

**AMERICAN COLLEGE HEALTH ASSOCIATION (ACHA)
BOARD OF DIRECTORS
POLICY AND PROCEDURE
(BOD P/P)**

BOD P/P Number:	1986-5	Date Established: May 26, 1986	
		Date Revised: June 7, 2008	
Reference:	ACHA Bylaws	Term:	1 Year
			2 Years
		X	Indefinite

BOD P/P Title:	ASSOCIATION PERSONNEL POLICIES
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BOD Authority:	ACHA Bylaws, Article VIII, Section 1.
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Purpose:	To establish staff personnel policies and procedures for employees of the Association.
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Policy:	There shall be a published personnel policy manual that sets forth policies and procedures under which the Association national office operates, and describes the employee benefits for ACHA employees. The nature of the policies and procedures shall comply with prevailing employment law and be consistent with the authority delegated to the Executive Director in Article VIII, Section 2c of the ACHA Bylaws.
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Procedure:	<p>The procedures as set forth and described in the document titled <i>ACHA Personnel Manual for Staff Employees</i> shall guide the administration and management of ACHA staff employees. The ACHA Executive Committee, serving as the Board's Personnel Committee under Article VIII, Section 5 of the ACHA Bylaws, shall have authority to change the personnel policy manual as appropriate.</p> <p>Attachment: <i>ACHA Personnel Manual for Staff Employees</i></p>
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Resources:	National Office	Volunteer
Human:	Executive Director	
Financial:	(As annually budgeted)	
Other:		



PERSONNEL MANUAL

FOR

STAFF EMPLOYEES

Approved by ACHA Personnel Committee

September 23, 2000

Revised:

June 7, 2008

Fringe Benefits

August 1, 2015

AMERICAN COLLEGE HEALTH ASSOCIATION

PERSONNEL MANUAL FOR STAFF EMPLOYEES

Welcome to the American College Health Association (ACHA). We hope that your time with the association will be both personally and professionally rewarding. This Personnel Manual is designed to provide employees with information on their benefits and the policies and procedures by which the ACHA National Office operates. This manual is published for informational purposes only and does not constitute, nor shall it be construed as constituting, a contract between ACHA and any employee. This personnel manual may be changed at any time by ACHA. ACHA employees may be discharged with or without cause, and nothing in this Personnel Manual shall be constructed to alter the at-will status of ACHA employees.

ACHA intends to follow these policies on a day-to-day basis. However, there may be situations and circumstances that require a further interpretation of these policies and procedures. Additionally, while every effort is made to keep this manual up-to-date, all items referenced are subject to modification, amendment, or deletion. The ACHA Executive Director is authorized to waive or alter any policy or procedure covered in this manual, with or without advance notice, as he/she deems appropriate.

Acknowledgement:

I acknowledge that I have received a copy of the American College Health Association (ACHA) Personnel Manual and I understand the policies and procedures contained within it. I further understand that this manual supersedes all prior manuals issued by ACHA or any assumptions I may have had about employment with ACHA.

Employee Name _____

Employee Signature _____

Date _____

Received by _____

Date _____

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INTRODUCTION

This Personnel Manual is published by the American College Health Association (ACHA) for informational purposes. As such, it describes ACHA personnel benefits, policies, and procedures for all employees. It may also serve as an orientation for new employees.

About the Association

The American College Health Association (ACHA), located near Baltimore, MD, is a national nonprofit organization serving and representing the interests of professionals and students in health and higher education. Since its inception in 1920, ACHA's membership has grown from the original 20 institutions of higher education to more than 900. These member institutions represent the diversity of the higher education community: two- and four-year, public and private, large and small institutions. ACHA also serves more than 2,000 individual college health care professionals -- administrators and support staff, physicians, nurses and nurse directors, health educators, mental health providers, and pharmacists -- as well as students dedicated to health promotion on their campuses.

Our Mission

To serve as the principal leadership organization for advancing the health of college students and campus communities through advocacy, education, and research.

Our Vision

To be the recognized voice of expertise in college health.

