized by the executive director or his/her designee. In addition, where insurance plans are concerned, the terms of the policies or official plan documents take precedence, regardless of any statement in the handbook to the contrary.

Employees have the right to resign from their position at any time, with or without notice and with or without cause. We, the employer, have similar rights to terminate the employment relationship at any time. Neither this handbook nor any other CRCNA document confers any contractual right to remain in the CRCNA's employ, nor does it guarantee any fixed terms or conditions of employment. No supervisor or representative of the CRCNA, except the executive director, has the authority to enter into any agreement contrary to the above.

This handbook is not a contract and is not enforceable in civil courts or governmental agencies.

However, the CRCNA takes seriously its staff commitments and human resources philosophies, and it strives to establish clear and sensible guidelines for regulating the employer-employee relationship. If you have questions about any policy or procedure, please see your supervisor or a member of the Human Resources Department.

This handbook is designed to set forth expectations and guidelines for all employees of the CRCNA. In some cases, for employees working outside the province of Ontario, some rules or policies may be handled differently due to a particularity of provincial law. In all cases of conflict, valid and applicable law will govern. Note: Different handbooks apply to CRCNA staff in the U.S.A. and those working internationally.

Human Rights

The Christian Reformed Church in North America (CRCNA) does not unlawfully discriminate in employment opportunities or practices. Further, the CRCNA, in concern for social justice, endorses anti-discrimination policies that affirmatively promote equality of opportunity for all persons, in harmony with the teachings of Scripture. This policy applies to all policies and procedures relating to recruitment and hiring, compensation, benefits, termination, and all other terms and conditions of employment.

The CRCNA also recognizes that disabilities may present themselves in different ways. Where the CRCNA recognizes a disability may prevent an employee from performing some or all of the duties of their job, or when individuals make their needs known, the CRCNA will work to accommodate the employee's disability.

This policy governs all aspects of employment, including recruitment, selection, job assignment, discipline, termination, and training.

Employees with a disability who believe they need accommodation to perform the functions of their job are encouraged to contact their supervisor and/or the Human Resources Department.

Discrimination and Harassment Policy

The Christian Reformed Church in North America (CRCNA) is committed to providing a work environment that ensures every employee is treated with dignity and respect and afforded equitable treatment.

The CRCNA will not tolerate conduct that violates employees' dignity and respect. The CRCNA also strives to create an equitable work environment.

All employees are responsible for encouraging an atmosphere of mutual respect and for preventing and discouraging harassment and abuse from taking place.

Human Rights Code Protections

Discrimination

The *Human Rights Code* provides that every person has a right to equal treatment with respect to employment without discrimination because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status, or disability.

The CRCNA is a Christian organization primarily engaged in serving the interests of Christians who wish to carry out their Christian ministry. As such, the right to equal treatment without discrimination is limited only to the extent that discrimination in employment is reasonable and *bona fide* because of the nature of employment with the CRCNA.

Harassment

The right to equal treatment in employment includes the right to be free from harassment in the workplace by the employer or agent of the employer or by another employee because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, age, record of offences, marital status, family status, or disability.

Harassment in this context is defined as engaging in a course of vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome.

Such harassment includes but is not limited to threats, intimidation, displays of racism, sexism, unnecessary physical contact, suggestive remarks or gestures, offensive pictures or jokes. Undirected harassment can also occur. This is the display of offensive materials or graffiti and the use of language including the types of remarks referred to above, but with no specific person being the target of the materials or the comments.

Sexual Harassment

Sexual harassment may be one or a series of incidents involving unsolicited and unwelcome sexual advances, requests for sexual favours, or other verbal or physical conduct of a sexual nature.

As defined by Canadian law, "sexual harassment" means any unwelcome sexual advances or requests for sexual favours or any other verbal or physical conduct of a sexual nature that the perpetrator knows or ought to know is unwelcome. Sexual harassment occurs when: (1) submission to such advances, requests, or conduct is made either implicitly or explicitly a term or condition of an individual's employment; (2) submission to or rejection of such advances, requests, or conduct by an individual is used as the basis for employment decisions affecting the individual; or (3) such advances, requests, or conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Sexual harassment includes unsolicited and unwelcome contact or behaviour of a sexual or gender-specific nature. Some examples of sexual harassment include unwelcome sexual flirtation, touching another employee in an offensive manner, and implicit or explicit requests for sexual acts or favours. Sexual harassment also includes continuing to express sexual or social interest in another employee after being told that the interest is unwelcome, graphic, or suggestive; comments about an individual's dress or body; verbal comments of a sexual nature; or sexually degrading words to describe an individual.

By its very nature sexual harassment is difficult to precisely define. It is therefore important to remember that sexual harassment may occur in very subtle ways. Simple gestures or body language may amount to sexual harassment if it is of a sexual nature.

Sexual Solicitation

Sexual solicitation is any verbal, written, or implied proposition or advance made by a person in a position to confer, grant, or deny a benefit or advancement to another person where the person in a position to confer, grant, or deny a benefit or advancement knows or ought reasonably to know that it is unwelcome.

Reprisal, as it relates to sexual solicitation, means any negative action or the threat of any negative action by a person in a position to confer, grant, or deny a benefit for the rejection of a sexual solicitation.

Occupational Health and Safety Act Protections

Workplace Harassment

In addition to the right to be free from harassment under the *Human Rights Code*, the *Occupational Health and Safety Act* defines workplace harassment as engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome.

Workplace harassment may include but is not limited to threats, intimidation, displays of anger, yelling, shunning, unnecessary physical contact, suggestive remarks or gestures, offensive pictures or jokes. Undirected workplace harassment can also occur. This is the display of offensive materials or graffiti and the use of language including the types of remarks referred to above, but with no specific person being the target of the materials or the comments.

Workplace harassment also includes bullying. Bullying is repeated and persistent negative acts towards one or more individuals that involve a perceived power imbalance and create a hostile work environment.

Workplace harassment does not include the exercise of normal managerial functions such as the giving of workplace direction, constructive criticism, corrective actions, or discipline in appropriate cases.

Application of This Policy

This policy applies to all those working for the CRCNA, including employees, volunteers, board members, and visitors. The CRCNA will not tolerate discrimination or harassment whether engaged in by fellow employees, volunteers, board members, or visitors of the CRCNA. The CRCNA will not tolerate sexual solicitation as defined under the *Human Rights Code*.

Complaint Process

The complaint process may be initiated in any of the following circumstances:

- If you believe you have been discriminated against or harassed or are the object of an unwelcomed sexual solicitation.
- If you believe you have witnessed discrimination, harassment, or sexual solicitation.
- If CRCNA management believes that discrimination or harassment has taken place.

In any of these circumstances, the complaint process may be initiated by resolving the situation informally or through the formal procedure.

Note: You may choose not to exercise the Informal Procedure if you are not comfortable with it.

Informal Procedure

The informal procedure may be commenced in one of two ways:

- Confront the individual personally or in writing, pointing out the unwelcome behaviour and requesting that it stop.
- Discuss the situation with the individual's supervisor or director, or discuss the situation with your supervisor or director.

If the individual is not confronted in writing or if the situation is discussed with a supervisor or director, it is always advisable to keep records of the discussions and to confirm the discussion in writing (email is preferable).

If you are asked by a coworker to stop a behaviour which they consider unwelcomed, you should assess your behaviour carefully. Even if you did not intend to offend, your behaviour has been perceived that way, and you should change your conduct. An apology to the offended person may also be appropriate. Failure to change your conduct may expose you to investigation and disciplinary measures. If you believe the concerns of your co-worker are unfounded or made in bad faith, you should report this to your supervisor or director, who will make a record of your report. This person may assist in analyzing your conduct. You should keep a record of your recollection of any incidents that may have been taken as offensive.

Formal Procedure

The formal procedure is commenced by making a written complaint. The written complaint must be made using the approved incident form and delivered to the Director of Human Resources and to the individual's supervisor or director, or delivered to your supervisor or director. Incidents involving a director may be reported to the executive director. The complaint should include the following:

- the approximate date and time of each incident reported
- the name of the person or persons involved in each incident
- the name of any person or persons who witnessed each incident
- the steps that have already been taken in respect of the complaint
- a full description of what occurred in each incident

Written complaints must contain a statement that the complaint and/or details of the complaint may be provided to the person complained about. Written complaints must also contain a statement that the information contained in the complaint is true and complete.

Investigation

Investigations will be commenced if the formal procedure is invoked or if discrimination, harassment, or sexual solicitation comes to the attention of the CRCNA. Investigations will generally follow the process outlined below. However, the CRCNA reserves the right to vary the following procedure depending on the nature of the incident/s in question.

Investigations will be carried out by a director, the executive director, or their designate. Investigations should not be carried out by the direct supervisor of the parties involved in the dispute. Depending on the circumstances complained about, the CRCNA may engage the services of an external investigator. Investigations will generally include the following:

- informing the accused individual of the complaint
- interviewing the person making the complaint, any person involved in the incident, and any witnesses named (generally, the person/s complained about will be given an opportunity to understand the nature of the complaint prior to being interviewed)
- interviewing any other person who may have knowledge of the incident/s complained about or any other similar incident/s

- detailed written, signed statements from persons being interviewed. Written statements shall be signed and include a statement that the information contained in the statement is true and complete.
- a written report outlining the investigator's conclusions. Written reports outlining the investigator's conclusions will be kept by Human Resources for a period of no less than seven years.

Management personnel must cooperate with each other in order to facilitate an investigation.

Disciplinary Measures

If it is determined by the CRCNA that any employee has been involved in discrimination against another employee, harassment of another employee, or sexual solicitation of another employee, immediate disciplinary action will be taken. Such disciplinary action will involve, at a minimum, a formal warning but **may result in immediate dismissal without further notice**.

It is important to realize that unfounded allegations of harassment may cause both the accused person and the CRCNA significant damage. If it is determined by the CRCNA that any employee has knowingly made false statements regarding an allegation of harassment or sexual solicitation, immediate disciplinary action will be taken. As with any case of dishonesty, **disciplinary action may include immediate dismissal without further notice**.

Confidentiality

All complaints, reports, or evidence regarding harassment or sexual solicitation will be kept in strict confidence, except as follows:

- Disclosure of the information may be necessary to investigate the allegations.
- Disclosure of the information may be necessary to respond to any legal or administrative proceedings arising out of or relating to the report.
- Disclosure of the information may be necessary to prosecute any legal or administrative proceedings arising out of or relating to the report.
- Disclosure of the information may be required by operation of the law.

Policy Review

The CRCNA will review this policy on an annual basis.

Training/Orientation

All new employees will receive training and orientation with respect to this Discrimination and Harassment Policy.

Violence in the Workplace Policy

The Christian Reformed Church in North America (CRCNA) is committed to the prevention of workplace violence and is ultimately responsible for worker health and safety.

The CRCNA recognizes the potential for violence in the workplace. We will therefore make every reasonable effort to identify all potential sources of such risk in order to eliminate or minimize them. The CRCNA is committed to allotting whatever time, attention, authority, and resources are necessary to ensure a safe and healthy working environment for all employees and visitors.

The CRCNA will not tolerate workplace violence.

