

CHRISTIAN REFORMED CHURCH IN NORTH AMERICA
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Employee Handbook

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

Contents

Our Mission
Our Vision
Our Calling
Philosophy of Employment
Philosophy of Compensation

Employment

- Nature of Employment
- Equal Opportunity and Human Rights
- Americans with Disabilities Act of Human Rights Code*
- Discrimination and Harassment Policy
- Violence in the Workplace
- Immigration Law Compliance*
- Position Postings
- Employment Categories
- Introductory Period
- Employee Medical Examinations
- Transfers/Promotions/Demotions
- Employment Resignation/Termination
- Layoffs/Reduction of Hours
- Employment Reference Checks
- Performance Review
- Employment of Relatives
- Social Security/Social Insurance Number Privacy*
- Length of Service and Rehire

Employment Status and Records

- Work Schedules
- Timekeeping and Pay Dates
- Access to Personnel Files
- Change in Personal Information

Employee Benefit Programs

- Holidays
- Vacation Time
- Sick Time
- Health, Dental Insurance
- Life Insurance
- Short Term Salary Continuation
- Long Term Disability Insurance*
- Retirement Plans*
- Canada Pension Plan (CPP)
- Pregnancy and Parental Leave (Canada)
- Personal Emergency Leave (Canada)
- Family Medical Leave (Canada)
- Social Security (U.S.)
- Medical Leaves of Absence (U.S.)
- Family Medical Leave (FMLA) (U.S.)
- Maternity/Paternity Leave (U.S.)
- Bereavement Leave
- Leave With Pay
- Leave Without Pay
- Military Leave

- Employee Support Program
- Sabbatical and Work Reassignment Policies
- Service Trip/Project
- Jury Duty
- Witness Duty
- Workers' Compensation and Work-Related Injuries
- Adoption Assistance Program
- Medical Retirement Insurance*
- Staff Development
- Educational Assistance

International Field Specific

- Exchange Rates*
- Cost-of-Living Allowance (COLA) Differentials
- Adjustments Needed to Arrive at Taxable Income
- Taxation
- Tax Preparation
- Outfitting Allowance
- Field Housing and Utilities
- Home Service Housing and Utilities
- Vehicle/Transportation Cost - Field Service
- Vehicle/Transportation Cost - Home Service
- Deputation Related Travel
- Work Related Travel
- Training, Retreats and Related Travel
- Travel Insurance
- Full-Time Students
- Educational Assistance for Dependent Children
- Receipt of Gifts
- Loss of Personal Property
- Resettlement from the Field
- Death on the Field

Employee Responsibility Policies

- Conflict of Interest
- Confidentiality
- Whistleblower
- Intellectual Property
- CRCNA Property Policy
- Honorarium Policy
- Crisis Communications Guidelines
- Electronic Systems and Technology Use
- Computer Equipment
- Social Networking and Media Policy
- Drug and Alcohol Use
- Use of Equipment and Vehicles
- Mobile Device
- Solicitation/Distribution
- Outside Employment
- Political Involvement
- Progressive Discipline
- Grievance Resolution (Appeal Process)

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

Resonate Global Mission sends missionaries, church planters, and ministry leaders to join God's mission in the US and Canada and around the world. We serve churches and equip them to effectively reach across cultural barriers and forge partnerships within new communities of faith. We are working to see more congregations shaped by God's mission, more missional leaders, and more networks and partnerships strengthening the global church.

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 internationally based employees are expected to comply with the policies of this handbook. Employees are paid through either the U.S. or Canadian office and sent to international work locations. The policies contained here are therefore based on legislation from each of these two countries. Many policies are the same for employees sent by both countries, and if specific policies differ they will be so noted.

Much of this handbook also applies for those employees working internationally, but not sent from either the U.S. or Canada. This group of employees are considered Third Country Nationals (TCN's). Those policies contained in this handbook that **DO NOT** apply to Third Country Nationals are marked with an asterisk. TCN's will be provided information from the employing agency where policies are specific for them.

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. Furthermore, the only valid deviations from the stated policies are those expressly authorized by the executive director or his/her designee. In addition, where insurance or retirement plans are concerned, the terms of the policies or official plan documents control, regardless of any statement in this handbook to the contrary.

Employees have the right to resign their position at any time, with or without notice and with or without cause, or for any or no reason. The CRCNA, the employer, has similar rights to terminate the employment relationship at any time, with or without notice and with or without cause, or for any or no reason. 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, and any change authorized by the executive director must be in writing and signed by him/her. For those employed from the U.S. this is known as employment "at will".

This handbook is not a contract and is not enforceable in civil courts or governmental agencies. However, the CRCNA takes seriously its employee commitments and human resources philosophies, and it strives to establish clear and sensible guidelines for regulating the employer/employee relationship. If you have any questions about any policy or procedure, please see your supervisor or a member of the Human Resources Department.

Note: Different handbooks apply to CRCNA employees hired to work in either the United States or Canada.

Equal Employment Opportunity and Human Rights

The CRCNA does not discriminate in employment opportunities or practices on the basis of race, color, gender, national origin, age, disability, veteran status, height, weight, marital status, pregnancy or any other characteristic protected by law or by the CRCNA's values and philosophies of employment. Further, the CRCNA, in concern for social justice, endorses anti-racist and 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.

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 only limited to the extent that discrimination in employment is reasonable and *bona fide* because of the nature of employment with CRCNA.

Americans with Disabilities Act or Human Rights Code*

The CRCNA is committed to complying with all applicable provisions of the Americans with Disabilities Act (ADA) or the *Human Rights Code* in Canada. The CRCNA will not discriminate against any qualified employee or applicant in regard to any terms or conditions of employment because of an individual's disability or perceived disability, so long as the employee can perform the essential duties of the job. Reasonable accommodation will be provided to those individuals who have made their need known, provided such an accommodation does not constitute an undue hardship on the CRCNA.

Employees with a disability, who believe they need a reasonable accommodation to perform the essential function of their job, should contact 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.

(Note: Reference to the *Human Rights Code* and the *Occupational Health and Safety Act* are based on specific Canadian legislation, yet the particulars of this policy apply for all employees).

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 U.S. and 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

Violence in any form (physical, sexual, emotional, etc.) harms people, destroys trust, erodes the integrity of a person, and is contrary to God's intentions for human relationships. Accordingly, the CRCNA has adopted a policy of zero tolerance for any threatening, intimidating, harassing, abusive, or coercive behavior, whether overt or implied, as well as any improper, harmful, or offensive physical contact initiated by an employee.

We likewise prohibit the possession/use of firearms, knives, or other weapons on our time or property, including weapons that may be stored in any vehicles that come onto our property. This policy also applies at all times and in all places when an employee is on CRCNA business. This policy applies whether or not the person is licensed to carry the weapon, concealed or otherwise.

Any employee who witnesses any conduct from a co-worker, business partner, or visitor that violates this policy shall immediately advise the agency or department director. Any employee who violates this policy will be subject to immediate discipline, up to and including discharge.

International staff should see the Crisis Management policy for further information related to safety.

When international staff are working in the U.S. and/or Canadian Offices the policy aspects below will also apply:

Occupational Health and Safety Act Protections

Workplace Violence

The *Occupational Health and Safety Act* in Canada 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 an:

- attempt to exercise physical force against a worker in a workplace, that could cause physical injury to the worker; and a
- statement or behavior 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:

- verbally threatening to attack a worker;
- leaving threatening notes or sending threatening e-mails 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; or
- 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 these situations domestic violence is considered to be workplace violence.