Our Values

In promoting healthy campus communities and healthy individuals as integral to student learning, the American College Health Association values:

- Social justice, human dignity, and respect for all
- The provision of student-centered services
- Professional excellence, responsiveness, and ethical practice
- Multidisciplinary and collaborative approaches to health
- The commitment and participation of other stakeholders both on and off campus who advance health
- The active involvement of students
- Evidence-informed practices as a foundation for our programs

Supporting Our Values

ACHA Non-Discrimination Statement

The American College Health Association supports all initiatives to create a campus climate guided by the values of cultural inclusion, respect, equality and equity. Such a climate is essential to college health. Consistent with those values, ACHA rejects all forms of intolerance and subtler forms of discriminatory conduct with respect to the following: age; gender identity, including transgender; marital status; physical size; psychological/physical/learning disability; race/ethnicity; religious, spiritual or cultural identity; sex; sexual orientation; socioeconomic status; or veteran status.

The climate reflected above is also desired, supported, and expected within the work place of the ACHA National Office.

EMPLOYMENT POLICIES

Non-Discrimination in Employment

ACHA has an obligation to its members and each of its employees to hire and develop the best possible people, basing employment decisions only on job-related qualifications. Thus, ACHA will **not** discriminate in the recruitment, selection, hiring, promotion, training, and compensation of qualified individuals on the basis of: age; gender identity, including transgender; marital status; physical size; psychological/physical/learning disability; race/ethnicity; religious, spiritual or cultural identity; sex; sexual orientation; socioeconomic status; or veteran status.

Terms of Employment

The ACHA Executive Director is employed by the ACHA Board of Directors. The Executive Director's terms of employment are governed by the ACHA Bylaws and her/his employment contract. All other ACHA employees, as provided in the bylaws, serve by appointment of the Executive Director, who is solely responsible for their appointment, termination, and level of compensation, consonant with approved budgets.

ACHA Staff Categories

1. *Regular Full-Time Employees*

Regular Full-Time Employees are those individuals who work a 37.5-hour week and are eligible for all benefits. There are two categories of Regular Full-Time Employees:

a. *Management Staff*

As currently organized, positions in this category are: Executive Director; Director of Member Programs and Services; Director of Finance and Business Operations; Director of Research; Health in Higher Education Project Director; and College Students in High-Risk Situations Project Director. (When outside funding creates a staff position, e.g., to develop/implement a grant, cooperative agreement, or project, the person selected to head that project may be offered a management position at the discretion of the Executive Director.)

b. *General Staff*

All full-time staff positions not identified in the preceding category.

2. *Regular Part-Time Employees*

a. *Salaried*

Regular Part-Time Salaried Employees are those individuals employed in a position funded for at least 80% fulltime equivalent (0.8 FTE), and whose employment location is physically at the ACHA National Office. These employees are eligible for certain fringe benefits and earned leave on a pro-rated basis. (See Fringe Benefits and Leave Highlights charts.)

b. *Hourly*

Regular Part-Time Hourly Employees are those individuals whose workweek is less than 37.5 hours, and who are paid only for the time actually worked. Regular Part-Time Hourly Employees are not eligible for fringe benefits and earned leave.

3. *Temporary Employees*

Temporary Employees are those individuals who are paid only for the time actually worked to complete a temporary additional requirement for the Association and are ineligible for benefits.

Personnel Recruitment, Selection, and Hiring

Selection of staff is based on the competence and skill set of the individual to best fulfill the requirements of the position. Present staff members will be notified of positions to be filled and will be given consideration for these positions if they are qualified on the basis of background, experience, and evaluation. Management reserves the right to determine when a position is open or available and to hire the best qualified person, regardless of whether the person is a current employee or outside applicant. ACHA will not necessarily limit announcements of positions to existing staff.

Each prospective employee will be asked to provide a cover letter and resume. Reference checks are conducted with prior knowledge of the applicant. A new appointment will be confirmed by a letter setting forth the job assignment, salary, start date, and any other conditions of employment. The successful applicant will sign the letter to indicate acceptance or declination of the appointment.

Probationary Period

All new staff members have a probationary period of six months. The purpose of the probationary period is to give both the employee and the employer a chance to evaluate the position and job performance. During this time, employment may be terminated at any time, by either party, without notice. During the probationary period, sick leave may be taken as earned following completion of one full month of employment. Under special circumstances, annual leave earned during the probationary period may also be granted, on the recommendation of the supervisor and with approval by the Executive Director. However, if employment is terminated during the probationary period or at its conclusion, no accrued annual leave shall be paid.