Occupational Health and Safety Act Protections

Workplace Violence

The *Occupational Health and Safety Act* defines workplace violence as the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker. It also includes the following:

- an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker
- a statement or behaviour that a worker could reasonably interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker

This definition of workplace violence is broad enough to include acts that would constitute offences under Canada's *Criminal Code*.

Examples of workplace violence include the following:

- verbally threatening to attack a worker
- leaving threatening notes or sending threatening emails to a worker
- shaking a fist in a worker's face
- wielding a weapon at work
- hitting or trying to hit a worker
- throwing an object at a worker
- sexual violence against a worker
- kicking an object the worker is standing on, such as a ladder

Domestic Violence

A person who has a personal relationship with a worker—such as a spouse or former spouse, current or former intimate partner, or a family member—may physically harm, or attempt or threaten to physically harm, that worker at work. In such a situation domestic violence is considered to be workplace violence.

Application of This Policy

The CRCNA takes the position that violent behaviour in the workplace is unacceptable from anyone.

This policy applies to all who work for the CRCNA, including all employees, volunteers, board members, and visitors. The CRCNA will not tolerate workplace violence whether engaged in by fellow employees, volunteers, board members, or visitors—or anyone else entering the workplace.

Everyone is expected to uphold this policy and to work together to prevent workplace violence.

Obligation to Report

Every employee and volunteer at the CRCNA has an obligation to immediately report incidents of workplace violence or a belief that workplace violence is likely to occur. This obligation is not limited to the direct victim of workplace violence.

All reports of workplace violence or aggressive behaviour will be treated seriously, will be investigated thoroughly and fairly, and will be dealt with accordingly.

Failure to report workplace violence may result in disciplinary measures up to and including immediate termination without notice.

Anyone who is the victim of workplace violence or who witnesses workplace violence may, at their option, contact the police directly.

Emergencies/Urgent Situations

In the event that workplace violence has taken place, is taking place, or is imminent, and there is injury or is likely to be injury, the following steps are to be taken immediately:

- Refer to the CRCNA Emergency Response Procedure if necessary.
- Facilitate medical attention (if evidence or possibility of injury has occurred).
- Report to police (as required).
- Complete incident report, report to the Joint Health and Safety Committee and the Human Resources Department, and report to the Ministry of Labour if a critical injury or fatality has occurred.

In the event that workplace violence has taken place (where the worker is not injured or is able to remain at work because of the nature of his or her injuries) or where workplace violence is likely to endanger a worker, the worker shall remain in a safe place and available for investigation.

Reporting Process

Imminent Threat or Workplace Violence

In a situation where there is an imminent threat that workplace violence will occur or if workplace violence is taking place, it must be verbally reported to any management personnel of the CRCNA without delay.

In such situations, the CRCNA will immediately take all reasonable steps to prevent workplace violence from occurring or to stop workplace violence that is occurring. After all immediate steps have been taken, formal reporting of the situation will be made.

Formal Reporting Process

The formal reporting process shall be commenced in any of the following circumstances:

- after all steps have been taken to prevent imminent workplace violence or to stop workplace violence from occurring
- when a worker has suffered workplace violence
- when a worker has witnessed workplace violence
- when a worker becomes aware of the threat of workplace violence taking place
- when the CRCNA becomes aware of unreported workplace violence or the threat of workplace violence

The initial step in the formal reporting process is the making of a written report. The written report must be made using the approved incident form and delivered to your supervisor or director and the Human Resources Department. Incidents involving a director may be reported to the executive director.

If a verbal report has been made in a situation in which there was an imminent threat that workplace violence would occur or if workplace violence was taking place, the initial report will be prepared by the management personnel who received the verbal report.

If the CRCNA becomes aware of unreported workplace violence or the threat of workplace violence, the initial report will be prepared by the agency director, the executive director, or their designate.

The report should include the following:

- the approximate date and time of the incident/s or threat
- the name of the person or persons involved in the incident/s or threat
- the name of any person or persons who witnessed the incident/s or threat
- the steps that have already been taken in respect of the incident/s or threat
- a full description of what occurred in the incident/s or what led the reporter to believe there

was a threat.

Written reports must contain a statement that the reporter and/or details of the report may be provided to the persons involved. Written reports must also contain a statement that the information contained in the complaint is true and complete.

Investigation

Investigations will be commenced once a report has been made. Investigations will generally follow the process outlined below. However, the CRCNA reserves the right to vary the following procedure depending on the nature of the incident/s in question.

Investigations will be carried out by an agency director, the executive director, or their designate. Investigations should not be carried out by the direct supervisor of the parties involved in the incident/s. Depending on the circumstances reported, the CRCNA may engage the services of an external investigator. Investigations will generally include the following:

- informing the accused individual of the report
- interviewing the person making the report, any person involved in the incident, and any witnesses named (generally, the person/s accused will be given an opportunity to understand the nature of the report prior to being interviewed)
- interviewing any other person who may have knowledge of the incidents reported or any other similar incidents
- detailed written statements from persons being interviewed. Written statements shall be signed and include a statement that the information contained in the statement is true and complete.
- a written report outlining the investigator's conclusions. Written reports outlining the investigator's conclusions will be kept by Human Resources for a period of no less than seven years.

Management personnel must cooperate with each other in order to facilitate an investigation.

Disciplinary Measures

If it is determined by the CRCNA that any employee has been involved in workplace violence or in the threat of workplace violence, immediate disciplinary action will be taken. Such disciplinary action will involve, at a minimum, a formal warning but **may result in immediate dismissal without further notice.**

It is important to realize that unfounded allegations of workplace violence or the threat of workplace violence may cause both the accused person and the CRCNA significant damage. If it is determined by the CRCNA that any worker has knowingly made false statements regarding an allegation of workplace violence, immediate disciplinary action will be taken. As with any case of dishonesty, **disciplinary action may include immediate dismissal without further notice.**

If it is determined that a client is guilty of workplace violence or the threat of workplace violence, he or she may be banned from the CRCNA property.

Confidentiality

All reports or evidence regarding workplace violence or the threat of workplace violence will be kept in strict confidence, except as follows:

- Disclosure of the information may be necessary to investigate the allegations.
- Disclosure of the information may be necessary to respond to any legal or administrative proceedings arising out of or relating to the report.

- Disclosure of the information may be necessary in order to comply with the duty to inform workers of health and safety risks.
- Disclosure of the information may be required by operation of the law.

Policy Review

The CRCNA will review this policy on an annual basis.

Risk Assessments

The Joint Health and Safety Committees will conduct a risk assessment for all workplace violence hazards at the CRCNA in all locations. The risk assessment will be reviewed, and recommendations will be made to management. Reassessments of the risks of workplace violence hazards will be conducted as often as necessary to ensure that this policy and program continue to protect workers from workplace violence.

Training/Orientation

All new employees will receive training and orientation with respect to this Violence in the Workplace Policy.

Position Postings

Open positions will be posted internally through normal communication methods, e.g. the CRCNA intranet. Current employees may apply for any position for which they are qualified, and are strongly encouraged to notify their current supervisor, or second level supervisor, of their application. Positions will also be posted externally through various methods including the CRCNA website, notice to churches, etc. Applications must be received by the posted deadline to ensure consideration.

Employment Categories

All positions are classified as Salaried or Hourly based on the type of work that is performed.

Hourly employees are those paid for hours worked in non supervisory or managerial positions, and to whom the CRCNA must pay regular wages and overtime for hours worked over the threshold for overtime (e.g., over 44 hours for those working in Ontario).

Salaried employees are those employed in supervisory or managerial positions, who are paid on a salaried basis, and are not eligible for overtime.

Each employee will belong to one of the following employment categories:

- *Introductory* employees are those whose performance is being evaluated to determine whether further employment in a specific position is appropriate.
- *Full-time* employees are those who are not in a temporary status and who are regularly scheduled to work 28 to 37.5 hours per week. They are eligible for the CRCNA's benefit programs, subject to the terms, conditions, and limitations of each benefit program.
- *Part-time* employees are those who are not assigned to a temporary status and who are regularly scheduled to work less than 28 hours per week. All part-time employees receive all legally mandated benefits (e.g., Employment Insurance [EI], vacation pay, etc.). Those working a minimum of 18.75 hours per week and up to 28 hours per week receive prorated time-off benefits for public holidays, vacation days, and sick days as defined in the employee benefit section.
- *On-call* employees are those who are hired either to work on an occasional fill-in or "on-call" basis, or where hours are not regularly scheduled but rather are sporadic. If a regular schedule is followed for more than three months, the employee will be moved to a regular part-time or full-time status. On-call employees receive all legally mandated benefits (e.g., Employment Insurance [EI], vacation pay, etc.) but are not eligible for any other CRCNA benefits.
- *Temporary* employees are hired to work full-time or part-time for a period of three months or less. Temporary employees receive all legally mandated benefits (e.g., Employment Insurance [EI], vacation pay, etc.) but are not eligible for any other CRCNA benefits.

- *Interns* are employed for a time-limited basis, typically for a summer, school semester, or year, or for a specific term assignment, in order to receive job experience in their field of interest. Interns receive all legally mandated benefits (e.g., Employment Insurance [EI], vacation pay, etc.) but are not eligible for any other CRCNA benefits. The nature of an internship is to provide a learning environment and, therefore, interns will not typically hold the same level of job responsibility as an employee.

Introductory Period

New employees are hired to a 6 month introductory period which gives them the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the position meets their expectations. It also allows the employer to evaluate employee capabilities, work habits, and overall performance. All new, rehired and promoted employees will have a 6 month introductory period and receive a performance evaluation at its conclusion.

Employee Medical Examination

To help ensure that employees are able to perform their duties, medical and/or job-readiness examinations may be required for certain positions. Such an examination may be requested (and conducted by a health professional of the CRCNA's choice and at no cost to the employee) after an applicant has been offered employment. The assignment to duties is contingent upon the results of the examination, and whether the applicant is fit to carry out the duties of the position, or if they have any specific restrictions.

Transfers/Promotions/Demotions

Employees of the CRCNA may apply for any posted opening for which they are qualified. Selection will be based on evaluation of all applicants, their qualifications, attendance, length of service, general performance record, and other factors the CRCNA considers relevant in each case.

A "demotion" is defined as an involuntary change to a position in a lower classification. A demotion may be a result of performance concerns or due to organizational restructuring, work reduction, and/or other business related reasons.

If an employee moves to a position at a lower level pay grade, their salary will be decreased to the corresponding level in that pay grade.

Employment Resignations/Termination

Termination of employment will generally fall into one of the following categories:

- Resignation - voluntary termination, initiated by an employee.
- Involuntary termination - including terminations for job performance and/or misconduct related reasons, as well as staff reduction, reorganization, or elimination of a position.
- Retirement - voluntary termination, initiated by an employee who is leaving all employment with CRCNA and is eligible to access retirement resources. Ordained staff must also process their retirement through their Classis. Those desiring to continue working in a different position or status within CRCNA are deemed to have transferred, not retired.

Employees electing to resign or retire are asked to provide notice in writing to their immediate supervisor with as much advance notice as possible (minimally two weeks), so as to allow for a smooth transition.

Employees appointed by an agency board, or whose appointment was ratified by an agency board, the Board of Trustees of the CRCNA, or a board's appointed officers, may not be involuntarily terminated without prior consultation with that agency board, the board of trustees, or its appointed officers.