Application of this Policy

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

This policy applies to all those working for CRCNA including all employees, volunteers, board members, and visitors. 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 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 behavior 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 CRCNA Emergency Response Procedure if necessary;
- facilitation of medical attention (if injury has occurred);
- report to police (as required); and
- complete incident report, report to the Human Resources Department 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 CRCNA without delay.

In such situations, CRCNA will immediately take all reasonable steps to prevent workplace violence from occurring or to stop workplace violence which 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 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 where there was an imminent threat that workplace violence will occur or if workplace violence was taking place, the initial report will be prepared by the management personnel who received the verbal report.

If 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 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; and
- a full description of what occurred in the incident/s or what lead 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, 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, CRCNA may engage the services of an outside investigator. Investigations will generally include:

- inform the accused individual of the report;
- interview 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);
- interview any other person who may have knowledge of the incidents reported or any other similar incidents;
- detailed written statements from persons being interviewed will be taken. Written statements shall be signed and include a statement that the information contained in the statement is true and complete ; and
- 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 5 years.

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

Disciplinary Measures

If it is determined by CRCNA that any employee has been involved in workplace violence or 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 CRCNA significant damage. If it is determined by 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 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; or
- disclosure of the information may be required by operation of the law.

Policy Review

CRCNA will review this policy on an annual basis.

Risk Assessments

For concerns raised in Canada, the Joint Health and Safety Committees will conduct a risk assessment for all workplace violence hazards within the CRCNA office. The risk assessment will be reviewed and recommendations 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 Workplace Violence Policy.

Abuse Prevention and Reporting

Field and/or country leaders should formulate abuse prevention policies for their area, and review the policies with employees on a regular basis. These policies should take into account country laws as applicable.

Any employee who becomes aware of allegations of physical or sexual violence perpetrated by an employee, a member of the employee's immediate family, or a national staff member against a minor on or off the field shall immediately advise the agency director. For the purposes of this policy, all agency directors are mandated reporters, and therefore the director shall notify the proper authorities within 24 hours. A report must also be made to the Director of Human Resources, the Executive Director and Canadian Ministries Director in the case of an employee on the Canadian payroll.

Investigation

The field leader or country leader, in consultation with the appropriate legal authorities when required by host country law, will be responsible for assuring that an appropriate investigation is conducted. Where the field leader or country leader is the alleged perpetrator, the responsibility of investigation will rest with the program director or ministry team leader.

In cases of sexual abuse allegations and serious allegations of emotional abuse, the abuser should be separated from the minor until the investigation is completed. This is to assure that the minor is protected and that the alleged perpetrator does not have access to the minor to influence his or her testimony.

The field leader or country leader shall consult with the agency director, the Director of Human Resources, and others, as deemed necessary, to determine an appropriate action plan. Upon the conclusion of the investigation, the field leader or country leader will prepare and submit a copy of a written report to the program director or ministry team leader, the agency director, the Director of Human Resources, the Executive Director, and the Director of Canadian Ministries if it is a Canadian employee.

Note: Field leader/team leaders or country leaders are responsible to become familiar with their respective host country laws governing the protection of minors.

Immigration Law Compliance*

In compliance with the Immigration Reform and Control Act of 1986, each new employee on the U.S. payroll, as a condition of employment, must complete Employment Eligibility Verification Form I-9 and present documentation establishing identity and employment eligibility. New documentation must be provided in advance of any work authorization expiring. Work permits will be secured before going to country of posting.

Similarly, compliance is expected in accordance with immigration and employment laws of the country of posting.

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 their 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

This policy clarifies definitions of employment status for both payroll and benefit purposes. All employees will be placed on either the U.S. or Canadian international salary grid as indicated by their position.

Employees will be paid on a salaried basis, unless specifically noted that the position is paid hourly. Salaried employees are those paid a designated amount each month based on the position, whether full or part time. Hourly employees are paid only for the specific hours they work.

Employees will be classified in one following categories:

Regular Full Time – employees who are classified as such and work a regular schedule of .75 FTE or more. The U.S. and Canada define work weeks differently, thus for payroll and benefit purposes the following will apply - for U.S. based employees .75 FTE equals 30 or more hours/week and for Canadian based employees .75 FTE equals 28 hours/week.

Regular Part Time – employees who are classified as such and work a regular schedule of .50 FTE but less than .75 FTE - for U.S. based employees this is 20 or more hours/week and for Canadian based employees 18.75 hours/week.

Temporary – employees engaged to work full time or part time for a period of three months or less. Temporary employees are not eligible for benefits, other than those legally mandated (i.e. worker's compensation, social security, etc.)

Interns – are employed for a time- limited basis, typically for a summer, school semester or year, or for a specific term mission assignment, in order to receive job experience in their field of interest. Interns are

not eligible for benefits, other than those legally mandated (i.e. worker's compensation, social security, etc.). 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.

Third Country Nationals - are international employees from a country other than the U.S. or Canada. These employees are paid through the Canadian payroll, but receive their wages in U.S. funds.

Note: Non-Employee Classifications include:

Volunteers –volunteers may receive reimbursement for related expenses and/or a small stipend, but are not employed and therefore are not directly compensated for their hours of service. This includes spouses who serve as volunteers.

Partner or Independent Contractor – Partner missionaries are employed by other organizations which have a partnership agreement with a CRCNA agency, serving in capacities consistent with the mission and purpose of the CRCNA partnering agency. Independent Contractors are engaged to provide a specific service for a CRCNA agency on a contractual basis. Partner missionaries and independent contractors are not employees and are not eligible for any benefits. Specific criteria must be met for either status and a separate written contract will provide all information related to their work.

Introductory Period

All new and rehired employees work on an introductory basis for the first twelve (12) months, providing the employee 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 and rehired employees will receive a performance evaluation at the conclusion of their introductory period.

Employee Medical Examinations

To help ensure that employees are able to perform their duties, a medical and/or psychological examination may be required for certain positions. Such an examination may be requested and conducted by a health professional of the CRCNA's choice (at no cost to the employee) after an applicant has been offered employment. The assignment of duties is contingent upon the results of the examination. Information about an employee's medical condition or history will be kept separate from other employee information and maintained confidentially with the Human Resource files.

Transfers/Promotions/Demotions

Employees of the CRCNA may apply for any posted opening for which they are qualified, whether at the same level or one that is higher or lower than their current position. Selection will be based on evaluation of all applicants, their past performance and fit with the vacant position. Salary will be adjusted if a new position is at a different pay level, whether higher or lower.

An employee may request a transfer to another similar position either within their field or to another field. Decisions regarding a transfer to a similar position will be made by the agency.

A "demotion" is defined as an involuntary change to a position in a lower classification, and will result in a reduction in pay. 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/Terminations

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 layoffs due to reduction, reorganization, or elimination of a position.
- Contract expiration – a termination that occurs upon the expiration of a written contract for a specific term of service. The employee will receive at least 60 days advance notice that the contract will or will not be extended or renewed.
- Retirement-voluntary termination — initiated by an employee who is leaving all employment with CRCNA and is eligible to access retirement resources such as Social Security or Old Age Security. Ordained employees must also process their retirement through their Classis. Those desiring to continue working in a different position or status 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 or denominational board, or a board's appointed officers, may not be involuntarily terminated without prior consultation with that board, 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, may be deemed to have voluntarily resigned.

Accrued, 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. Unused sick time will not be paid at the conclusion of employment.

Canadian based employees - For involuntary terminations, the CRCNA will abide by all the applicable provincial employment standards legislation in terms of written notice of termination, termination pay and severance pay, if applicable.