Grievance Procedure (Conflict Resolution)

A staff member involved in a disagreement arising from working conditions, working relationships, employment practices, etc. has recourse through the following procedure:

1. Initial discussion with the staff person's immediate (first-line) supervisor, and, should there be no satisfactory resolution of the disagreement,
2. Written complaint addressed through the immediate supervisor to the second-level supervisor.

In instances where the Executive Director is the immediate supervisor, his/her decision is final. However, the Executive Director will advise the ACHA Executive Committee (serving as ACHA's Personnel Committee) of all relevant personnel decisions regarding any grievances of management personnel.

Personnel Files

A file on each employee, current and former, is maintained in the ACHA office. These files are considered confidential; however, all staff members may review their own personnel files. Files contain all information relevant to the staff member's current and past work background and personal background material that has been submitted voluntarily by the staff member which is necessary for administering benefits programs.

References

Employment references provided by ACHA are limited to verification of dates of employment, job title and duties, and compensation level.

When ACHA is given as an employment reference by staff applying for bank accounts, credit, or other purposes, ACHA will only verify the following information in response to a telephone inquiry: name, date of employment, salary, and social security number.

Sexual Harassment Policy

Statement of Commitment

ACHA is committed to providing a fair, equitable, and healthy work environment free from intimidation, hostility, and harassment, including sexual harassment. Sexual harassment is particularly unacceptable as it contravenes ACHA's goal of facilitating the personal, professional, and individual development of its employees. Sexual harassment creates an offensive working condition and is prohibited by ACHA.

Definition of Sexual Harassment

For the purpose of this policy, sexual harassment is defined as: (1) unwelcome sexual advances; (2) requests for sexual favors, and (3) other written or verbal communication or physical contact of a sexual nature where:

- (a) Such conduct is made either explicitly or implicitly a term or condition of an individual's employment; **or,**
- (b) Submission to or rejection of such conduct is used as the basis for employment decisions affecting the individual; **or,**
- (c) Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance, or of creating an intimidating, hostile, or offensive working environment.

Under this definition, sexual harassment includes but is not limited to: making improper suggestive sexual remarks, or graphic or degrading comments of a sexual nature about an individual or an individual's appearance; telling sexually explicit jokes; making unwelcome sexual flirtations, advances, propositions, or suggestive or unwelcome physical contact; making improper inquiries about one's sex life; and making verbal remarks of a ribald sexual nature (whether directed to an individual or group.) Gender-based harassment, even if not of a sexual nature, is also a form of sexual harassment prohibited by this policy.

Grievance Procedure

1. Informal Complaint and Resolution Process

Many problems and complaints can be resolved through an informal process. Discussing the complaint in an informal, non-adversarial atmosphere encourages people to identify the problem and agree on appropriate measures to resolve the problem.

Therefore, the first step in this process is for any employee with a complaint to report the problem to their supervisor or to the Executive Director. For a complaint against the Executive Director, the employee is encouraged to discuss the matter directly with the Executive Director, but has the option of reporting the problem directly to the Executive Committee (serving as ACHA's Personnel Committee).

The parties are encouraged to discuss and resolve the problem, with the assistance of the person to whom the complaint was reported. This conversation may resolve the problem. A written statement is not required to initiate this informal resolution process. However, there must be a signed written complaint on file before any punitive action is taken against an offender. To the extent possible, efforts will be made to keep the matter confidential. Steps will also be taken to prevent any retaliation.

Employees may also proceed directly with a formal harassment complaint.

2. Formal Complaint and Resolution Process

A formal complaint is initiated by an employee reporting harassing conduct to his/her immediate supervisor. It is urged, but not required that complaints be in writing and signed by the employee. If an employee's immediate supervisor is alleged to have engaged in the harassing conduct, then the complaint should be made directly to the Executive Director.

The Executive Director or the Executive Committee, whichever receives the formal complaint, is responsible for finding a solution to the complaint. He/she/they may consult with the parties as necessary. In all grievance matters, the decision regarding the disposition of the complaint by the Executive Director or Executive Committee, as the case may be, is final and no further appeal is available.