An employee, who fails to report to work for three consecutive days without informing their supervisor of the qualified need for an absence, will be deemed to have voluntarily resigned unless an acceptable explanation is provided as to why the employee was unable to inform their supervisor of the qualified need for the absence.

Accrued and unused vacation time will be paid out at termination. The employee's last day of work will be used as their termination date and will not be extended by any unused vacation days.

Employees are expected to return any agency owned property at termination. All access to CRCNA owned property, including computer files and e-mail will cease when an employee terminates.

For involuntary terminations, the CRCNA will abide by all the employment standards legislation applicable to the place of one's employment in terms of written notice of termination, termination pay, benefits continuation and severance pay, if applicable.

Layoffs/Reduction of Hours

All employees are subject to layoffs/reduction of hours in accordance with the applicable employment standards legislation.

When layoffs/reduction of hours are required, the individual or individuals will be laid off or have hours reduced after the following factors have been considered:

- needs of the organization
- performance records
- length of service
- other factors or circumstances found to be relevant

All layoffs/reduction of hours must be reviewed by the agency or department director in consultation with the affected staff's manager. The CRCNA reserves the right to make all final determinations regarding work-force reductions.

Employees will be given as much advance notice of layoffs/reduction of hours as is reasonably possible. Employees who are given notice of layoff may apply for other posted positions. That work may result in a different pay rate.

The right to recall an employee is limited to the position from which an employee has been laid off. Employees on layoff status will be recalled before an external person is hired for their position. Refusal of a recall request constitutes a voluntary resignation. If employees who have been laid off are recalled within 12 months after their layoff date, their length of service record, RRSP eligibility, vacation allotment, and so on will be maintained without interruption. Recall rights expire 12 months after the layoff date or if the laid-off employee fails to maintain a current address and telephone number with the human resources department and therefore cannot be contacted for recall.

Rehire

Former employees of any agency, institution, or congregation who are rehired by the CRCNA within 12 months of the termination date of their last date of employment with CRCNA will be eligible for benefits (in terms of their length of service) according to their original date of hire, adjusted for the gap in employment with CRCNA. Subject to the provisions of any applicable employment standards legislation, former employees of the CRCNA who are rehired after 12 months or more from their termination date will be considered new employees, and benefits will apply from the new date of hire.

Employment Reference Checks

All requests for employment verification or employment references, for current or former employees, should be directed to the Human Resources Department. Responses to such inquiries will confirm only dates of employment, wage rates, and position(s) held, unless the CRCNA has been provided a proper release signed by the individual who is the subject of the inquiry.

Performance Reviews

Supervisors and employees are strongly encouraged to discuss job performance and goals on an informal, regular basis. Supervisors should meet with employees periodically to review progress on previously set objectives.

A formal, written performance evaluation is required at the end of an employee's introductory period and as part of the organization wide annual process thereafter. Formal performance reviews provide a time for supervisors and employees to meet together to discuss job tasks, recognize and encourage strengths, identify weaknesses and/or areas of growth, and together to write purposeful objectives for the following year. Supervisors are encouraged to seek 360 degree feedback (e.g. the employees' self-evaluation, and feedback from peers, subordinates or other partners) for each performance review, and minimally should solicit this feedback every third year. The written performance reviews will be kept as part of the employee's personnel file.

Employment of Relatives

The employment of relatives may cause serious conflicts and problems with favouritism, perceived or actual conflict of interest, and/or employee morale. Therefore, a relative of a current employee may not be employed by the same agency or department, nor may an employee hold a position of accountability to a relative. For the purposes of this policy the terms "relative" and "related individual" shall include employees' spouse, employee or their spouses mother, father, child, grandchild, sibling, step parent, step child, grandparent, aunt, uncle, niece, or nephew, or one whose relationship with the employee is similar to that of a relative.

Whenever a relative of any current employee is being considered for employment, **within another agency or department of the CRCNA**, a discussion must occur with Human Resources prior to any interview, to assess any possible concerns. If the Human Resources Director judges there could be a concern or conflict, an additional conversation will occur with the Executive Director before proceeding.

If a circumstance arises that creates a new direct supervisory relationship, or family members working in the same agency, e.g. marriage, reorganization, etc. one of the related individuals may be reassigned to another appropriate position.

Social Insurance Number Privacy

It is the policy of the Christian Reformed Church in North America (CRCNA) to protect the confidentiality of Social Insurance Numbers obtained and used in the course of business. All employees are expected to rigorously adhere to this policy.

Social Insurance Numbers will be collected from applicants and employees as required in order to meet federal and provincial reporting requirements. Except for verification and reporting, no Social Insurance Number will be used in the conduct of the CRCNA's business. No Social Insurance Number will be used in open computer transmissions, company distributions, or through the company intranet except where such transmission of information is by secure connection or is encrypted. For example, reporting of payroll withholding taxes and benefit plan participation require such data; thus, such transmissions of data will be handled through secured computer transmission only.

All documents containing Social Insurance Numbers shall be stored in locked, secured areas. All computer applications containing Social Insurance Numbers shall be maintained on secured, authorized-access computer stations only. Only persons who have a legitimate reason will have access to Social Insurance Numbers.

Length of Service

Subject to the provisions of applicable employment standards legislation, for purposes of notice of termination and severance pay (if applicable) seniority will only be recognized from the employee's most recent hire date; previous employment with the Christian Reformed Church in North America (CRCNA) or any Affiliated Organization will not be recognized.

For purposes of benefits coverage, vacation entitlements, and "service awards" only, seniority will be based on the employee's original hire date with the CRCNA or an Affiliated Organization, adjusted for the length of the gap, provided that employment with the CRCNA or an Affiliated Organization has continued without a break of more than 12 months. If an employee is hired following a break in employment with the CRCNA or an Affiliated Organization of more than 12 months, seniority for purposes of benefits coverage, vacation entitlements, and "service awards" will only be recognized from the employee's most recent hire date.

For purposes of these provisions, an Affiliated Organization shall include the following:

- Calvin College
- Calvin Theological Seminary
- any recognized Christian Reformed church or classis within the Christian Reformed Church in North America

EMPLOYMENT STATUS AND RECORDS

Work Schedules

Regular office hours are from 8:00 a.m. to 5:00 p.m., Monday through Friday. A normal workday is 7.5 hours within that period. Supervisors will advise part-time employees of their individual work schedules. Any requests for a variation to the work schedule must be agreed upon in writing with the employee's supervisor, and a "Flexible Work Arrangement Agreement" must be placed in the employee's personnel file. Unless it is impossible to do so, employees must notify their immediate supervisor in advance if they will be late or unable to work as scheduled.

Hourly employees are paid for hours worked. At the discretion of his or her supervisor, an hourly employee may make up time lost as a result of being late or having to leave early. Employees should receive their supervisor's approval before arranging to work beyond regularly scheduled work time in order to make up for lost time.

Timekeeping and Pay Dates

Hourly employees must accurately record their hours worked for any given day. Breaks or lunch periods of 30 minutes or more are not counted as work time. Any hours worked over the overtime threshold (Sunday – Saturday) will be considered as overtime for hourly employees. The CRCNA will adhere to specific provincial laws as applicable.

Altering, falsifying, tampering with time records, or recording time on another employee's time record may result in disciplinary action. It is the employee's responsibility to verify his or her time records to certify the accuracy of all time recorded. The supervisor will review and approve the time record before submitting it for payroll processing. Employees are paid biweekly on Friday. Completed time records must be submitted by the Monday morning prior to payday.

All reasonable steps will be taken to ensure that employees receive the correct amount of pay in each paycheque. In the unlikely event that there is an error in the amount of pay, the employee should promptly bring the discrepancy to the attention of his or her immediate supervisor so that corrections can be made as quickly as possible.

Overtime/In Lieu Time

The Christian Reformed Church in America (CRCNA) abides by employment standards legislation in each province. Generally, employees are regularly scheduled to work up to 37.5 hours each week. It is expected that employees will be able to complete their duties within their regularly scheduled work week. However, employees may be expected to work longer hours as demands arise.

Hourly employees are paid their regular wage for each hour worked, and overtime as applicable. It is the employee's responsibility to submit hours worked each week in a timely manner.

The Ontario *Employment Standards Act, 2000* (the Act) requires that certain employees receive overtime pay after 44 hours of work each week. Overtime pay is calculated at the rate of 1.5 times the regular rate of pay for all hours worked in excess of 44 hours each week. Accordingly, eligible employees will be paid overtime pay for all hours worked in excess of 44 hours each week. For clarity, time spent on unpaid meal breaks or other unpaid breaks will not be counted toward the overtime threshold.

The CRCNA offers "time off in lieu" for eligible employees. Employees wishing to take advantage of time off in lieu will be granted the following:

- 1 hour of time off with pay for each hour worked in excess of 37.5 hours (or their regularly scheduled hours), but less than or equal to 44 hours, each week

- 1.5 hours of time off with pay for each hour worked in excess of 44 hours each week

Time off in lieu may be “banked” for up to 3 months past the week in which the time is earned. Any unused banked hours will automatically be paid out after 3 months and the employee will be paid out overtime pay in accordance with the Act. Any unused banked time that is available when the employee terminates will be paid out in their final pay cheque. This agreement can be revoked by either party, the Employee or CRCNA, at any time once the other party has been notified in writing.

Time off in lieu must be taken at a time/times which are agreeable to the CRCNA. In order to receive time off in lieu, employees must agree to and sign the CRCNA “Comp Time” Agreement.

Staff members in supervisory/managerial positions and in certain other positions as defined by the Act are ineligible for overtime pay. In these cases, staff members are paid a salary to complete the responsibilities of their position. These staff members are also ineligible to take time off in lieu. In these cases, staff are expected to manage their schedules and to discuss with their supervisor if their workload requires excessive hours to complete over a period of time.

If you have any questions as to whether you are eligible for overtime pay or time off in lieu, please contact the Human Resources Department.

Rest and Meal Periods

Hourly paid employees normally receive a 60-minute unpaid lunch break during a 7.5 hour workday. Part-time staff who work at least 5 hours in a day are entitled to a 30-minute unpaid meal break. Breaks should be scheduled within departments to assure coverage where needed. Employees will be relieved of all active responsibilities during meal periods and will not be compensated for that time.

Access to Personnel Files

The Human Resources Department maintains a personnel file for each employee. The personnel file includes such information as the employee’s resume, offer letter, records of training, documentation of performance appraisals and salary increases, and other employee records. Two separate confidential sections are maintained, one with any medical records, and the second contains any material related to reference or background checks.

Personnel files are the property of the CRCNA and access to the information they contain is restricted. In general, only supervisors and other executive staff who have a legitimate reason to review information in the general section of a personnel file are allowed to do so. An employee may request to review the general section of their own personnel file in the presence of a Human Resource staff member. Employees may not remove any items from their file, but may request copies of items contained in the general section of their file.

Change in Personal Information

Employees are responsible to keep their personal information up-to-date with the Human Resources Department. This includes mailing address, telephone numbers, dependents, emergency contact, additions/deletions for benefits, educational accomplishments, etc.

Emergency Closing

At times, emergencies caused by power failures, severe weather, etc. can disrupt work operations at one or more of the office locations. In extreme cases, these circumstances may require a delay in opening, an early closing, or a full-day closing at a particular work facility. Employees will be notified via email regarding a delayed opening or a closing.