U.S. based employees - Information related to continuation of health insurance (COBRA), any conversion options, disbursement of retirement savings, will be provided at the time of termination. As a church, the CRCNA does not participate in the U.S. based unemployment insurance. Therefore, employees who are involuntarily terminated are not eligible to receive unemployment benefits through the state in which their employment is registered. The CRCNA will, nonetheless, attempt to provide benefits comparable to those under unemployment insurance provisions for eligible involuntarily terminating employees. This will be spelled out in a separation agreement with the employee, which will detail the criteria to receive payment, the amount of payment, condition under which payment would cease, and so forth.

All employees will also be 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.

Layoffs/Reduction of Hours

When layoffs/reduction of hours are required, the individual or individuals will be laid off 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 director generally in consultation with the employee's supervisor. The CRCNA reserves the right to make all final determinations regarding work-force reductions. Employees will be given reasonable advance notice of layoffs/reduction of hours, if possible.

When appropriate and feasible, employees may be reassigned to other work within the CRCNA that is appropriate to their skills and capabilities or may apply for other posted positions. A new position 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 outside person is hired for their position. Refusal of a recall request constitutes a voluntary termination. If employees who have been laid off are recalled within 12 months after their layoff date, their length-of-service record, vesting percentage, 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.

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 Review

Supervisors and employees are strongly encouraged to discuss job performance and goals on an informal, regular basis. Minimally supervisors should meet with employees once a quarter 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 employee's 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 favoritism, 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, nor may an employee hold a position of accountability to a relative. For the purposes of this policy, “relative” includes spouse, mother, father, son, daughter, brother, sister, step-child, step-parent, grandchild, grandparent, aunt, uncle, niece, nephew, in-laws, 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 in any agency, 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.

In the international context valid exceptions to this policy may exist. Our theology values the witness and presence of the Christian family as a whole and the church sends both spouses of a missionary family. In certain circumstances in the international context both spouses may be employed by the same agency or one job may be shared. The decision whether or not to permit the employment of both spouses or to allow a job share rests with the agency director in consultation with the Human Resources director. In no case may one spouse directly supervise another spouse. In cases of a job share, benefits will be based on the percentage of work assigned to each individual, e.g. if a job is split 50/50 both individuals would qualify for part time benefits.

Social Security/Social Insurance Number Privacy*

It is the policy of the CRCNA to protect the confidentiality of Social Security/Social Insurance numbers obtained and used in the course of business. All employees are expected to rigorously adhere to this policy.

Social Security/Social Insurance numbers will be collected from applicants and employees as required in order to meet federal and/or state/provincial reporting requirements. Except for verification and reporting uses, no Social Security/Social Insurance number will be used in the conduct of the company’s business. No Social Security/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. As examples, 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 Security/Social Insurance numbers shall be stored in locked secured areas. All computer applications containing Social Security/Social Insurance numbers shall be maintained on secure, authorized-access computer stations only. Only persons who have a legitimate business reason will have access to Social Security/Social Insurance numbers.

Length of Service and Rehire

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 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 CRCNA or an Affiliated Organization, provided that employment with CRCNA or an Affiliated Organization has continued without a break of more than 12 months adjusted for the gap. If an employee is hired following a break in employment with 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 mean:

- Calvin College;
- Calvin Theological Seminary; or
- Any recognized Christian Reformed Church or Classis in North America

EMPLOYMENT STATUS AND RECORDS

Work Schedules

Work schedules for employees may vary greatly and are determined by the agency. 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 in the employee's personnel file.

Salaried employees are not paid for hours worked and hours may vary week to week. Generally employees are expected to work the hours necessary to complete their work and should discuss with their supervisor if they find they are consistently working excessive hours.

Timekeeping and Pay Dates

Employees will be paid on the 15th of each month for the entire month. Thus, pay for a portion of the month is "in advance" of the work being completed. Employees are expected to enter any time off, e.g. vacation, or sick time that has already been taken or is anticipated to be taken within that month. If the need arises to take time off after submitting hours for payroll, the employee should enter those hours the following month, with a note regarding the specific date(s), and a correction will be made for the next pay period. All hours must be entered by the 5th of the month. Hourly employees must report their hours by the first of the month to the agency.

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. All reasonable steps will be taken to ensure that employees receive the correct amount of pay in each paycheck. 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.

Payment is made by direct deposit. Online pay statements are available by each pay date.

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 reviews and salary increases, and other employment records.

Two separate confidential sections are maintained, one with medical records, and the second contains any material related to references 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 Resources staff member.

Employee may not remove any items from their file, but may request copies of items contained in the general of 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 contacts, additional/deletions for benefits, education accomplishments, etc.

EMPLOYEE BENEFIT PROGRAMS

Holidays (United States and Canada)

The paid holidays for United States employees are as follows:

New Year's Day
Good Friday
Memorial Day
Independence Day
Labor Day
Thanksgiving Day and the day following
Christmas Day
Floating Holiday (date assigned each year)
Personal Holiday – employee's choice

The paid holidays for those on Canadian payroll are as follows:

New Year's Day
Family Day
Good Friday
Victoria Day
Canada Day
Civic Day
Labour Day
Thanksgiving Day
Christmas Day
Boxing Day

The above listed holidays will be observed by employees if they are on home service. The CRCNA desires to be as sensitive as possible to holiday observance of each host location; therefore, the host country holiday schedule will be established at the field level. Generally holiday schedules will not exceed 10 holidays per year.

Vacation Time

Employees working in a regular part time (.50 FTE or more) or full time (.75 FTE or more) position are eligible to accrue vacation time. Vacation time begins accruing at hire, and employees are eligible to use vacation time as it is earned. Part time employees paid on the Canadian payroll working less than 50% are paid 4% vacation pay in each pay period.

Eligible employees earn 4 weeks of vacation per year.

The 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. The maximum allowed accrual is prorated based on the employee's regular work schedule if they work less than full time (e.g. under 100%). Vacation hours will stop accruing once the maximum is reached. Vacation time accrues

based on actual paid time each pay period, thus those working variable hours will accrue based on actual reported time worked.

All employees who are actively at work, or on paid leave using vacation or sick time, will continue to accrue vacation time. Employees on unpaid leave, or receiving workers' compensation (U.S. only) or disability payment, will not be eligible to accrue vacation time during the leave.

To schedule vacation time, employees must submit a request sufficiently in advance to their supervisor so that ministry needs are met during the requested absence. Vacation time may also be requested to be part of a scheduled home service, but again, must be requested 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.

Employees are responsible to record vacation time used, in the payroll timekeeping system, as it is used.

Vacation will not normally be extended, nor additional vacation time scheduled, due to an employee's illness 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.

When employment is terminated unused vacation time that has been accrued through the last day of active employment will be paid out at the employee's base rate of pay. If employment is terminated and the vacation balance is in the negative, the employee agrees to reimburse the company for the cost of the vacation advance.

Sick Time

Employees working in a regular part (.50 FTE or more) or full time (.75 FTE or more) position are eligible to accrue sick time. Employees will accrue up to 12 sick days per year, pro-rated based on scheduled hours. The amount of sick leave may be accumulated to a maximum of 12 weeks. Accumulated sick-leave time will not be paid upon termination of employment or upon retirement.

Sick leave 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, who 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, and will be required for any illness that extends beyond 3 days. Sick time cannot be combined with other disability payment.

Employees are responsible to record sick time used, in the payroll timekeeping system, as it is used.

An employee who needs to be off work for 3 or more days, or on a regular basis due to a health condition, or requiring inpatient treatment, must provide a note from a medical provider indicating the need for their absence. In some cases further documentation may be necessary. The note must indicate the reason for the absence, expected or actual return to work details, and any restrictions that may be necessary 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 restrictions listed must be discussed with the supervisor to assure they can be accommodated, including if the restriction allows certain duties to be performed from home.