Whistleblower Policy

Should any person have knowledge of any illegal or unethical conduct in connection with the finances or other aspect of Association operations, that person should inform the Executive Director. If the alleged wrongdoing concerns the Executive Director, then the Association President or other Officer of the Association (President-Elect, Immediate Past President, Vice President, or Treasurer) should be notified instead.

Should the Executive Director, President, or other Officer or Director of the Association receive information regarding alleged illegal or unethical conduct in connection with the finances or other aspect of Association operations, that person shall inform the Executive Committee.

The Executive Committee shall investigate all credible allegations. At all times respecting the

privacy and reputation of individuals involved to the extent possible, the Executive Committee shall inform the Board of Directors if any material allegation is confirmed, or if the Committee otherwise believes that the Board of Directors should be made aware of the situation. Should any member of the Executive Committee be the subject of an allegation of wrongdoing, that member shall recuse themselves from any investigation, deliberation, and decision-making.

There will be no punishment or other retaliation for the good faith reporting of conduct pursuant to this policy. If the person providing the information requests anonymity, this request will be respected to the extent that doing so does not impede any investigation or resolution.

Drug-Free Work Place Policy

Policy

The policy of ACHA is to employ a work force that does not use illegal drugs or abuse alcohol or legal drugs, either on or off the job. The ultimate goal of this policy is to balance respect for individual privacy with the need to keep a safe, productive, and drug-free environment.

An employee who is unable to satisfactorily perform a work assignment as a result of drug or alcohol use will not be permitted to work or remain on the ACHA premises.

Although ACHA understands that employees and applicants under a physician's care are required to use prescription drugs, abuse of prescribed medications will be handled in the same manner as the abuse of illegal substances.

A standard of conduct of employees of ACHA is that employees shall not use illegal drugs or abuse alcohol or legal drugs. Legal drug is defined as a prescribed drug or over-the-counter drug that has been legally obtained and is being used solely for the purpose for which it was prescribed or manufactured. Illegal drug is defined as any drug (a) that is not legally obtained, (b) that may be legally obtainable but has not been legally obtained, or (c) that has been legally obtained but is being used in a manner or for a purpose other than as prescribed.

Discipline

An employee may be subject to disciplinary action--up to and including discharge or suspension without pay from employment--even from the first offense, if found to have demonstrated one of the following forms of misconduct involving drugs while on ACHA business or at any time during the employee's work day hours between the beginning and ending of the employee's workday, whether on duty or not, and whether on ACHA business or on ACHA property or not. The offenses involving drugs include but are not limited to:

1. Bringing illegal drugs onto the ACHA premises or property;
2. Having possession of illegal drugs;
3. Being under the influence of illegal drugs;
4. Possessing in the employee's body, blood, or urine illegal drugs in any detectable amount;
5. Using, consuming, transferring, selling, or attempting to sell or transfer any form of illegal drug;

Likewise, an employee who is under the influence of alcoholic beverages while on ACHA business or at any time during the hours between the beginning and ending of the employee's

workday, on ACHA property or not, may be subject to disciplinary action, including discharge or suspension without pay from employment, even for the first offense.

Tobacco Use Policy

The ACHA office is a tobacco-free environment. Tobacco use is prohibited within the office and locations wherein ACHA conducts its business. If an employee uses tobacco, he/she must leave the building, or leave the location of ACHA-conducted business to a properly designated smoking area. All used tobacco products are to be properly disposed of in appropriate containers, prior to entering or re-entering the ACHA building or work place.

Employee Assistance Program

Description

Occasionally, employees may experience non job-related personal problems that result in declining performance or productivity. Under its Employee Assistance Program (EAP), ACHA may provide its employees with access to counseling services from a EAP services provider. An EAP typically can provide access to counselors for assistance with a variety of problems such as alcohol/drugs, bereavement, emotional distress, marital relations, legal concerns, depression, family conflicts, stress, and financial concerns. Specific details will be provided to ACHA employees based on the vendor selected.

Access

The EAP may provide initial access, assessment, short-term counseling, and referral service (subject to the limits negotiated with the selected vendor). Additional coverage for follow-on services (beyond the limits provided by the vendor) will be the responsibility of the employee and may or may not be covered by other employee held insurance coverage.

Referral

Employees may be referred to EAP counseling services through: self-referral; mandatory referral by the supervisor because of an identified job performance problem which has progressed to the point of reprimand or discipline; or, suggested referral by the supervisor because of an emerging job performance problem or when a personal problem has been confided.