When the decision to close for an entire day is made, time off from scheduled work will typically be paid. In the rare case that an office must close for multiple days, the executive administration will make and communicate a decision regarding whether time off is paid or unpaid. Salaried employees are expected to continue to work remotely when an office building is closed. Some hourly employees may be required to work remotely (e.g., facilities, IT, payroll, HR) to cover essential functions and will be paid additional for hours worked. If time off is unpaid, employees may use available vacation or in-lieu time, coordinate with their supervisor to make up lost work time, or be able to do some work from home with supervisor permission.

If the building is open but an employee arrives after their scheduled start time, or leaves early, the time will be unpaid unless the employee elects to use available vacation or in-lieu time. Employees may work with their supervisor to adjust their schedule to make up this time.

EMPLOYEE BENEFIT PROGRAMS

(Note: Some details may vary by province because a number of aspects fall under different provincial jurisdictions; the details provided are for Ontario.)

Public Holidays

All employees are eligible for paid holiday time for the following holidays:

New Year's Day

Family Day

Good Friday

Victoria Day

Canada Day

Civic Day

Labour Day

Thanksgiving Day

Christmas Day

Boxing Day

Those working a 37.5-hour work week will have the holiday off and receive 7.5 hours holiday pay at their regular rate of pay. Employees working in a regularly scheduled part-time position will receive a prorated amount of holiday pay based on their regular schedule (e.g., an employee working 18.75 hours/week would receive 3.75 hours of paid holiday time). Employees not normally scheduled to work on a holiday may elect to take another day off that week, or receive the extra holiday pay. If an hourly employee is required to work on a holiday, they will be paid at a rate of 1.5 times their hourly rate plus holiday pay. An employee who works the holiday and takes another day off during that week in "substitute" for the holiday will receive their regular pay for both days. On-call employees, temporary employees, interns, and part-time employees working in positions less than 18.75 hours/week will receive holiday pay in accordance with the applicable employment standards legislation.

Vacation

Employees working in a regular part-time (18.75 up to 28 hours/week) or full-time (more than 28 up to 37.5 hours/week) position are eligible to accrue vacation time. Employees working 37.5 hours/week will receive full vacation benefits. Those employees working at least 18.75 hours/week but less than 37.5 hours/week will receive vacation time on a prorated basis. On-call employees, temporary employees, interns, and part-time employees working in positions less than 18.75 hours/week will receive vacation pay in accordance with the applicable employment standards legislation.

The Christian Reformed Church in North America (CRCNA) provides paid vacation for employees to take time for rest and recuperation. Employees are encouraged to use their available vacation time for these reasons. Vacation time may not be cashed in for pay in lieu of time off. Vacation time will accrue up to a maximum of 6 weeks. Subject to applicable employment standards legislation, the maximum allowed accrual is prorated based on the employee's regular work schedule (e.g., 225 hours maximum for an employee working 37.5 hours/week, or the equivalent prorated amount for those working less than 37.5 hours/week). Vacation hours will stop accruing once the maximum is reached. Vacation time accrues based on actual paid time each pay period; therefore, vacation time for employees working variable hours will accrue based on actual reported time worked.

Vacation time begins accruing at hire, and employees are eligible to use vacation time as it is earned. *If a staff member does not have vacation time accrued they may request to take unpaid time off, but are not allowed have a negative vacation balance.* Vacation is accrued according to the schedule in this policy. All employees who are actively at work or on an approved paid leave (such as vacation leave, sick leave, etc.) will continue to accrue vacation time. Employees on unpaid leave (e.g., pregnancy, parental, etc.) will be eligible for the vacation time allowed under the applicable employment standards legislation.

Vacation Accrual Schedule based on a full-time (37.5-hour) work week

Category	Years of Service	Hours per year (based on 37.5 hr/wk)
Pay level 7 and below	0 – 2 years	75 hours (2 weeks)
Pay level 7 and below	Each additional year through 11 years	Add 7.5 hours per year (1 day) to a max of 150 hours (4 weeks)
Pay level 8 – 14	0 – 7 years	112.5 hours (3 weeks)
Pay level 8 – 14	After 7 years	150 hours (4 weeks)
Pay level 15 and above	At hire	150 hours (4 weeks)

To schedule vacation time, employees must submit a request to their supervisor in advance. The supervisor will inform the employee if the request is approved or denied. If denied, the supervisor will provide a reason for the decision.

Vacation will not normally be extended, nor additional vacation time scheduled, due to sickness during a vacation. In cases of major illness or accident, supported by a physician's statement, the agency or department director may approve sick days to be used in lieu of scheduled vacation days consistent with the number of vacation days lost.

Employees are responsible to record vacation time, as it is used, in the payroll timekeeping system. Staff paid on an hourly basis may use vacation time in quarter-hour increments. Those paid on a salary basis must use half-day or full-day increments. However, in any case where an employee wishes to take vacation time of less than one week increments, they must make a written request to their supervisor and receive approval.

When employment is terminated, accrued unused vacation time or pay that has been earned through the last day of active employment will be paid at the employee's base rate of pay at termination. If employment is terminated and the vacation balance is in the negative, the employee agrees that the CRCNA may deduct the amount of overpaid vacation pay from any payments owed to the employee. In the event that payments owed to the employee do not cover overpayment of vacation pay, the employee agrees to reimburse CRCNA for the cost of the vacation advance.

According to the *Employment Standards Act, 2000*, all employees are eligible for vacation pay of a minimum of 4 percent of gross wages. On-call employees, temporary employees, interns, and part-time employees working in positions less than 18.75 hours/week will receive vacation pay each pay period.

Sick Time

Employees working in a regular part-time (18.75 up to 28 hours/week) or full-time (more than 28 up to 37.5 hours/week) position are eligible to accrue paid sick time. Full-time employees working 37.5 hours/week will accrue 37.5 hours (5 days) of sick time per year. Those eligible employees working at least 18.75 hours/week will receive a prorated amount of sick time based on their hours worked. The amount of sick time may be accumulated to a maximum of 187.5 hours (prorated for those working less than 37.5 hours/week). Accumulated sick time will not be paid upon termination of employment or upon retirement.

Sick time is granted for an employee's personal illness/injury or when the employee must provide care for a dependent child, spouse, or parent due to their illness/injury. Sick time may also be used for the employee's doctor/dentist or other health care provider appointments when it is not possible to schedule them during non-working hours. Sick leave used for health care provider appointments, which are not

medically urgent, must be scheduled in advance and approved by the supervisor. An employee may be required to provide evidence, satisfactory to the employer, of the illness/injury or the inability to return to work after an illness/injury. Ordinarily, such evidence will consist of a statement from the attending physician that specifically addresses the employee's inability to work on the day(s) in question and states when the employee or family member was examined by the physician. Sick time cannot be combined with other disability payment.

Employees are responsible to record sick time, as it is used, in the payroll timekeeping system. Staff paid on an hourly basis may use sick time in quarter-hour increments. Those paid on a salary basis must use sick time in half-day or full-day increments.

An employee who needs to be off work for more than three consecutive days, or on a regular basis due to a health condition, must provide a note from a medical provider indicating the need for their absence. The note must indicate the reason for the absence (a specific diagnosis is not required), an estimation of the duration of the absence, and any limitations/restrictions that will be in place upon return to work. An employee who has been absent from work for their own medical need must provide a return-to-work note. Any limitations/restrictions listed must be discussed with the supervisor to assure they can be accommodated, including whether the restriction allows certain duties to be performed from home.

Revised November 2018

Revised April 2019

Urgent Need Time

In addition to the above Sick Time policy employees working in a regular part-time (18.75 - 28 hours/week or more) or full-time (more than 28 up to 37.5 hours/week) position are eligible to accrue 7.5 hours (1 day) of Urgent Need time per year. Those eligible employees working at least 18.75 hours/week will receive a prorated amount of Urgent Need time based on their hours worked. The amount of Urgent Need time may be accumulated to a maximum of 40 hours (prorated hours for those working less than 37.5 hours/week).

The Urgent Need bank may be used for urgent, unexpected or immediate needs that a staff member might have that are not illness related, yet may also be the same as sick time. Some examples might be an immediate need for a home or vehicle repair, a child's snow day, need for a self-care day, etc. As noted in the name Urgent Need is not intended for regular vacation use including preparing for or extending a vacation, or for a planned absence. Staff will be expected to communicate with their supervisor in the same way they do if needing to use sick time.

Accumulated Urgent Need time will not be paid upon termination of employment or upon retirement.

New April 2019

Extended Health, Dental, Life, and AD&D Insurance

Employees who regularly work more than 28 hours per week qualify for extended health, dental, life, and accidental death and dismemberment (AD&D) insurance. Employees who regularly work 18.75 to 28 hours per week qualify for life and AD&D insurance. Extended health, dental, and life insurance coverage is provided through the denominational benefits plan.

Notification to add a new dependent is requested to be given within 31 days of marriage, birth, adoption, or placement of a foster child; coverage will be effective from the date of the event. Unmarried dependent children may be covered until their 22nd birthday or until their 26th birthday if they are full-time students. Disabled dependents are eligible for coverage as long as they are disabled.

Basic term life insurance coverage is provided for the employee. Supplemental life insurance for employee or spouse is available upon application, and evidence of insurability, at the employee's expense.

Insurance benefits will continue for the period of notice prescribed under the *Employment Standards Act, 2000*. Employees are offered the option to convert their life insurance plan(s) to an individual plan at their own expense. Extended health, dental, and life insurance benefits continue through the end of the month in which their employment terminates.

Specific plan information is available through the Human Resources Department and online. Coverage for employees and their dependents is effective the first of the month after their start date.

Short Term Salary Continuation

Employees who work 28 hours or more per week in a regular position are eligible for short term salary continuation after completing one year of full time employment. A statement from a health care provider is required to certify that the employee is unable to work, or to work less than their regular scheduled hours, for a qualified medical reason. Employees must first use any accrued sick time benefits. No payments will begin (and/or continue) without proper health care provider documentation.

Short term salary continuation benefits will begin on the 8th day of an absence due to sickness, or the 1st day of an accident or hospitalization, again subject to first exhausting all available sick time benefits. If an employee off work due to illness or injury does not have enough sick time to cover the first seven days they may elect to use any accrued vacation time. Paid sick time and short term salary continuation could apply for up to a total of 180 calendar days of a disability. Coverage will not apply for disability resulting from elective or cosmetic surgery.

Employees meeting the eligibility criteria for short term salary continuation will receive 100% of pre-disability income for the first 30 calendar days of disability and 75% of pre-disability income for the remainder of the 180 days of disability. Employee's receiving benefit payments from another source will not be eligible for salary continuation. If an employee returns to work part-time (with a doctor's written permission), the employee will receive prorated salary continuation benefits for the balance of salary/wages according to the employee's regular working hours prior to disability.

An employee must be returned to work for 2 full weeks to re-qualify for short term salary continuation benefits. Employees on short term salary continuation will not earn vacation or sick time. Leave time is available to employees during active employment and for the period of notice set out in the applicable employment standards legislation.

Subject to applicable legislation, receipt of short term salary continuation does not guarantee the employee's position will be held open, nor is the employee guaranteed a return to the same position, or any position, other than as stipulated in other leave policies (e.g. Family Medical Leave). An employee on short term salary continuation may not engage in other employment while receiving these benefits.