Revised November 2018

Health, Dental Insurance

Employees who work in a regular position at .75 FTE or more are eligible to enroll in health and dental insurance. These benefits are available for the employee, their spouse and their legal dependents. For those on the U.S. plan dependents are eligible to remain on the plan through the end of the month in which they turn 26, while for those on the Canadian plan dependents are eligible until their 22nd birthday or up to age 26 if the dependent is a full time student. Disabled dependents are eligible for coverage as long as they qualify as disabled.

Coverage will begin the first of the month coincident with, or following the first day of employment. Notification to add a new dependent must be provided within 31 days of marriage, birth, or adoption. In these instances coverage will be effective the date of the event. Specific plan information is available through the Human Resources Department and on-line.

Eligible employees have the option to enroll in health and dental insurance and will be required to pay a portion of the premium cost. The premiums will be deducted monthly through payroll deduction. Those enrolled may make changes to those covered on the plan if they have a life event, e.g. birth/adoption, marriage or divorce. In these circumstances the election change must be made within 31 days of the event.

Employees remain on the health/dental insurance through the end of the month in which their employment terminates. For those on the U.S. based plan CRCNA voluntarily offers continuation of health/dental insurance under the Consolidated Omnibus Budget Reconciliation Act of 1989 (COBRA). This offers the opportunity for continued coverage after employment ends, at the former employee's expense, for a defined period of time. Terminating employees are notified of this option and the associated costs at the time of their termination. For employees on the Canadian payroll who return to Canada expatriate medical insurance coverage continues at the CRCNA expense for the minimum residency period required to establish Provincial Health Insurance Plan coverage.

Travel expenses to and from facilities for medical treatment are not typically covered expenses under medical plans unless the travel is deemed medically necessary, or requiring emergency medical evacuation or transport. These provisions will be listed in the specific summary plan available through the Human Resources Office, e.g. ambulance services. In non emergency situations employees should first contact the insurance company.

Employees who would like to seek medical care at a facility in another region or country, even though appropriate facilities are available in their area, may do so but will be responsible for their own travel costs.

Life Insurance*

Basic term life insurance is provided for eligible U.S. and Canadian full time employees. Supplemental life insurance is available on a voluntary basis for employee and spouse. Supplemental life insurance for dependent children is available for U.S. employees only. Plan details are available through the Human Resources office. Supplemental life insurance will be subject to evidence of insurability. U.S. based employees may only elect supplemental life insurance at hire or during an announced open enrollment period.

Life insurance coverage ceases when employment ceases for whatever reason, including retirement. Employees are offered the option to convert their life insurance plan(s) to an individual plan at their own expense.

Short Term Salary Continuation

Employees, who work in a regular position of .75 FTE or more, are eligible for short term salary continuation when they are unable to work due to a qualified medical reason. This benefit is available 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. No payments will begin (and/or continue) without proper health care provider documentation.

Short term salary continuation benefits will begin after the 8th day of an absence due to sickness, or the 1st day an accident or hospitalization, again subject to first exhausting all available sick time benefits. If an employee off work due to sickness does not have enough sick time to cover the eight 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 short term salary continuation and 75% of pre-disability income for the remainder of the time off, up to a total of 180 calendar days of disability, including paid sick time. Employees receiving worker's compensation, or 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 receiving short term salary continuation will not accrue additional vacation or sick time. All other benefits will continue during an approved short term salary continuation period with the employee required to pay the regular portion of any elected insurance premiums.

U.S. based employees - Maternity leave will typically be covered for 6 weeks (8 weeks for a caesarean section) under this plan. This salary continuation coverage is for medical conditions only and does not provide leave time for childcare.

Canadian based employees - covered under separate provisions for pregnancy leave (see 310).

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.

Long Term Disability Insurance*

Employees, who work in a regular position at .75 FTE or more are eligible for long term disability (LTD) insurance on the 1st of the month after hire. Ordained CRC Minister's enrolled in the Minister's Pension Fund receive LTD insurance in connection the Minister's Pension Fund. 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. Some restrictions may apply for employees serving in certain countries. Specific details are available from the Human Resources office.

Retirement Plans*

Non CRC-Ordained Employees

Canadian based employees who work in a regular position at .50 FTE or more 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.

U.S. based employees - All regular employees who are not ordained as a Minister of the Word with the CRC are eligible to contribute to the Employee Savings Plan (ESP). Employees working at least 20 hours per week will be auto-enrolled in the plan, and will receive notification about the plan at hire. Employees working in a regular position at least 20 hours per week are eligible for the employer match upon enrollment, and employer contribution after one continuous year of employment. An employee must retire completely in order to take a distribution and must have a complete break of service of at least 90 days before being eligible to apply for re-hire. A summary plan description which outlines eligibility and benefits is available in the Human Resources Department.

CRC Ordained Minister of the Word

CRCNA will pay the full contribution to the Minister's Pension Fund for full time employees ordained as a CRC Minister of the Word. Those working at least 50% are eligible to participate; however, the full contribution must be paid. For part time employees CRCNA will pay 50% of the contribution if the employee agrees to pay the other 50%. See the Minister's Pension Plan Information Booklet available from the Pension Department.

The Following Policies are Specific to Eligible Canadian employees:

- Canada Pension Plan (CPP)
- Pregnancy and Parental Leave
- Personal Emergency Leave
- Family Medical Leave

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 must 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. Exploring Employment Insurance (EI) is the responsibility of the employee.

Family Medical Leave

Employees may request up to 8 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. Exploring Employment Insurance (EI) is the responsibility of the employee.

The Following Policies are Specific to Eligible U.S. employees:

Social Security

Medical Leaves of Absence

Family Medical Leave (FMLA)

Social Security

Non-ordained Employee

The employer as required by law will match mandatory payments that are made to the Social Security system by employees.

Ordained Ministers

Ordained ministers serving in a ministerial capacity are classified by the Social Security system as self-employed and are required to make payments under the Self-Employment Contribution Act (SECA). These payments are more than twice the amount that would be paid by other employees. Thus, the CRCNA will reimburse ordained ministers for a portion of the net required payments in each paycheck.

Medical Leaves of Absence

Some requests may fall under Family Medical Leave (see below). If an employee does not qualify for FMLA they may request a leave for their own medical condition. Leave requests will be evaluated based on various factors including length of time requested, needs of the department, length of service, etc. Employees on an approved medical leave must use any accrued sick and vacation time before beginning an unpaid leave. Any unpaid leave must also comply with the Leave Without Pay Policy.

Family and Medical Leave (FMLA) Overview

In compliance with the Family and Medical Leave Act (FMLA), the CRCNA will provide eligible employees leave for covered family and medical reasons. Employees are eligible if they have been employed for at least one year, have worked at least 1,250 hours over the previous 12 months, Family and Medical Leaves may be granted for up to 12 weeks within a 12-month period for qualified reasons, including a serious illness of the employee; birth or adoption of a child; to care for their spouse, parent, or dependent child with a serious illness; military exigency; to care for a family member who is a member or veteran of the Armed Forces, etc. All time off for a qualified reason will be counted toward the allowance.

Time off under the FMLA will be paid according to applicable CRCNA policies for time off. Employees on an approved leave for their own medical condition or to care for a family member who is ill are required to utilize any accrued sick time, if applicable, per sick time policy, and then any unused vacation time before beginning an unpaid leave. Full time employees may be eligible for Short Term Salary Continuation pay, which would begin after sick time is exhausted. For those not eligible for this benefit, available vacation time must be used prior to beginning an unpaid leave. Additional vacation and sick time will only accrue on paid sick or vacation time during a leave. All FMLA qualified absences will be counted toward the 12-week allowance, whether or not the employee specifically requested a Family and Medical Leave.