At-Will Employment Relationship

The EAP does not affect the at-will relationship between ACHA and its employees. Eligibility for, or participation in, the EAP does not preclude ACHA from ending the employment relationship.

Work Place Standards

Office Hours and “Flex-Time”

1. Office Hours

ACHA's normal business hours are Monday through Friday, 9 a.m. to 5 p.m., ET. With 30 minutes allowed for a lunch break, the typical full-time minimum workday thereby becomes 7.5 hours and the typical work week five days (37.5 hours). “*Peak Hours*” for the conduct of ACHA business are from 10:00 a.m. to 3:00 p.m., ET when the ACHA National Office

must maximize its staff coverage.

Employees are expected to be punctual, in regular attendance, and to work productively during their designated work hours. If a staff member is unable to arrive at the office at the time of his/her regular workday, the staff person is to report the delay or absence to their supervisor, if available, or to front-desk personnel as soon as possible.

2. “Flex-Time”

a. Aims and Objectives

ACHA is committed to the development and support of its employees consistent with its own requirements for the effective operation of a National Office. In order to facilitate this, ACHA has created working arrangements -- in accordance with managerial interests -- whereby it can: 1) widen its recruitment pool when seeking to fill positions; 2) retain the valuable skills of existing employees who no longer want to work full-time, or who may want to work full time but with an alternative schedule; and 3) enable staff to pursue career development opportunities such as additional education, or fulfill family support commitments.

The creation of these alternative-working arrangements (“flex-time”) is at the sole discretion and approval of the Executive Director pursuant to managers’ recommendations. A key consideration will always be maximizing coverage during *peak hours*.

b. Definition

Flex-time is an authorized work schedule which allows the employee to work hours that are not totally within the standard 9 a.m. to 5 p.m., ET range while maintaining a high level of service during the organization's *peak hours*.

c. Eligibility

Because services within each department and responsibilities of each position vary, not every employee in each department will be able to work flex-time schedules. Therefore, before requesting approval of flex-time schedules, managers must carefully examine the requested schedules of all of their employees so that they can coordinate work schedules, which ensure ample employee coverage during *peak hours*.

d. Management

Managers are responsible for verifying and ensuring task completion and performance of employees, including those with flex-time schedules. Flex-time schedules will be placed in a central location within each department and at the front desk so that all employees stay aware of who is covering department services. Good relationships between everyone involved are important for a successful flex-time policy. Trust, responsibility, and accountability are key factors; thus, employees who are approved for flex-time working arrangements and abuse the inherent benefits of such a schedule, will not be authorized continued flex-time working arrangements.

Flex-time is offered as a gesture of support for employees, as well as a recruitment/retention incentive; it is not a right connected with employment at ACHA.

e. Flex-Time Schedules

There are typically three standard types of flex-time schedules: *Peak-Hour Flex-Time*, *Adjusted Lunch Period Flex-Time*, and *Reduced Hour Flex-Time*. Once an employee is approved for a particular type of flex-time, the individual is expected to work that schedule in a consistent manner. Schedules may only be changed upon manager recommendation and Executive Director approval.

1) Peak-Hour Flex-Time: This flex-time schedule shifts daily work hours while still working a full 7.5-hour day. For example, instead of the normal 9-5 day, an employee may work from 8:00 a.m.-4 p.m., 7:30 a.m.-3:30 p.m., 10:00 a.m.-6:00 p.m. etc. Working any arrangement of consecutive hours within the period of 7:30 a.m. and 6:00 p.m. constitutes a valid workday.

2) Adjusted Lunch Period Flex-Time: This flex-time schedule allows employees to adjust the length of their lunch period, while still working a 7.5-hour day. An employee may take a minimum of 30 minutes and a maximum of 90 minutes for lunch. For instance, in a 9:00 a.m.- 5:00 p.m. workday, an employee might want to leave and exercise every day from 12-1:30 p.m. and consequently leave work at 6:00 p.m. rather than 5:00 p.m.