From time to time, CRCNA may require independent medical verification of an employee's illness or injury and/or their limitations and restrictions resulting from illness or injury. In which case, CRCNA will not obtain details of the employee's diagnosis from the independent medical practitioner reviewing the medical records. An employee who wishes to receive Short Term Salary Continuation is required to cooperate with CRCNA and its selected medical practitioner if an independent medical verification of the employee's illness or injury is requested. Such cooperation includes providing required authorizations for the independent medical practitioner to obtain any and all relevant medical records.

Long Term Disability

Employees who work 28 hours or more per week in a regular position are eligible for long term disability (LTD) after an elimination period of 180 days. Ordained CRC Ministers enrolled in the Minister's Pension Plan are eligible to receive LTD insurance in connection the Minister's Pension Plan. CRCNA will assist an employee in filing a claim if it appears a medical leave will extend beyond 180 calendar days. Any benefit payment will be determined by the LTD carrier. Subject to applicable employment standards legislation, LTD coverages end on the employee's last active day of employment.

CRCNA has the right, from time to time, to determine the terms of the LTD policy it obtains and the terms upon which benefits are payable, and the right to discontinue LTD coverage at its discretion. LTD coverage ends on the employee's last active day of employment.

See the Long Term Disability Booklet available from the Human Resources Department.

Retirement Plans

Non-ordained Employees

Employees who regularly work 18.75 or more hours per week are eligible to participate in the Registered Retirement Savings Plan (RRSP) after 1 year of eligible employment. Detailed information about the RRSP is available from the Human Resources Department.

Ordained Employees

See the Minister's Pension Plan Information Booklet available from the Pension Department.

Canada Pension Plan (CPP)

The Canada Pension Plan (CPP) is a social insurance program, legislated under the federal *Canada Pension Plan Act*, providing protection to contributors and their families against the loss of income due to retirement, disability, and death. The program is funded by mandatory contributions from employees through payroll deductions and by employers who match employee contributions.

Pregnancy and Parental Leave

(Note: Some details may vary by province because this provision falls under provincial jurisdiction; details provided are for Ontario.)

Pregnant employees are allowed an unpaid pregnancy leave of 17 weeks. A leave may begin up to 17 weeks prior to the expected birth date, and no later than the actual birth date. Employees should request a pregnancy leave at least two weeks before the leave is expected to begin. Employees may apply for maternity Employment Insurance (EI) benefits, which are typically payable to the birth mother for a maximum of 15 weeks.

Parental Leave is available for all new parents. Leave time allowed is 35 or 37 weeks (up to 61 or 63 weeks in Ontario). For the birth mother the 35 weeks (61 weeks in Ontario) of parental leave must begin immediately after the pregnancy leave. For a birth father, up to 37 consecutive weeks (63 weeks in Ontario) of unpaid leave is available beginning after the child's birth and within 52 weeks after that event; For an adopting parent, up to 37 consecutive weeks (63 weeks in Ontario) of unpaid leave is available beginning within 52 weeks after the child is placed with the parent. A request for parental leave should be made at least two weeks before the leave is expected to begin.

Parental Employment Insurance (EI) benefits are payable to either parent or may be split between the two parents for a maximum of 35 weeks (61 weeks in Ontario).

While on leave, the individual continues to be an employee, and upon return to work the employee will be reinstated to their prior position or to an alternate comparable position. Vacation time and sick time will accrue during a pregnancy or parental leave. (Please note that vacation pay will not accrue, as no wages

are being earned while on leave.) Contributions to the employee's Registered Retirement Savings Plan will also continue for eligible employees.

Personal Emergency Leave

An employee is entitled to up to 10 days of unpaid job-protected leave during each calendar year due to illness, injury, and certain other emergencies and urgent matters, as defined under the *Employment Standards Act, 2000*. Note that Personal Emergency Leave days are not in addition to Sick Time, Bereavement Leave, Short-Term Salary Continuation, Long-Term Disability, or Leave with Pay allocated in accordance with this policy.

Family Medical Leave

Employees may request up to eight weeks of unpaid job-protected leave to provide care or support to certain family members and people who consider the employee to be like a family member (as defined under the *Employment Standards Act, 2000*) in respect of whom a qualified health practitioner issues a certificate stating that the family member has a serious medical condition with a significant risk of death within 26 weeks. A family medical leave ends on the last day of the week in which the family member dies or the expiration of 26 weeks or other prescribed period from the date the leave began. A leave taken under this section must be taken in units of one or more weeks at a time.

If an employee takes a leave under this section and the family member does not die within the period referred, the employee may take a further leave after obtaining a new certificate.

Bereavement Leave

All employees are allowed paid time off to make arrangements and to attend the funeral of the deceased. Up to ten (10) consecutive business days may be granted for the death of a spouse or dependent child. Employees will be paid for those days/hours they would have been scheduled to work. Up to three (3) consecutive business days off from regularly scheduled duty will be granted with regular pay in the event of the death of: the employee's (or employee's spouse's) father, mother, son, daughter, grandchild, brother, sister, in-laws, stepfather, stepmother, stepbrother, stepsister, stepson, or stepdaughter. To be eligible for paid bereavement leave, the employee must attend the funeral of the deceased relative.

Employees are allowed one day off from regular scheduled duty with regular pay in the event of death of the employee's (or employee's spouse's) aunt, uncle, grandparent, niece or nephew. To be eligible for paid bereavement leave, the employee must attend the funeral of the deceased relative.

Employees may request additional time off in addition to what is listed above, or to attend a funeral of an extended family member or friend, and will be required to use any available vacation time and then unpaid time.

Leave With Pay

Regular full-time and part-time employees will be granted a leave with pay of up to three consecutive days for the following reasons:

- Birth of child by an employee's spouse
- Placement of a child with the employee for adoption
- Major fire or flood in a principal residence

Leave Without Pay

Employees must submit a request to their supervisor in writing, stating the period of leave time requested and the reason for the request. Requests of more than five days must go through two levels of administrative approval. All requests for a leave will be considered on an individual basis and could include factors such as the reason for the request, previous leaves, availability of suitable replacement staff, the time of year, the employee's length of service, the employee's intent to return to their same

position, and so on. Employees will be expected to use any available vacation time prior to beginning a leave without pay.

Vacation and sick time will not accrue during an unpaid leave (other than for unpaid leaves protected under the *Employment Standards Act, 2000*). Health and dental insurance will continue until the end of the month in which an unpaid leave begins, and the employee will be responsible to continue any contributions for insurance premiums under the same arrangements that were in place prior to their leave. The employee will be responsible to pay the entire premium for health and dental insurance if the unpaid leave extends past the end of the month, or their insurance will be discontinued. Life insurance may be continued during a portion or all of a leave up to three months, and Long Term Disability insurance up to one month. Specific details will be discussed at the time of a leave request. Any leave request beyond three months must be approved by the executive director. Employees with voluntary life insurance may request continuation of such benefits and pay their premiums. If the employee does not continue these payments, the employer may discontinue coverage during the leave.

Military Leave

The CRCNA will conform to all applicable laws regarding military leave and reinstatement.

Sabbatical and Work Reassignment Policies

Sabbatical in this policy is defined as a break from regular work and a regular schedule which includes some “down time” to reflect, study, and be renewed.

CRCNA understands the significance of allowing leadership staff dedicated time away from their regular duties to devote to innovation, creativity and overall renewal to enhance their work. Time spent on a sabbatical is neither an extended vacation, a reward for service, nor to be viewed as a response to burnout, but rather time dedicated to a specific outlined purpose.

Purpose

It is the policy of CRCNA to allow eligible employees to take a paid sabbatical leave to focus on self-development for a specified period of time that will provide benefit for both the individual and the organization (e.g. research, writing, study, self-improvement, etc.). Employees eligible for sabbatical leave will be held accountable for the activities they choose to conduct, or materials they create, during this leave. All intellectual property created during an employee’s sabbatical leave will be deemed property of CRCNA.

Eligibility

Employees at director levels, as well as certain salaried employees who are responsible for areas requiring dedicated research, innovation or development as determined by the agency/ministry level director, and those designated as international employees, are eligible to apply for a sabbatical leave after seven continuous years of full-time service as an employee of a CRCNA agency/denominational ministry/department. These employees may apply for a sabbatical leave of up to three months at full pay or 4 – 6 months at 50% pay.

Employees on approved sabbatical leave will receive their regular pay (or 50% pay) and continued benefits during the periods of approved leave. Employees on sabbatical leave are not eligible for tuition reimbursement specific to activities of the sabbatical leave. (See Education Assistance policy for reimbursement related to degree programs). Sabbatical leave is not intended for pursuit of a degree program, e.g. writing one’s thesis or dissertation, or to take college/university coursework. Employees may request a reduction of hours or an unpaid leave to complete such education endeavors.

Procedures

Eligible employees who wish to apply for sabbatical leave are required to submit a detailed proposal to their immediate supervisor, describing the reason for the sabbatical, specific time frame requested, and anticipated activities during sabbatical. Some examples of activities during sabbatical include writing a book or peer-reviewed publication, conducting focused research in the employee's particular area of expertise, enriching study or project, structured and intentional exploration and reflection, etc. The proposal must also include any requests to cover costs of sabbatical related activities, e.g. conference, workshop, research materials. Travel, lodging, and meals will not typically be considered for reimbursement. Only expenses approved with the proposal will be paid and/or reimbursed.

The submitted proposal will be approved by the agency/department director and endorsed by the Human Resources Director and by CRCNA's senior leadership. Sabbaticals will be granted based on a variety of factors including the number of requests, satisfactory work performance, and commitment to serve in existing role for two years after completion of sabbatical, as well as agency/department budget and available staff coverage. The request must include how the staff members' current duties would be covered, including any additional staffing or other allocations required. An employee on sabbatical is to be relieved of all of their regular duties and responsibilities.

Ordinarily a request must be submitted at least 6 months prior to start of fiscal year in which the sabbatical would occur.

After an employee's return from sabbatical leave, the employee will be required to produce a report to their supervisor on the activities conducted and how they met the objectives approved for the sabbatical. In some instances, this may mean the submission of a written report of findings if conducting research during this time, an outline for a new program, or other evidence of the work completed. Failure to produce a satisfactory reporting of meeting the approved objectives during this period will result in the employee becoming ineligible to participate in future sabbaticals. Employees may also be subject to disciplinary action if they fail to achieve the level of performance expected for sabbatical outcomes during this period.

Employees on sabbatical leave will not be required to use any accrued vacation time during this period, and will retain their current accrued hours. Employees will not, however, accrue any additional vacation or sick leave during their sabbatical. Employees on sabbatical who are enrolled in the group benefits plan will continue to have deductions made from their pay during the paid sabbatical period.

Work Reassignment

Work Reassignment is defined as a specified time period when a staff member is relieved from all (or most) of their regular duties to focus on specific research, a task or project either required by the agency/ministry, or one that would provide additional benefits and is aligned with agency and CRCNA priorities.

Work assignments are designated and assigned by the agency/department and approved by the agency/ministry level director. The work assignment may replace all or a portion of the staff member's regular work for a specific period of time, and must be work that is relevant and necessary for the continued work of that agency/department (e.g. in depth research around a specific health need in a third world country, developing a leadership curriculum, etc.)