All benefits in place prior to a leave will be maintained during a qualified Family and Medical Leave on the same terms as when the leave began, unless the employee does not intend to, or cannot, return to work at the expiration of the leave. Employees will be required to pay the regular portion of any elected insurance premiums during the leave.

Family Medical Leaves are granted for those employees who intend to return to work at the conclusion of their leave. It is expected that an employee will return to their same status for at least 2 months. If an employee elects not to return after a leave, or requests to return to a different status, they must notify their supervisor as soon as possible. Employees who have received sick time and/or short term salary continuation pay may be required to repay all or a portion of this paid time off and all or a portion of the full health/dental insurance premium, if they elect not to return from an approved leave (other than due to medical necessity).

Specific details regarding FMLA are contained in the full CRCNA Family and Medical Leave Policy is available [HERE](#) or from the Human Resources Department. An employee on a qualified Family Medical Leave are responsible to read and adhere to the requirements of the FMLA.

Maternity/Paternity Leave (U.S.)

Maternity Leave

Any female employee will be eligible for two weeks paid time off (pro-rated for those working less than 40 hours/week) after giving birth to a child or for the placement of a child in her home for adoption. Beyond the two weeks of maternity pay, employees will be required to utilize any available sick time.

Full time employees who qualify for time off under the Short Term Salary Continuation policy will receive additional payment per that policy. Those who do not qualify for this benefit may utilize vacation time, or if all paid benefit time is used up, may request additional time off as unpaid time.

Paternity Leave

Any male employee who becomes a new father will be eligible for up to one week of paid paternity leave, to be taken within 3 months of the birth of their child or placement of a child in his home for adoption. Employees may request additional time off and will be required to use available vacation time before taking time off without pay.

New Policy May 2018

Bereavement Leave

All employees are allowed paid time off to make arrangements and to attend the funeral of a deceased relative as defined below. 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, non-dependent son or daughter, grandchild, grandparent, 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 paid 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, niece or nephew. To be eligible for paid bereavement leave, the employee must attend the funeral of the deceased relative.

Should travel back to North America be required up to four additional days of paid time will be granted for travel. All costs associated with travel will be at the expense of the employee.

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.

Employees who wish to take time off because of the death of a loved one must notify their supervisor immediately. In addition to the paid bereavement leave employees may request additional time off as vacation time.

Leave With Pay

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

- Birth of child by an employee not eligible for other payment (e.g. short term pay continuation or under pregnancy leave)
- 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 5 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 the year, the employee's length of service, and only if the employee's intent is 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 3 months, and Long Term Disability insurance up to 1 month. Specific details will be discussed at the time of a leave request. Any leave request beyond 3 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.

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, or security trauma, etc. An Employee Support Program has been created to assist with providing a means to coordinate assistance for employees experiencing significant or serious needs. An Employee Support Committee, to include the Executive Director, Director of Ministry & Administration, Director of Finance and Operations, Canadian Ministries Director and the Director of Human Resources will be responsible to coordinate assistance for those who seek and/or could benefit from support. Any employee may submit a need, however, a need will only be considered after receiving approval of the named employee (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.

Sabbatical and Work Reassignment

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 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 request must include how the employee's 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.

The submitted proposal will be approved by the agency/department director and endorsed by the Human Resources Director and by CRCNA 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.

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 pre-tax deductions made from their pay during the paid sabbatical period.

Work Reassignment

Work Reassignment is defined as a specified time period when an employee 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 employee'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.)

An employee on a work reassignment is expected to work their regular schedule of hours (e.g. 37.5 or 40 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 employee 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.

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 for the time beyond one week.

Requests should be made in writing to the employee's 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 who are abroad when they receive a summons should contact the appropriate court to request to be excused.

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 CRNCA, 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 ordinarily be granted time off and will be required to use any available vacation time. The employee is expected to report for work whenever the court schedule permits.

Workers' Compensation and Work Related Injuries

All work-related injuries must be reported to the Human Resources Department as soon as possible. Employees are required to report any work related injuries as soon as possible to their supervisor and the Human Resources Office who will file a claim with the Worker's Compensation carrier as applicable. CRCNA carries Workers' Compensation insurance for all employees when working internationally. An incident report must be completed and filed with the insurance carrier as soon as feasible. The insurance carrier will make a determination about the claim and may compensate an employee directly for lost time, medical expenses, and loss of life or dismemberment from an injury arising out of or in the course of work.

For claims that do not qualify for workers' compensation the employee would be required to utilize their own medical insurance, and to utilize available sick and/or vacation time to cover any time off of work.

Adoption Assistance Program

As part of its commitment to family, the CRCNA assists agency employees who desire to have children through adoption. Adoption assistance is available to CRCNA employees who are enrolled in the health insurance plan.

The CRCNA will reimburse employees for eligible adoption expenses related to the adoption of a (add in verbiage from Canada handbook) dependent child (under age 18) not to exceed the average amount provided by the health insurance plan for a single-birth delivery. Eligible expenses are those not covered through another assistance program and include attorney fees, court costs, adoption fees, and travel expenses including food and lodging.

Medical Retirement Insurance*

Canadian based retirees and their spouses, age 65 or older, who return to live in Canada are eligible to purchase the CRCNA extended health/dental insurance as a retiree, up to age 70. The "retiree" cannot be eligible for the CRCNA regular insurance plan (e.g. if continuing to work must be less than .75 FTE). Details are available through the Human Resources Department.

U.S. based retirees and their spouses, age 65 or older, who return to live in the U.S. may be eligible to purchase the CRCNA Medicare eligible retiree health/dental insurance at the time of their retirement. See the Human Resources Department for more information.

Early retirement is defined as terminating employment after attaining age 55 but before attaining age 65 with at least 10 years of service with the CRCNA. In the U.S. those meeting this criterion may be eligible to continue medical insurance for themselves and their eligible dependents through the denominationally offered at their own expense, until they are eligible for Medicare. Employees eligible for Medicare may See the Human Resources Department for more information.

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 (100%) 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 (100%) employees. However, 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 should 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.

INTERNATIONAL FIELD SPECIFIC

Exchange Rates*

This policy is intended to minimize differences in salary resulting from the relative values of the United States and Canadian currencies. The intent is that the portion of salary paid to international employees that is expected to be spent in host countries will have approximately the same purchasing power, regardless of the value of the missionary's home country currency. Each employee will be compensated according to the salary grid of their sending country (U.S. or Canada). Any differences between the pay ranges of the two countries do not reflect the exchange rates at which the two currencies trade, but rather the appropriate amount of salary in each country is based on the assumption that the salary will be spent there for living expenses and other purposes.

To minimize the differences a formula will be applied that calculates 42 percent of salary without any adjustment because this amount is perceived to be spent in the home country. To this is added an amount equivalent to 58 percent of the corresponding salary of the more valued currency, based on the current exchange rates. The sum of these amounts will be considered field salary before COLA and housing benefits are paid. It is understood that all salary is spent in one's home country when on "home service" and, accordingly, adjustments for exchange differences will not apply.

Cost-of-Living Allowance (COLA) Differentials

Cost-of-living differentials are provided based on information available from an outside vendor company which performs surveys and determines costs-of-living differentials for various parts of the world.

The cost-of-living differential tables are a guide for salary and allowance adjustments for the specific fields, and are calculated to maintain the purchasing power of the local currency equivalent to a stated U.S. or Canadian dollar amount. The indicated differentials might be either positive or negative. However, consistent with the CRCNA established practice, and with the practices followed by other organizations employing international employees in international settings, only positive differentials will be applied. The differential is applied only when the employee is residing outside the United States or Canada, and is not paid during time of designated home service of one month or more. Note: Cost of living differentials will continue during periods of vacation not associated with home service.