3) Reduced Hour Flex-Time: This flex-time arrangement is applicable only for those employees who are Regular Part-Time Salaried Employees (as formerly defined in this manual). This flex-time schedule requires the employee to work the same scheduled hours every week; hence, the same number of hours each week.

f. It is important to remember that in any of the scenarios above -- or other alternative working arrangements that are solely approved by the Executive Director -- the overall level of service provided by the national office must be maintained during *peak hours*. Again, supervisors must coordinate the schedules of all flex-time participants to ensure ample coverage during *peak hours*.

Dress Code (including Casual Friday)

The public is inclined to judge organizations by the people who represent them. The personal appearance, quality of service, and positive attitude displayed by ACHA employees is essential to creating and maintaining a favorable image ACHA. Thus, ACHA will maintain a professional environment with appropriately attired employees. ACHA's dress code is "*business casual*" which entails reasonable norms of modesty, wardrobe selection, hair care, and personal hygiene. Acceptable and unacceptable dress standards are set forth in the accompanying Dress Code Matrix. Key to complying with ACHA's dress code is each employee's understanding that:

- The first word in "*business casual*" is "business"; thus it is important that all employees project a positive and professional image.
- Business casual dress is not mandatory -- but it is the minimum acceptable standard (except on "Casual Fridays" as set forth herein). More traditional business attire continues to be appropriate for any ACHA workday if the employee so chooses.
- Business casual is not attire that one might wear at casual social gatherings or activities away

from work -- such as a picnic -- which is more relaxed than the attire expected in the workplace.

- Dressing for work (business) is situational. Traditional and more conservative clothing may be appropriate on some days, while more relaxed business casual attire is acceptable on other days. The selection of attire for the workday should be guided by good common sense relating to the employee's duties and responsibilities for the day; where, and within what setting, and with whom s/he will interact or meet with others; and, the message that s/he expects to convey on behalf of ACHA.
- A business casual dress code does not mean relaxed expectations for employees' quality of work, productivity, and professionalism.

Employee attire should be in good taste and in a manner that is normally acceptable in a business environment. When there are formal meetings or presentations scheduled with individuals other than ACHA staff, appropriate business attire will be worn by all office staff.

Acknowledging the contemporary business norm, ACHA also observes "Casual Fridays" where the dress code is further relaxed (See Dress Code Matrix). On occasion, "Casual Friday" may be temporarily suspended for the day due to special visitors or events. On these occasions, the Executive Director or immediate supervisor will notify staff in advance.

DRESS CODE MATRIX

MEN	WOMEN
<p>Acceptable on Normal Business Days:</p> <ul style="list-style-type: none"> • Traditional business suit • Blazer/sports coat, collared shirt (with or without tie) • Wool/wool blends, flannel, gabardine, corduroy, khaki, or “Dockers” trousers/slacks (all slacks should be pressed and have an obvious permanent, formal crease) • Shirts with collars (either traditional style, button- down style, polo-style or mandarin style) • Turtleneck shirts • Sweaters with collared shirts underneath • Appropriately coordinated shoes that are in good condition 	<p>Acceptable on Normal Business Days:</p> <ul style="list-style-type: none"> • Traditional business suit (pants or skirt) • Jackets, sweaters or over-blouses • Slacks, skirts or city shorts (top of the knee) with coordinating tops. • Dresses • Appropriately coordinated shoes that are in good condition
<p>Acceptable on Casual Fridays:</p> <ul style="list-style-type: none"> • Denim shirts • Denim trousers (clean, pressed, and in good condition) • Sports shoes that are clean and in good condition 	<p>Acceptable on Casual Fridays:</p> <ul style="list-style-type: none"> • Denim shirts • Denim skirt/dresses/jumpers • Denim trousers (clean, pressed, and in good condition) • Sports shoes that are clean and in good condition
<p>Unacceptable Anytime:</p> <ul style="list-style-type: none"> • Sweat pants/shirts/suits and other exercise clothing • Shorts • Bib-overalls • Tank t-shirts; t-shirts with offensive logos, slogans or messages, • Any clothing with rips, holes, or stains 	<p>Unacceptable Anytime:</p> <ul style="list-style-type: none"> • Sweat pants/shirts/suits and other exercise clothing • Leggings or spandex pants • Shorts (except city shorts -- see above) • Bib-overalls • Low-cut dresses/shirts, sun-dresses • Tank t-shirts; t-shirts with offensive logos, slogans or messages; halter tops; tops with spaghetti straps; tube tops • Any clothing with rips, holes, or stains

The above listed items are not an all-inclusive list. ACHA management reserves the right to instruct an improperly dressed employee to return home and change clothes. After the first admonishment, the employee will not be compensated during such time away from work. Questions about the dress code should be addressed to supervisors.