A staff on a work reassignment is expected to work their regular schedule of hours (e.g. 37.5 hours/week for full time), and will continue reporting to their supervisor regarding work that is being done. Vacation or sick time would be reported, if used. A work assignment of this nature should be viewed as a temporary job change, with the intent that the staff member return to their regular duties at its conclusion. All aspects of employment, including benefits, remain the same during the assigned period.

Work Reassignment is not intended to be used for pursuit of a degree program, e.g. to write one's thesis or dissertation, or to take college/university coursework. Employees may request a reduction of hours or an unpaid leave of absence to pursue such education endeavors.

Employee Support Program

There are times when CRCNA employees go through difficult or crisis situations, often resulting from health or medical conditions, such as an accident, extensive surgery, serious illness, death in the family, etc. An Employee Support Program has been created to assist with providing a means to coordinate assistance for staff members experiencing significant or serious needs. An Employee Support Committee, to include the Executive Director, Canadian Ministries Director, Director of Ministry & Administration, Director of Finance and Operations and the Director of Human Resources will be responsible to coordinate assistance for those who seek and/or could benefit from support. Any staff member may submit a need, however, a need will only be considered after receiving approval of the named staff member (or in certain circumstances by a family member). Respect for confidentiality will be maintained, and specific information will not be shared without permission.

Assistance could be provided in the form of consultation and assessment, meals, transportation, child care, and/or financial support, and is made available through voluntary gifts by fellow staff members. All gifts given to and received from the Employee Support Program are made confidentially. The Program and corresponding funds are managed by CRCNA through the designated Committee.

When an approved need is for additional paid time off a request will be made known that CRCNA employees may "donate" some of their accrued vacation time (note: only vacation time may be donated). Those wishing to donate will be asked to sign a form authorizing the number of hours they wish to donate. The donated hours will be used in the order they are received. Employees will be informed if their donated hours were used, and any unused hours will be returned to them.

Service Trip/Project

Employees who have worked at least one year in a regular position (minimally .5 FTE) may request paid time off to participate in one specific mission trip/volunteer project within any given two year period of employment. Up to one week of paid time off, based on their regular hours of work, could be granted to participate in an approved mission trip or volunteer project with a group associated with the Christian Reformed Church in North America or the Reformed Church in America. Time off for this purpose cannot be accrued. The emphasis is on allowing time off for one project/trip versus a specific number of hours per employee spread over multiple projects. Employees can request time off for a longer trip but would be required to utilize available vacation time or unpaid time off for the time beyond one week.

Requests should be made in writing to the employees' immediate supervisor, and will require two supervisory levels of approval. Requests will be viewed similar to a vacation request and will be subject to timing, workload, adequate coverage during the employee's absence, etc., and will only be approved once within any two year time period. Employees making a request will also be asked to commit to remaining employed with CRCNA for at least 6 months beyond their trip. All expenses such as travel, lodging, etc. will be the employee's responsibility.

Jury Duty

Employees are encouraged to fulfill their civic responsibilities by serving on jury duty when required. Employees will receive their regular pay during regular work hours while serving on jury duty, provided that any payment they receive from the court (except mileage or food reimbursement) is submitted to the CRCNA. Employees are expected to report for work whenever the court schedule permits, e.g. if an employee is released from jury duty at 11:00 a.m. they are expected to report to work for the remainder of that day.

Time Off to Vote

CRCNA encourages employees to vote, and will comply with all election law requirements with respect to providing employees, when necessary, time off to vote. Generally, if an employee has three consecutive hours either between the opening of the polls and the beginning of their workday or from the end of their workday to the closing of the polls, it will be deemed that the employee has time outside normal working hours to vote. If the employee has less than three consecutive hours either before or after their workday, he/she may request paid time off to vote not to exceed two hours, and only at the beginning or end of their work day, except as otherwise required by provincial law. Any request must be made in advance of the Election Day.

Witness Duty

Employees are encouraged to appear in court for witness duty when subpoenaed to do so. If employees have been subpoenaed or otherwise requested to testify as witnesses by the CRCNA, they will receive paid time off for the entire period of witness duty. Employees required to appear as a witness at the request of a party other than the CRCNA will be granted time off and will be required to use any available vacation time, or be unpaid for the time off. The employee is expected to report for work whenever the court schedule permits.

Employment Insurance (EI)

Employment Insurance (EI) is a social program legislated under the federal *Employment Insurance Act*, which provides assistance to workers who lose their jobs or must be off work under other qualified circumstances, and helps unemployed people get back to work. The program is funded by mandatory premiums from employees through payroll deductions and by employers who pay a premium based on employee deductions. Eligibility and level of benefits are determined by the Canada Employment Insurance Commission.

Workers' Compensation and Work-Related Injuries

As a charity and as a low-risk employer, the Christian Reformed Church in North America (CRCNA) has exempted itself from workers' compensation insurance for all employees. Other employee benefit provisions such as short-term salary continuation and long-term disability are deemed to apply. All work-related injuries must be reported to the Joint Health and Safety Committee and the Human Resources Department. An employee seeking medical treatment must indicate that the injury is work related.

Adoption Assistance Program

As part of its commitment to family, the Christian Reformed Church in North America (CRCNA) assists agency employees who desire to have children through adoption. Adoption assistance is available to CRCNA employees who are enrolled in the extended health insurance plan.

The CRCNA will reimburse employees for eligible adoption expenses related to the adoption of a dependent child not to exceed the average cost of a normal delivery for single birth. The amount available will be based on latest information obtained by the Human Resources Department and as available from the Canadian Institute for Health Information (CIHI). Eligible expenses include attorney fees, court costs, adoption fees, and travel expenses including food and lodging.

Absences for Denominational Church Meetings

Full-time employees may request time off with pay to serve at CRCNA synod, classis, or related committee meetings. Note: current employees may not serve on the Council of Delegates or any agency or educational institution board or ministry advisory committee unless by virtue of the position they serve as staff consultant or ex officio to the board/committee. If an employee is a member of another denomination, consideration will be given for an equivalent type of meeting.

Before agreeing to be nominated for or accepting to serve in one of the above-mentioned roles, employees are requested to discuss this matter with their supervisor to determine if there is a potential conflict of interest and to assure requested time off will not negatively impact their work. Current employees must receive the approval of the executive director before accepting appointment by classis to serve as a delegate to synod.

Medical Retirement Insurance

Retirees and their spouses, age 65 or older, are eligible to purchase the Christian Reformed Church in North America (CRCNA) extended health/dental insurance as a retiree, up to age 70. The retiree cannot be eligible for the CRCNA's regular insurance plan (e.g., if continuing to work must be less than 18.75 hours/week). Details are available through the Human Resources Department.

Staff Development

The CRCNA recognizes the importance of staff development and the benefit for employees to attend training seminars, workshops, classes, conferences, etc. to remain abreast of best practices, to enhance knowledge and skills, or increase effectiveness in their work. Regular full-time and part time employees who have completed 6 months of continuous service are eligible for this benefit.

Employees should complete a "Request for Staff Development" form and submit it to their supervisor for approval. The training must relate to the employee's current position or one which may lead to a promotional opportunity. Approval for associated costs must be obtained in advance from the employee's supervisor and will typically cover registration expenses and travel (according to CRCNA Travel Policy). Any exceptions to this will be identified for the employee in advance. Approval will be subject to the agency/department budget established for training.

Educational Assistance

Employees working a regular, full time (37.5 hours/week) schedule, who have completed two years of continuous service, are eligible to request reimbursement for tuition costs that are approved by the organization. Employees must be accepted into an approved college/university/seminary program or classes as a regular student. The course of study must be related to the employee's current job duties or a foreseeable future position in the organization. Reimbursement does not include costs for books, materials, travel or other associated fees, nor for time spent studying or in class. This benefit is only available for full time (37.5 hours/week) employees. However, eligible full time employees may request a temporary reduction of hours or a short term unpaid leave of absence to pursue an approved course of study. While additional education is expected to enhance the employee's performance and professional ability, there is no guarantee that participation in formal education will entitle the employee to advancement, a different job assignment, or an increase in compensation.

Assistance is contingent upon satisfactory completion of the required course and a passing grade of "C" or better. Employees must secure approval from their supervisor and agency or department director, before beginning a study program for which they are seeking financial assistance. In addition, the approval of any request for educational assistance is subject to the availability of funds budgeted by the agency and will be considered separately for each fiscal year.

Employees are required to complete a "Request for Educational Assistance", which includes a "Tuition Reimbursement Agreement". Employees receiving educational assistance agree to remain with the CRCNA for two years from the date of receipt of any educational reimbursement. If an employee voluntarily terminates employment at any time within two years of receiving reimbursement under this program the employee agrees to repay CRCNA all or part of the education assistance received on a prorated basis. For example, an employee terminating one year after receipt of assistance would be obligated to repay 50% of the monies received.

WORK CONDITIONS AND HOUR

Attendance and Punctuality

Absenteeism and tardiness place a burden on other employees in the workplace. Occasionally, an illness or something beyond one's control may cause an employee to be absent or late to work. In these situations employees who have an unscheduled absence from work must notify their supervisor as soon as possible and in advance of the anticipated tardiness or absence.

Employees may be asked to provide a physician's statement for absences due to illness. For absences of three or more days due to illness, a physician's statement is required and employees may also be asked to provide a physician's statement releasing them to return to work.

It is a violation of the policy not to notify your supervisor when you will be absent or late to work. Disciplinary action may result if an employee is repeatedly absent and/or late to work, or does not provide adequate notice. The CRCNA will consider it a voluntary termination should an employee not call their supervisor or report to work for three consecutive days.

Dress Code

It is management's intent that work attire should complement an environment that reflects a professional organization. The overarching guideline for staff working in the office environment is to remember that what you wear reflects on the CRCNA and our professionalism. Please dress for the day that you will have.

Typically, this will mean "business casual" attire for most normal business operations, e.g. dress slacks/khakis, blouses, collared shirts, sweaters. If you are conducting interviews, meeting with donors, or doing other work where more formal business attire might be appropriate, please dress accordingly.

Similarly, we recognize that some days may involve brainstorming, office retreats, or a "casual Friday" which might warrant more casual dress, such as jeans. In these cases, your attire should still reflect a sense of overall professionalism. Remember that even if you intend to spend the entire day working on your own, staff and guests to our offices may see you. Shorts, ripped jeans, logo t-shirts, and athletic wear are not appropriate business attire even on a "casual" day.

The key point to sustaining an appropriate business attire program is the use of common sense and good judgment. If you question the appropriateness of the attire, it probably isn't appropriate.

Revised July 2018

Conflict of Interest

The CRCNA expects employees to conduct their work according to the highest ethical standards of conduct. Employees are required to disclose any possible conflicts of interest to their supervisor or the Human Resources Department. An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in personal or financial gain for that employee or for a relative as a result of the CRCNA's business dealings.

Confidentiality

All records and information related to the work of the CRCNA are considered confidential and for use for CRCNA work related purposes only. No information, including documents, notes, files, records, (except in the ordinary course of performing one's duties) may be removed from the premises without permission. The contents of such records and documents may not be disclosed to anyone, during or after employment, except when required for a CRCNA business purpose. Employees must recognize the responsibilities entrusted to them in preserving the strict confidentiality of all information, and will be asked to sign a Confidentiality Agreement on an annual basis.