The differential is based on family size that includes dependents living in the employee's household in the host country. As a result, dependents living and/or attending school outside the host country, including in the employee's home country, will not be used in determining the family size as it applies to the differential. Changes to the differential may be made no more often than monthly and will be applied to a given month if the information needed to make the change is received prior to the fifteenth of the month. Should CRCNA have concern that information regarding a specific field is inaccurate or deficient, an internal market basket survey system may be developed and approved under the direction of Human Resources Committee.

Adjustments Needed to Arrive at Taxable Income

For tax purposes, it is necessary to include in income, as a taxable benefit, the actual cost of housing and utilities that are provided. The approximate value, however, will be established annually, with quarterly adjustments allowed if conditions warrant. Salary adjusted for these factors is referred to as "tax reported field compensation."

While on home service, missionary employees will continue to be reimbursed for their cost of housing and utilities, but COLA and exchange adjustments will not apply.

Taxation

All employees are expected to comply with income tax laws and regulations of both their home country and their host country. The employing agency will not be held liable for penalties and interest

assessments by the home or host country that result from late or omitted personal income tax filings. It is the employee's responsibility to file their own tax return(s) as determined by their residency, in consultation with a tax specialist.

Employees should obtain a written tax advice memorandum from a competent licensed accountant / tax professional within the host country in order to determine what amount of their earnings and benefits are subject to host country income tax and what withholding and employer tax payments are required.

When a tax agreement exists between a host country and Canada, Canadians may obtain relief from double taxation by taking advantage of a "foreign tax credit" for taxes paid to a foreign jurisdiction. U.S. tax law also provides relief for double taxation in the form of a foreign tax credit, but, generally, this relief is made unnecessary by the foreign income exclusion (an amount that is adjusted annually by the IRS).

Tax protection is a process that protects an international employee from paying excess taxes incurred while on an international assignment. The annual tax protection calculation compares a stay-at-home hypothetical tax as calculated by the CRCNA Finance to the actual worldwide taxes paid by the employee. If the actual worldwide taxes exceed the stay-at-home hypothetical tax amount, the excess will be reimbursed to the employee. If the actual worldwide taxes are less than the stay-at-home hypothetical tax, the employee receives no reimbursement from the company. Only CRCNA agency-source compensation will be used in these calculations.

Employee payroll deductions may be necessary based on factors such as location of service, host country regulations, agency's legal status in the host country and tax treaties. The deductions required will be calculated by the employing agency.

Certain countries have a Totalization Agreement with the U.S. to ensure employees pay into only one social security system. Human Resource staff will work with employees in these countries to apply for certification in this area.

Tax Preparation

Employees are eligible for tax-return preparation and advisory services if they have served in an international setting for any portion of a calendar year. The employing agency will reimburse 50% of tax preparation fees, up to a maximum of \$200 USD or Canadian equivalent.

Outfitting Allowance

Full time employees, for those moving from the U.S. or Canada, or a Third Country National moving from their country of residence to their country of post, will receive an outfitting allowance at the beginning of their first term of service. The outfitting allowance is intended to assist with costs associated with shipping goods and/or purchasing household goods in the country of post. The agency will reimburse for costs of any basic major appliances or necessary fixtures that must be purchased, and the appliances will be considered agency property. The base allowance will be a lump sum equal to one month's salary calculated on target salary of the international pay level 13.

An additional amount will be provided based on the formula outlined below:

Employee – current airline excess bag fee x 10

Spouse and eligible dependents – current airline excess bag fee x 5 per person

Eligible dependents for this policy is defined as an unmarried child under age 19 who is residing in the employee's household and/or is attending school outside the employee's' home or host country or over age 19 years and mentally challenged or physically handicapped and incapable of self-support because of such incapacity.

In all cases where both spouses are employed by the agency, either full- or part-time, the outfitting and return shipping allowances that may apply will be granted as though only one spouse were actually employed.

Eligible long-term missionary employees will be reimbursed for reasonable shipping costs, not to exceed the amount paid as an outfitting allowance, when transferred from one field or project to another.

The outfitting allowance is taxable income.

Field Housing and Utilities

While on field service outside of the United States or Canada, the employing agency will provide a modest unfurnished house/apartment that is generally rented or owned by the agency. The agency, in consultation with the employee, will make all decisions regarding the type of housing, amount of rent, location, and other housing-related matters, subject to the needs, specifications and budget of the employing agency. Basic utilities (e.g. electricity, fuel, water, etc.) will be provided in addition to the housing. An alternative source of electrical power will be provided in locations where the supply of electrical power is judged to be unreliable and any improvement in reliability is believed unlikely. Security related expenses will be provided as determined by the agency. The value of the housing and basic utilities will be reported as a taxable benefit.

International Employee Owned Housing

Employees are discouraged from owning their own homes in the field and should do so only after understanding the potential financial risks associated with such ownership and should they need to leave the field. Employees electing to purchase their own house in their host country will be asked to sign a waiver releasing the agency from any liability arising from the home ownership. Employee's owning their own home will be solely responsible for all improvements and upkeep of the property and for the cost of maintaining proper insurance for their house and belongings.

Regardless of the country in which a house is purchased, a taxable housing benefit will be determined based on the amounts reimbursed to the employee. The amount to be reimbursed will be determined based on the fair rental value of the property subject to the needs, specifications and budget of the employing agency, not to exceed the actual cost. The fair rental value is to be objectively determined and verified by way of a qualified written appraisal or comparison based on the mutually agreed parameters, and at the expense of the employee.

Basic utilities and security as determined for agency provided housing are also eligible for reimbursement and constitute a taxable benefit.

Home Service Housing and Utilities

During home service, the employing agency may provide housing that is owned or rented by the agency where available, as a taxable benefit. If agency owned lodging is not available the employee will be reimbursed for costs incurred to rent a modest house or apartment, subject to the maximum as determined by the fair rental value of the agency owned housing in the U.S. (For Canadians an exchange equivalent may be appropriate). If the employee elects to rent alternate housing, live in their own home, or with friends or family members, the agency may assist with a housing allowance to cover the estimated incremental costs incurred, (e.g. additional basic utility costs) not to exceed the maximum noted above. Any consideration of an amount over the maximum must be requested in advance and will take into account the housing costs of the home service location. Reimbursement will be reported as taxable income.

Vehicle/Transportation Costs – Field Service

Employees whose work is determined to require the use of a vehicle, the agency will provide an appropriate vehicle, when funding is in place. Costs of insurance, operation, and maintenance of agency-owned vehicles are to be included in the field budget.

Employees are required to reimburse the agency for personal use of an agency vehicle at a rate per mile/kilometer set by the Finance Department. The reimbursement formula shall reasonably conform to the actual costs associated with vehicle travel in a specific country.

Employees electing to purchase their own vehicle will be reimbursed for work related travel that is recorded and reported on a regular basis. The rate per mile/kilometer will be set by the Finance Department and shall reasonably conform to the actual costs associated with vehicle travel in a specific country. All maintenance and insurance for a personal vehicle is the responsibility of the employee.

Public transportation costs will be paid by the agency when the transportation is necessary to accomplish the duties of a position. Public transportation for personal travel will not be reimbursed.

Vehicle/Transportation Costs – Home Service

If an employee uses an agency vehicle while on home service, he or she will be expected to pay the agency for personal mileage at the established rate set by CRCNA

If an employee uses his or her own (purchased/owned) vehicle during home service for program or deputation work, the agency will reimburse him or her for agency-related mileage at the established rate.