Management further reserves the right to periodically re-evaluate the “Business Casual” dress code with respect to employee compliance, morale, staff productivity, and the overall image of the ACHA National Office.

Phone/Fax/E-mail/Internet Use

ACHA is a member service organization. As such, every employee is expected to use good telephone and e-mail etiquette at all times -- being pleasant, courteous, and thoughtful. Voice mail and e-mail messages are to be returned or replied to as soon as possible.

The telephone, fax, e-mail and Internet systems may not be used for improper purposes, including, but not necessarily limited to the receipt or transmission of material that is racist, sexist, obscene, pornographic or otherwise offensive, that may infringe a property right or violate a law, or may be injurious to ACHA. All computers are the property of ACHA, and ACHA may monitor and inspect all materials residing on any computer or computer diskette.

Recognizing that some personal telephone calls are necessary, all such calls should be kept to a minimum. It is the employees' responsibility to ensure that the frequency of personal calls does not infringe on national office productivity. Likewise, personal e-mails and Internet browsing should be kept to a minimum.

SALARY ADMINISTRATION

Performance Evaluation

Formal, written performance evaluations are done minimally at two times: (a) before the completion of the probationary period; and (b) once annually before the close of the ACHA or grant/project fiscal year.

Salary Review

Staff salary increases, if any, are determined by the Executive Director, and are dependent upon funds for salary increases provided in the annual budget approved by the Board of Directors, and the staff member's performance evaluation. Salaries are considered confidential information which employees are prohibited from sharing.

Paydays/Paychecks

Staff members are paid twice a month--on the fifteenth and last day of each month. If a payday falls on a Saturday, Sunday, or paid holiday, employees will be paid the preceding workday. The preferred method for employees to receive their pay is through direct deposit in their bank.

Deductions from paychecks may include the following:

- Federal and state withholding tax
- FICA (social security tax)
- Voluntary deductions (e.g., TIAA-CREF retirement, health/dental insurance etc.)

Overtime/Compensatory Time

Most ACHA staff positions are professional salaried positions. These salaried employees are entitled to compensatory time (under certain circumstances) and are not entitled to overtime pay. Other employees (if any) are not entitled to compensatory time and will be paid for overtime as specified by law.

Both overtime work and work for compensatory time must have written approval by either management staff or the Executive Director.

Effort Sheets

ACHA must track the amount of time employees spend working on specific projects, programs, services as well as administrative support requirements. To accomplish this requirement, ACHA requires each employee to submit a report of time (effort) expended on the various program areas.

ACHA has transitioned from an older paper-based report submission to a network linked spreadsheet application. This automated system has eliminated numerous cumbersome hours previously required in accounting to manually determine this information. However, critical to this process is the requirement for **each** employee to submit Effort Sheets accurately and **on**

time. Each new employee will be instructed on how to submit the Effort Sheet reports. The following are required deadlines for submitting the report to the system:

<u>Pay Period</u>	<u>Effort Sheet Deadline</u>
1 st through 15 th of the Month	19 th of the Month
16 th through End of Month	4 th of the Following Month

Employee cooperation with the above schedule will help to continue to streamline accounting operations, conserve precious resources for ACHA, and ensure timely payroll processing.

BENEFITS

Employee benefits are designed to provide protection for each employee as well as help each employee build financial security for the future. ACHA reviews its benefits program on a regular basis to ensure that it remains responsive to employee needs, is in compliance with legislation, and is competitive in the marketplace. The following (including the Fringe Benefits Highlights chart) are highlights of the individual programs provided for Regular Full-Time and Regular Part-Time Employees. For details regarding specific coverages, coordination of benefits, etc., please refer to the individual summary plan descriptions.

Health and Dental Insurance

ACHA has group contracts for medical insurance and dental insurance. Staff who work at least thirty hours per week are eligible for insurance coverage provided by these plans. New staff are eligible for coverage the first of the month following the month in which they begin work. The employee may also elect additional coverage for eligible family members. Premiums are paid by ACHA and by the employee through payroll deduction.