Whistleblower

A whistleblower as defined by this policy is an employee of the CRCNA who reports an activity, in good faith, that he/she considers to be illegal or dishonest to their supervisor or the Director of Human Resources. Examples of illegal or dishonest activities are violations of federal, provincial, or local laws or fraudulent financial reporting.

Whistleblower protections are provided in two important areas - confidentiality and against retaliation. Insofar as possible, the confidentiality of the whistleblower will be maintained. However, identity may have to be disclosed to conduct a thorough investigation, to comply with the law, and to provide accused individuals their legal rights of defense. The CRCNA will not retaliate against a whistleblower. This includes, but is not limited to, protection from retaliation in the form of an adverse employment action such as termination, compensation decreases, or poor work assignments. Any whistleblower who believes he/she is being retaliated against must contact the Director of Human Resources immediately. The right of a whistleblower to protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated.

Intellectual Property Policy

Any creation of intellectual property, including publications or productions, by employees that are completed as part of, or for the purpose of, the individuals work assignment and any income or royalties derived from these, whether they are commissioned or initiated by the employee, are the property of the CRCNA agency/department. The intellectual property created by an employee in performance of their job duties shall be deemed "work-made-for hire" under the Canadian Copyright Act. As such CRCNA retains all rights to the use, duplication, distribution, and sale of all such materials.

CRCNA Property Policy

The CRCNA reserves the right to access, inspect, or retrieve all property that has been assigned to employees. This includes, but is not limited to all files, documents, e-mail, voicemail, etc. All property must be returned to the CRCNA on or before the employee's last day of work.

Honorarium Policy

Employees who represent the CRCNA at speaking/preaching functions or in any other capacity will be reimbursed for their expenses. Any income or honorarium received for agency-paid trips must be turned in and become the property of the agency.

Note: Representing the CRCNA includes functions for another agency/department within the CRCNA, e.g. an employee of Resonate leading a retreat for BTGMI. No honorarium should be paid by a CRCNA agency to a CRCNA employee regardless of agency.

Employees who speak/preach without representing the CRCNA and do so on their own time are entitled to retain payment or honorarium received. Any expenses incurred in accepting such commitments are the employee's responsibility. Employees should discuss with their supervisor the nature and extent of any engagement or contract offer that may be a direct result of knowledge derived from employment with the CRCNA.

Safety

In an effort to maintain a safe and healthful work environment for employees, customers, and visitors, a workplace safety program has been established.

The Ontario *Occupational Health and Safety Act* requires the Christian Reformed Church in North America (CRCNA) to have a Joint Health and Safety Committee (JHSC). The JHSC is an advisory body that promotes awareness of safety issues, recognizes workplace risks, and then deals with those risks. The JHSC is made up of select employees from throughout the organization. The JHSC provides for

regular CPR and First Aid training for all employees and is instructed to assist other employees when emergencies arise.

All entry doors to the Burlington office building are to remain locked all day with the exception of the main entrance, which unlocks at 8:00 a.m. and locks at 5:00 p.m. Monday through Friday.

Fire extinguishers are located in numerous places around the building. Should there be either a fire or severe weather, an alarm may be sounded with audio instructions, directing staff and visitors to safety. An Automated External Defibrillator (AED) is located in the building. For minor injuries that do not require professional medical services, first-aid kits containing bandages and medications are available in the kitchen.

In the case of an accident that results in injury to an employee, volunteer, or guest, regardless of how insignificant the injury may appear, employees must immediately notify a member of the JHSC and the Human Resources Department. Such reports are necessary to comply with laws and to initiate insurance and benefits procedures, if applicable.

In addition, all employees, board members, and regular volunteers will be issued a picture ID badge and are expected to wear their badge at all times when they are in the building. Everyone will know at a glance who is an employee or an authorized visitor. Employee ID badges will also include technology to allow entrance at locked exterior exits.

Crisis Communications Guidelines

When any member of CRCNA staff becomes aware of an issue or potential crisis that could adversely affect the denomination or its ministry, the following questions should be considered:

- Does this compromise our values?
- Does this place our mission in jeopardy?
- Does this put our brand, reputation, or image at risk?
- Does this violate an organizational or ministry policy?
- Will the situation be of concern to CRC members, churches, or church leaders?

If the answer to any of these questions is “yes,” the matter must be brought to the attention of the employee’s immediate supervisor or Director and the Executive Director, CRCNA.

The Executive Director will evaluate these questions according to the following criteria:

- Could this be detrimental to our ministry on a large scale?
- Is there potential for negative media exposure?
- Will this damage our relationship significantly with one or more key audiences: donors, employees, local church leaders, classis, congregants, or partners?

If the answer is “yes” to any of these questions, the Executive Director will activate the Crisis Communications Process in conjunction with the designated facility emergency coordinator for each denominational office.

Visitors in the Workplace

All visitors should be directed to the building’s reception area. Authorized visitors will receive directions or be escorted to their destination. Employees are responsible for the conduct and safety of their visitors. If an unauthorized individual is observed on the premises, employees should immediately notify their supervisor or direct the individual to the reception area.

Electronic Systems and Technology Use

The term “Electronic Systems” is defined as all computer and data systems as well as the data utilized by CRCNA in the course of its operations. Electronic Systems include but are not limited to software applications, data, internet services, internet access, social media, computers, networking systems, telephones (whether office based or cellular), all infrastructure and services used by CRCNA to create, store, analyze, or transmit electronic data.

All Electronic Systems are the property of the CRCNA. In addition, all messages created, sent, stored or retrieved via these systems is the property of the CRCNA. Thus, the CRCNA reserves the right to access and monitor all messages, files, and data in CRCNA Electronic Systems, on CRCNA owned equipment, and on devices owned by the employee when said device is used to access CRCNA Electronic Systems. Employees should not assume that electronic communications over CRCNA Electronic Systems are private.

All employees will receive a copy of the CRCNA Electronic Systems and Technology Use Policy, the CRCNA BYOD (bring your own device) Policy and the CRCNA BYOA (bring your own application) Policy, and will be required to acknowledge receipt and understanding of these policies.

[CRCNA Electronic Systems and Technology Use](#)
[Bring Your Own Device](#)
[Bring your Own Application](#)

Social Networking and Media Policy

This policy provides guidance for employee use of social media, which includes all means of communicating or posting information or content of any sort on the Internet, including blogs, social networking or affinity sites, message boards, or any other site or service that permits users to share information electronically.

Employees are responsible for what they post online. Your online presence reflects on the CRCNA. Be aware that your actions captured via images, posts, or comments may appear to reflect those of the CRCNA. Before creating online content, employees should consider some of the risks and rewards involved, and recognize that conduct that adversely affects job performance, the performance of other employees or otherwise adversely affects CRCNA may result in disciplinary action.

The following principles apply to professional use of social media on behalf of CRCNA as well as personal use of social media which might reflect on the work or ministry of CRCNA:

- o Employees need to know and adhere to the Code of Conduct and all employment policies.
- o Employees should be aware of the effect their actions may have on their image, as well as CRCNA’s image. The information that is posted electronically may be public information for a long time.
- o Employees are not to publish, post, or release any information that is considered confidential. If there are questions about what is confidential employees should check with the Human Resources office.
- o Employees should get appropriate permission before referring to or posting images of current or former employees.
- o Except when acting in an official work capacity employees should not represent themselves as a spokesperson for CRCNA. If you post anything online related to the work you do make it clear that you are not speaking on behalf of CRCNA. It is best to include a disclaimer such as “The postings on this site are my own and may not represent CRCNA positions, strategies or opinions.”

Social media use should not interfere with regular work duties. CRCNA computer systems are for business use and personal use of social media networks on work time is discouraged. Do not use

CRCNA email addresses to register on social networks, blogs or other online tools utilized for personal use.

Smoking

In keeping with the intent to provide a safe and healthful work environment, smoking is prohibited throughout the workplace and on the premises. This includes e-cigarettes and vaporizers.

Revised November 2018

Drug and Alcohol Use

The Christian Reformed Church in North America (CRCNA) desires to provide a drug-free, healthful, and safe workplace. While on CRCNA property or engaged in CRCNA business, employees may not (1) be under the influence of alcohol, marijuana, or any prohibited substance, have a detectable level of alcohol or a prohibited substance in their system, or have the odor of alcohol or a prohibited substance on their breath or body; (2) use, distribute, store, or sell alcohol, marijuana or a controlled substance; or (3) be convicted of using, selling, or possessing prohibited substances or any other violation of federal or provincial drug and alcohol laws. Violation of this policy will result in discipline up to and including immediate termination of employment.

Failure or refusal of an employee to cooperate fully, sign a consent/release form or any other required document for testing, or submit in full to any inspection or drug test as provided, may be grounds for termination. Substituting or adulterating any body substance or specimen submitted for testing, or falsely representing that the body substance or specimen is the employee's own sample, likewise will be grounds for termination.

The CRCNA may, in its discretion and without precedent, offer individual employees alternatives to termination under certain circumstances. Such alternatives might include Last Chance Agreements, rehabilitation programs, or other measures.

No prescription medication may be brought upon CRCNA property by any person other than the person for whom the drug is prescribed by a licensed medical practitioner, and such drug shall be used only in the manner and quantity prescribed. Employees using prescription medication, including medically prescribed marijuana, or over-the-counter medication that may affect their ability to safely and effectively perform their job must report this to their supervisor. Such reports will be treated as confidential. Employees must be able to perform the essential functions of their position, with or without accommodation, when using prescribed medications.

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Use of Equipment and Vehicles

When using CRCNA owned property, employees are expected to exercise care and to follow all operating instructions, safety standards, and guidelines. Employees must notify their supervisor if any equipment or vehicle appears to be damaged, defective, or in need of repair. Improper, careless, negligent, destructive, or unsafe use of equipment or vehicles, as well as excessive or avoidable traffic and parking violations, can result in disciplinary action.

Mobile Device

It is well supported by accident statistics and studies that using a mobile device, either a hand-held or a hands-free model, while operating a motor vehicle distracts a driver's attention from traffic conditions. To help reduce the possibility of vehicle accidents in connection with the use of mobile devices, CRCNA has adopted a mobile device policy that is applicable to all employees/volunteers while driving any vehicle (rented, borrowed, or one's own vehicle) while conducting CRCNA business. This includes (but is not limited to) any travel to any off-site location and/or between CRCNA offices.

- Employees/volunteers must comply with all federal, state/provincial, and local laws and regulations regarding the use of mobile devices while driving.
- Sending or reading text messages or e-mails, dialing mobile phones, viewing television, videos or DVDs, inputting data into laptop computers, personal digital assistants or navigation systems, or any other use of a mobile device that distracts the employee from traffic conditions, without using hands-free technology, is prohibited while driving.
- Calls, messages, texts, etc. on any handheld device, whether incoming or outgoing, are not allowed while driving.
- Mobile devices should be set to store any incoming calls, messages while driving.
- Mobile device phone calls using hands-free technology while driving is strongly discouraged. To minimize the impact of distraction, calls, if any, should be brief. Extended conversations should be made while not driving.
- Retrieval of any messages should be made after the vehicle is safely parked.
- Accidents incurred while an employee is using a mobile device may be considered to be preventable, and the employee may be subject to disciplinary action up to and including termination of employment.