If neither an agency owned vehicle or personal vehicle are available the employee is expected to work with the designated agency employee to secure a rental car. Employees will be expected to cover the cost for any additional rental days and/or additional fuel costs if the rental car is used for personal use.

Deputation Related Travel

Travel arrangements for deputation in the U.S. and/or Canada are the responsibility of the agencies. The agencies must approve all itineraries and fares before tickets are purchased. These arrangements must be made well in advance of the departure date and are to be initiated by the agency in consultation with the employee.

In preparation of the employee's service schedule and home service plan, the home service residence of each employee must be determined so that travel cost to the agency can be identified. Additional costs due to any alternate routes not related to planned deputation will be the personal responsibility of the employee.

Work Related Travel

Eligible employees will be reimbursed for reasonable work-related travel expenses to and from the field and during home service. The agency will pay for the most economical and direct route to and from the field.

Employees are reimbursed for reasonable work related travel expenses incurred while on assignments away from the normal work location. All work related 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 for work 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 for work related purposes, when the presence of a companion will not interfere with successful completion of business objectives, and at the employee's expense. In general, employees are also permitted to combine personal travel with work related travel, as long as time away from work is approved. Additional expenses arising from such non-work related travel are the responsibility of the employee.

For additional information related to this policy see the CRCNA Travel Policy on the intranet.

Training, Retreats, and Related Travel

The agencies will cover expenses of employees and their families to attend required retreats and/or meetings, subject to field budget and time limitations. Ordinarily, only the costs of the employee will be covered for training events.

Travel Insurance

The CRCNA carries a blanket accident policy of \$125,000 for agency employees, \$50,000 for spouses and \$25,000 for each dependant child. This policy covers all travel on commercial airlines directly between the home country and the employee's assigned field location. Employees are also covered while traveling on commercial airlines to or from meetings or conferences sponsored by the agency.

All work related travel of employees is covered.

Accidental death and dismemberment benefits derived from travel insurance purchased or owned by the CRCNA will be paid to the individual or his/her personal beneficiaries after payment of any expenses incurred by the agency related to death or dismemberment.

Additional insurance benefits derived from coverage obtained through the use of agency credit cards for ticket purchases, or coverage obtained as an extra service by travel agents, will be handled in the same way.

Full-Time Students

For unmarried, dependent children who are full-time students living in outside their parents country of post, and who have not reached their twenty-fifth birthday, the agencies will pay the travel cost for two round trips to the field where their parent(s) serve. These trips may be taken anytime between the time when the dependent first leaves home and his or her twenty-fifth birthday. This is to encourage parents of high school and post high-school age children to continue in international service. The following conditions must be met:

- Regional, field, team or country leader(s) must review and provide pre-approval for all such travel requests in consultation with the home office.
- The parents will provide and pay for all required legal documents.
- The employer will purchase all travel tickets.

This will be considered a taxable benefit (unless the travel of the dependent is for a bona fide business purpose, as defined by IRS or CRA guidelines).

Educational Assistance for Dependent Children

Employees are eligible for educational assistance for dependent children in kindergarten (age 5 or older) through grade 12 (senior high school) at an educational institution approved in advance by the agency.

The employee is responsible to pay a certain percentage before seeking educational assistance from their employing agency. These amounts are a percentage of the employee's base salary, net of COLA.

One child - 9%

Two children - 10%

Three children - 11%

Four or more children - 12%

The employing agency may provide educational assistance above the percentage paid by the employee. The maximum amount per child paid by the agency will not exceed (or is capped at) 10% of the Target Salary for international pay level J, while the maximum amount per family paid by the agency will not exceed (or is capped at) 50% of the Target Salary. For those employed through the U.S. the amount paid by the agency is considered a taxable benefit to the employee and will be reflected on their W-2.

Educational Assistance Guidelines

Employees are expected to pay the cost of tuition and be reimbursed by the employing agency.

Costs eligible to be paid by the employing agency include tuition and cost of books. All other costs are the responsibility of the employee, e.g. school uniforms, activity fees, program fees, class trips, instruments, private tutor, etc.

In some cases suitable, affordable educational facilities may not be available in the area in which the employee lives. In such cases, enrollment in a boarding school might be appropriate or the agency may be requested to recruit and send a tutor. Parents of children receiving education from a tutor will reimburse the employing agency a percentage of the employee's base salary, based on the number of children taught as noted above.

When children attend a boarding school, the employing agency will ordinarily be responsible for rooming costs charged by the educational institution, while boarding-related costs charged by the education institution will be the responsibility of the employee. When a specific breakdown is not available 50% of the overall cost will be used for boarding and 50% for "room" costs. Reimbursement for room fees is not reported as a taxable benefit.

Transportation costs are typically the employee's responsibility. The following transportation costs are eligible for reimbursement only after the employee has met their total parental responsibility for education related expenses.

- Costs associated with transporting children to and from a boarding school each term (e.g. semester or trimester).
- For children attending a boarding school up to two visits within each semester or one visit per trimester semester. Alternatively, travel and lodging costs of parents, up to two visits per semester or one visit per trimester, to the boarding school to visit their children.
- Prior agency approval is required for the visits of parents to boarding children or the visits of boarding children to parents when children board outside the host country. Requests for such approval will be made through the field/team leader or country leader. Lodging costs for parental visits to children are limited to three (3) nights per visit. Reimbursement shall be based on the most economical means of travel.

If an employee decides to home-school they will be responsible for the same percentage of costs as those who elect to pay tuition to a school. Costs for curriculum and books that exceed the percentage (based on number of children) may be reimbursed by the employing agency.

Receipt of Gifts

All moneys or gifts-in-kind received by employees in connection with their employment from sources other than the agency must be turned over to the agency. These include the following:

- Payments for expenses incurred in travel for the performance of work-related service.

- All other payments relating to the performance of work-related services.

Gifts received for agency work must be reported to the home office administration and will be applied to the current approved budget. Gifts received for non-budgeted items will be held by the employing agency's home office until a determination is made of whether the item is recommended. If the item is not recommended, the donor's permission may be sought to apply the gift to other items, or, failing that, returned to the donor.

Employees may not solicit gifts for personal use or benefit. Unsolicited gifts specifically given and received for the personal benefit of the employee are not under the control of the agency and are not tax deductible by the donor. When personal gifts are received by the agency, the donor will be informed of the fact that the gift is not deductible and will be asked to consider applying the gift to an approved budget item. Depending upon the response of the donor, the gift will be applied to the approved budget, or returned to the donor. If the gift is received directly by the employee, or is deposited by the agency in the employee's personal bank account, depending on the relationship of the donor to the employee, the gift may be taxable to the employee as determined by the taxing authorities. In all such cases, the advice of an employee's tax consultant is encouraged.

Loss of Personal Property

Employees will be reimbursed for the loss of eligible, uninsurable personal property sustained in connection with an emergency evacuation from the field due to war or extreme civil unrest. Employees are strongly advised to obtain personal property insurance—at personal expense, for those items that can be insured. Reimbursement will be limited to replacement cost, less deduction for depreciation and will be limited to US \$25,000/family unit. Replacement cost will be determined by reference to the cost of similar items in the Grand Rapids or Burlington areas, and will be reduced by depreciation in the amount of 5% for each year the lost item had been owned by the employee. Limitations are not increased where both spouses are employed in an evacuated field.

Items not eligible for reimbursement include works of art, antiques, immovable property such as real estate, and automobiles. Reimbursement will be based on an inventory listing provided to the agency prior to the emergency evacuation and updated annually to reflect additions or disposals. Reimbursement will not be made for non-inventoried uninsurable personal property.