Business Travel

Employees are reimbursed for reasonable business travel expenses incurred while on assignments away from the normal work location. All business travel must be approved in advance by the employee's immediate supervisor and all travel arrangements should be in compliance with the CRCNA corporate Travel Policy.

Employees who are involved in accidents while traveling on business must promptly report the incident to their immediate supervisor. Vehicles owned, leased, or rented by the CRCNA may not be used for personal use without prior approval. With prior approval, a family member or friend may accompany employees traveling on business, when the presence of a companion will not interfere with successful completion of business objectives. In general, employees are also permitted to combine personal travel with business travel, as long as time away from work is approved. Additional expenses arising from such non-business travel are the responsibility of the employee.

Standards for Employee Travel

These standards are applicable to the business-related travel of all staff of the CRCNA. Standards must be adhered to and supervisory approval is needed when making plans and financial commitments for travel. Financial components (e.g., submission of receipts, etc.) are derived from financial standards and policies of the CRCNA.

1. Use of the appropriate agencies designated in Canada and in the United States for air travel is required; more information is available on the FYI site, under Travel.
Rationale: These agencies are aware of our policies, allow centralized information in event of emergencies, and often garner additional cost savings and/or benefits for us such as:
 - Travel coupons to save expense on future travel (different from and in addition to personal frequent flier points earned—see below).
 - Note: trip cancellation insurance they offer should be declined
 - One piece of checked luggage is allowable. If the airline does not offer the first piece at no charge, reimbursement is permissible.
2. Use of preferred vendors, when applicable, for vehicles and lodging is desired (and is often available when using the appropriate designated travel agency); more information is available at the FYI site, under Travel. Rationale: Contracts and agreements with such preferred vendors entail cost savings and convenience.

3. Our corporate AMEX card that is used to book flights through Conlin Travel and Marlin Travel provides \$100,000 accidental death insurance with every airline ticket they issue. Therefore, the purchase of additional flight insurance is a personal expense to the traveler and is not reimbursable.
4. Use of corporate credit cards for expenses related to travel is compulsory except in situations when cash advances or reimbursement is the only option. Rationale: extra insurance (e.g., waiving car-rental offered insurance is therefore possible and preferable) and other benefits most often accompany such use.
 - Use of cash advances; reconciliation must occur within 5 business days upon completion of travel.
 - Cash reimbursement; submission of receipts must occur within 10 business days upon completion of travel.
5. All expense reimbursement must comply with regulations of the Internal Revenue Service and the Canada Revenue Agency (CRA) for accountable plans. The accountable plans requirements include all three of the following elements:
 - Expenses must have a business connection
 - There must be an adequate accounting by the employee to the employer for these expenses with proper receipts
 - Excess cash advances or reimbursements must be returned within a reasonable period of time.
6. Submit expense forms and receipts within 10 business days, writing names, purpose and date on receipts. Failure to comply with these requirements may result in an employee having to claim as personal income the costs incurred by the agency for his/her business-related travel.
7. Travelers may retain any travel incentive awards. However, options that would entail a fee or higher expense in order to attain such awards may not be used unless the additional net cost is paid from personal funds.
8. *Use of personal vehicles.* Travelers are encouraged to use a rental car when they are driving more than 200 miles/kilometers per day. Personal vehicles may be used when driving less than 200 miles/kilometers per day and mileage will be reimbursed at the rate established by the Ministries Leadership Council based upon the prevailing Internal Revenue Service rate for travelers originating in the U.S., and the per kilometer rate advised by Canada Revenue Agency (CRA) for travelers originating in Canada.

In addition to mileage or kilometer reimbursement, travelers are also reimbursed for parking fees, road tolls, and any other expenses directly related to the trip. Travelers are not reimbursed for car repairs, parking tickets, traffic violations, fuel purchases, or insurance claims.

Airline or rail transportation should be used for long-distance travel. If a traveler elects to drive for long-distance travel, the mileage/car rental reimbursement should not exceed the average cost of a ticket to that destination or the average cost of a daily rental plus fuel for the duration of the travel, whichever is most applicable.

9. *Spouse Travel.* A spouse (or any family member or friend) may accompany the traveler on business trips. However, any additional costs incurred because of these additional travelers are non-reimbursable out-of-pocket expenses.

Employees whose jobs require extensive travel (definition: being away from home more than 35% over the course of the year) may request CRCNA payment of expenses for their spouse/family member to accompany them. All provisions of these Travel Standards apply. Approval must be

secured in advance from the agency's director for agency employees, from the Director of Ministries and Administration or the Canadian Ministries Director for congregational services, or from the executive director for all other employees. *Note:* All costs of spouse travel paid by the CRCNA will almost certainly be taxable benefits under Canadian and U.S. tax law and regulations.

10. *Travel Among Countries.*

- Information about passports for Canadian and U.S. residents is found at the FYI site under Travel.
- The cost of securing and renewing a passport will be reimbursed for CRC employees whose positions require them to travel internationally. All requests outside of these guidelines are at the discretion of agency directors (January 2008 MC minute 07-136).
- CRCNA has purchased specific workers' compensation, auto accident and liability insurance to cover any employee traveling outside of Canada or the U.S.. Employee's are also reminded to check with their medical insurance carrier to find out what is available should they become ill while traveling. Specific information can be found on FYI under Travel.

For further information, go to the [FYI site \(Travel\)](#) for additional information about situations involving personal property and damaged luggage, guidelines when involved in an accident with a rental car etc.

Revised September 2017

Solicitation/Distribution

The CRCNA prohibits the solicitation, distribution and posting of materials on CRCNA property by any employee or non-employee, except as may be permitted by this policy.

Non-employees may not solicit employees or distribute literature of any kind on CRCNA's premises at any time. Employees may only admit non-employees to work areas with management approval or as part of a CRCNA sponsored program. These visits should not disrupt workflow.

Employees may not solicit other employees or distribute literature of any kind during work times or in work areas, except in connection with a CRCNA approved or sponsored event. The posting of materials or electronic announcements may be permitted with prior approval from the Controller or the Canadian Ministries Director.

Outside Employment

Employees are free to seek additional employment outside of their work for the CRNCA provided that employment meets these conditions:

- does not prevent the employee from fully performing their work for the CRCNA, including required hours of work;
- does not have an adverse impact on the ministry of any agency of the CRCNA;
- the work is not in violation of any CRCNA policies or in conflict with the mission or goals of the CRCNA; and
- may not involve the use of the CRCNA's time, property, materials, or equipment.

Progressive Discipline

The intent of progressive discipline is to correct most employee problems at an early stage, benefiting both the employer and the employee. The purpose of progressive disciplinary action is to correct a problem, prevent recurrence, and prepare the employee for satisfactory service in the future. This policy is designed to ensure that disciplinary actions are prompt, uniform and impartial.

Progressive disciplinary action may call for any or all of the following steps: (1) verbal warning, (2) written warning, (3) probation, (4) suspension with or without pay, and (5) termination of employment. The step/s chosen depends on the severity of the problem, the number of occurrences, the harm to the denomination, the employee's prior work record, and any other relevant factors. Circumstances may justify skipping one or more steps, including the imposition of suspension or termination for a first offense for more serious infractions. While it is impossible to list every type of behavior which may be deemed a serious offense, any attempted list would include theft, dishonesty, insubordination, harassment or discrimination, illegal or immoral behavior, violence, breach of confidentiality, use or possession of alcohol or a controlled substance, and non-compliance with published rules and policies.

It is the supervisor's responsibility to make the employee aware of the details that make his or her actions unacceptable. The employee should take the steps necessary to correct any identified shortcoming.

Grievance Resolution (Appeal Process)

The CRCNA is committed to encouraging an atmosphere in which any problem, complaint, suggestion, or question may be openly discussed. In many situations, employees should use informal discussions to resolve issues of conflict. However, in some cases such discussions do not produce satisfactory resolutions. If an employee believes that his or her rights have been violated, the employee may express his or her concerns through the grievance resolution procedure. No employee will be penalized, formally or informally, for filing a good faith grievance/appeal or voicing a complaint in a reasonable, business-like manner or for using the grievance resolution procedure.

The grievance resolution procedures can be utilized relative to issues of employment related to dissatisfaction with a policy, procedure or practice, dispute over a disciplinary action, including termination, performance evaluation, or from some other perceived unfair action or treatment. All grievance requests must be made in writing and must specifically state the area of dispute and the desired outcome.

This policy will apply to all eligible employees of the CRCNA except those specifically excluded by a decision of the Board of Trustees (BOT) and/or the Synod of the CRCNA.

Procedure

Before beginning a formal grievance procedure employees should discuss the concern with their supervisor. The grievance procedure may be denied if prior discussion between the employee and supervisor has not occurred.

An employee who fails to file or appeal a grievance within the designated time limit for each step will be assumed to accept the action or grievance response at the previous step, unless the time limit has been expressly waived or extended in writing. The CRCNA's failure to respond to an appeal within the designated time limit will result in the employee's right to proceed to the next step in the process, unless the time limit has been expressly waived or extended in writing.

Step 1: A formal grievance must be presented in writing to the Director of Human Resources within ten (10) business days after the incident occurred. The Director of Human Resources will facilitate the grievance process. The grievance must state specifically what it is the employee is appealing or grieving, and the desired outcome.

The next level supervisor of the employee will review the information received, which could include meeting with all of the parties involved. This supervisor will reply in writing to the employee within ten (10) business days of receipt of the grievance. The employee must then decide within ten (10) business days whether to pursue the grievance to the next step. The employee must again provide a written notice to the Director of Human Resources if they wish to pursue the next step.

Step 2: Step 1 is repeated up through the organization's line of supervisory authority until the next level supervisor is the Executive Director.

Step 3: If a satisfactory resolution is not reached at step 2, the employee may make a written appeal to the executive director within ten (10) business days after receiving the response in step 2. The grievance

must be sent to the Director of Human Resources who will forward it to the Executive Director. The Executive Director will review the information received, which could include meeting with all of the parties involved. The Executive Director will reply in writing to the employee within fifteen (15) business days of receipt of the grievance. The employee must then decide within ten (10) business days whether to pursue the grievance to the next step.

Step 4: If an eligible employee is not satisfied with the response in step 3, he or she may make a written appeal to the Board of Trustees of the CRCNA within 10 business days after receiving the response in step 3. The executive committee of the board will appoint a committee of the board to conduct a review within 10 business days after receiving the written appeal. The committee will review the information received, and will meet with the appealing employee and all other parties involved.

The appealing employee and the employer's staff members shall each be given an opportunity to amplify the written materials. However, because this is an appeal hearing, no new information may be introduced without the specific permission of the committee. The committee shall make its recommendation to the Board of Trustees (or its executive committee) and then the Board of Trustees (or its executive committee) shall issue its decision in writing within 10 business days after receiving the review from the committee.

Representation

At all the meetings described in these procedures another person may accompany the employee for support and assistance. However, only the employee shall speak for him or herself and the accompanying person may not function as an advocate.

Time limits in this procedure may be waived only by written agreement. Absent compelling circumstances, an employee's failure to file or process an appeal in a timely fashion shall constitute a waiver to the right of appeal.

Effect of Decision

This appeal procedure is an employee's sole and exclusive remedy in all cases of employment termination. The decision produced by this procedure in any particular case is final and binding on the employer and the employee.