Resettlement from the Field

This policy recognizes the need to provide assistance to eligible full time (pro-rated for those working in a position less than 100%) employees who return to their U.S., Canadian or home country upon conclusion of their employment due to resignation, retirement, nonrenewal of contract, or position elimination. Employees terminating their service under one of the conditions listed are eligible for the following:

Resettlement assistance - Covered services could include psychological or career counseling, re-entry seminars, and outplacement services. Up to a total of \$2,000 USD is available per employee. This assistance is available as reimbursement for services received.

Return shipping allowance will be a lump sum equal to 1/2 month salary calculated on target salary of the pay level J. In addition an amount for the employee based on current airline excess bag fee x 5, and for spouse and/or each eligible dependent (see Outfitting Allowance section for definition of eligible dependent) an amount based on current airline excess bag fee x 3.

The return shipping allowance is taxable income.

Transition Pay – Full time employees who have completed at least 2 1/2 years in an international field are eligible for a period of salary continuation to assist them as they transition back to live in the United States, Canada, or home country. Transition pay will be based on the following:

<u>Years of Service</u>	<u>Month's Salary</u>
2 1/2 – but less than 6	1
6 – but less than 9	2
9 or more	3

The housing allowance will continue for the same period of time as transition pay. Note: the housing allowance will be based on U.S. or Canadian housing as defined in Housing and Utilities Policy. For those returning to the U.S. health/dental insurances will continue for the same period of time as the transition pay. For those returning to Canada the health insurance will be covered during the period of transition pay or until provincial care is secured, not to exceed 3 months. All other benefits will cease as of the last day of full time employment.

Employees terminated due to misconduct shall not be eligible for resettlement benefits. See Health Insurance section for options for health insurance continuation.

In all cases where both spouses are employed by the agency, either full- or part-time, the outfitting and return shipping allowances that may apply will be granted as though only one spouse were actually employed.

Employee death on the field when spouse and/or dependents return to North America, the spouse/dependents would receive resettlement allowance and transition pay/benefits amounts equivalent to those listed for the employee if they elect to return to NA within 3 months.

Revised June 2018

Death on the Field

If the death of an employee, their spouse or dependent child living with the employee occurs in the host country, interment usually takes place in the host country, unless legal restrictions in that country require otherwise. The final decision on the place of interment is to be left to the family.

If the family of the deceased decides on interment on the field, all normal funeral and burial expenses will be borne by the CRCNA. In the event dependent children are living elsewhere at the time (e.g. boarding school, or university) the cost of transportation for those children to return to the host country will also be paid by CRCNA.

If the family of the deceased decides to return the body to their home land, transportation expenses of the body not exceeding three times the cost of a single fare to the homeland will be assumed by the CRCNA. However, funeral and burial expenses will not be assumed by the CRCNA. Further, the CRCNA will pay the fare for accompanying family members, including dependent children, who were living in the host country.

See Bereavement Policy for time off for a family member of the employee. Additional paid vacation time can be used to supplement the time off. In the event the death is of a family member and interment was in the home land, the agency's administrative team will make decisions regarding home service and/or return to field service at the conclusion of the time off for bereavement.

EMPLOYEE RESPONSIBILITY POLICY

Conflict of Interest

CRCNA employees are expected to exercise the utmost good faith in all transactions involved in their duties, and they shall not use their positions with the organization, or knowledge gained through their position, for their personal aggrandizement. The interests of the organization must have the first priority.

Employees are expected to act prudently, to adhere to high ethical standards, and to conduct their affairs in such a manner as to avoid any actual, potential or perceived conflict between their personal interests and those of any aspect of the CRCNA. An actual, potential or perceived conflict of interest exists when the loyalties or actions of a person are divided between the interests of the CRCNA and the interest of the person. It occurs when a person is responsible for promoting the interest of the ministry at the same time he or she is involved in a competing personal interest (financial, business, personal or relational). This may result from a person being in a position to influence a decision that creates a personal or financial gain, the accrual of an inappropriate benefit for themselves, a relative, and/or close friend or an adverse impact on the CRCNA as a result of the agency's business dealings.

Both the fact and the appearance of a conflict of interest should be avoided. All employees are required to disclose any possible conflicts of interest to their immediate supervisor and director as soon as it becomes known and through an annual disclosure statement as part of the performance review process.

All information will be reviewed by at least two levels of leadership, and a decision will be documented and reported to the staff member.

Revised July 2019

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, donor information may be removed from the premises without permission (except in the ordinary course of performing one's duties). The contents of such records and documents may not be disclosed to anyone, during or after employment, except when required for a 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, state/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 for 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 individual's 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 Copyright Act of 1976 (U.S.) and the Canadian Copyright Act (Canada). As such CRCNA retains all rights to the use, duplication, distribution, and sale of all such materials.

CRCNA Property Policy

Employees are responsible for items issued to them by the CRCNA or items that are in their possession or control, such as credit cards, computers, cell phones, or other equipment. Employees must return any property upon request or upon termination of employment. 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, and so forth. 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.

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.

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.

Computer Equipment

Employees are expected to have access to a personal computer that is either owned personally or is furnished by the employing agency. When entering service, employees will be given a choice of using an agency-owned computer or their own computer.

Computers and equipment provided by the agency will satisfy all technical specifications required, and will be maintained by CRCNA. Employees electing to purchase their own equipment will be responsible for all maintenance of that equipment. See Bring Your Own Device Policy.

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. Employees online presence reflects on the CRCNA. Employee should be aware that their 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:

- Employees need to know and adhere to the Code of Conduct and all employment policies.
- Employees should be aware of the effect their actions may have on their image, as well as CRCNA image. The information that is posted electronically may be public information for a long time.

- 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.
- Employees should get appropriate permission before referring to or posting images of current or former employees.
- Except when acting in an official work capacity employees should not represent themselves as a spokesperson for CRCNA. If an employee posts anything online related to their work they should make it clear they 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.

Drug and Alcohol Use

The CRCNA desires to provide a drug-free, healthful and safe workplace. While on CRCNA office property or engaged in CRCNA business, employees may not (1) be under the influence of alcohol or a 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 or a controlled substance [when a controlled substance is prescribed by a medical provider the employee must strictly follow all guidelines for its use]; 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, will 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 or over-the-counter medication that may affect their ability to safely and effectively perform their job must report this to their manager. Such reports will be treated as confidential.

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. Any traffic or parking violation tickets or fines are the responsibility of the employee.

Employees must notify their field director/team or country leader if any equipment, machines, tools, or vehicles appear to be damaged, defective, or in need of repair. Prompt reporting of damages, defects, and the need for repairs could prevent deterioration of equipment and possible injury to employees or

others. The improper, careless, negligent, destructive, or unsafe use of equipment or vehicles 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.

Solicitation/Distribution

When in a CRCNA office 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 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 Country or Field level leader.

Outside Employment

Employees shall avoid any outside employment or other activities that may interfere with their work performance or that may have a negative impact on their work. Full time employees contemplating any supplemental, ongoing, part-time, outside employment or other activities must receive approval of the field/team leader prior to accepting such employment or activities.

Any outside employment must meet 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 CRCNA
- may not involve the use of the CRCNA time, property, materials or equipment.

Political Involvement

Employees must use discretion in any involvement in the political processes, and/or publically expressing opinions. Their mission is to accomplish the purpose of the agency. The purpose, integrity, and safety of agency employees and their dependents may be threatened by involvement in the politics of a country because an employee's personal actions could be quickly linked to the organization to which the employee belongs. Employees must not become involved with intelligence-gathering activities regardless of their source.

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 non-prescribed 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 Council of Delegates (or its executive committee) and then the Council of Delegates (or its executive committee) shall issue its decision in writing within 10 business days after receiving the review from the committee.

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.

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.

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.