Life Insurance

Staff who work a minimum of 28 hours per week or more are enrolled in a group life insurance program paid for by ACHA and offered through the Teachers Insurance and Annuity Association (TIAA). This program provides term life insurance equal to two times a staff member's annual salary (rounded to the next thousand). Terms are described in the life insurance statement.

Long-Term Disability Insurance

An employee who regularly works a minimum of 28 hours per week is enrolled in a disability insurance program paid for by ACHA and offered through the Teachers Insurance and Annuity Association (TIAA). Terms are described in the disability insurance statement.

Retirement Benefits

After six months of employment at ACHA, eligible employees may participate in ACHA's annuity program administered by the Teachers Insurance and Annuity Association (TIAA)-College Retirement Equities Fund (CREF). The minimum employee contribution shall equal 5% of the employee's salary. When the employee makes the minimum contribution through payroll deduction, ACHA's contribution to TIAA-CREF will equal 8% of the employee's total salary.

All contributions paid by ACHA and the employee are the property of the employee, subject to the conditions outlined in the retirement annuity statement.

Workmen's Compensation

ACHA pays the premium for workmen's compensation insurance, which provides benefits for any employee who suffers injury, illness, or death as a result of his/her work.

Social Security and Medicare

ACHA matches the insurance amounts withheld from employee's checks for social security coverage. Retirement benefits may begin at age 62; benefit payments also apply to total disability or, in case of death, to the surviving spouse and minor children of the insured. Medicare benefits begin at age 65.

Unemployment Insurance

All employees are covered by unemployment insurance. The premium is paid by ACHA.

Professional Development

Employees may request financial assistance to attend educational programs/seminars to develop their individual knowledge and skills and enhance their work for ACHA. Approval by the immediate supervisor and the Executive Director is required, and is dependent upon available budgeted funds.

American College Health Association
Fringe Benefit Highlights
as of August 1, 2015

The following fringe benefits are offered to all regular full-time employees. Regular part-time employees are eligible to receive some benefits as indicated. These highlights are provided for illustrative purposes only. Supplemental materials describe certain fringe benefits in greater detail and are available upon request. These and other benefits may be offered subject to certain restrictions.

Coverage Year December 2014 - Nov 30, 2015				
Carrier	Type of Coverage	Eligibility Requirements	Eligibility Date	Cost to Employee
United Health Care	Health Insurance	30 hours per week minimum	1st of month following date of employment.	Premiums are based on ages of employee and their dependents. ACHA pays 75% of premiums for both single and family coverage. ACHA pays 100% of medical deductible.
United Health Care	Dental Insurance	30 hours per week minimum	1st of month following date of employment.	ACHA pays 75% of premium. Employee is responsible for deductible.
United Health Care	Vision Insurance	30 hours per week minimum	1st of month following date of employment	Employee pays 100%
The Standard	Group Life and Accidental Death. Term life insurance equal to two times annual salary. Not to exceed \$150K; plus Addidental Death and Dismemberment (AD&D) benefit equal to the amount of life insurance.	28 hours per week minimum	1st of month following date of employment.	No cost to employee
The Standard	Long Term Disability Insurance A monthly income benefit equal to 60% of monthly wage base; not to exceed \$4K per month. Effective after 3 month Short Term Disability.	28 hours per week minimum	1st of month following date of employment.	No cost to employee
Teachers Insurance & Annuity Association and College Retirement Equities Fund	403(b) Retirement Plan	Must work more than 1,000 hours in a 12 consecutive month period.	1st of month following completion of six month probationary period.	5% of salary ACHA pays 8% of salary

LEAVE POLICY

The ACHA leave policy is designed to cover employee absences for a variety of reasons. The leave policy is designed to balance the needs of the employee and the needs of ACHA. The following (including the Leave Highlights chart) describes the ACHA leave policy.

Annual Leave

Annual leave is earned on the following basis:

Management staff earns 12.5 hours for each month of employment.

General staff earns 7.5 hours for each month of employment.

After four consecutive years of employment with ACHA, annual leave is earned as follows:

Management staff earns 15 hours each month.

General staff earns 9.5 hours each month.

After the first six months of employment, annual leave may be taken as earned. During the first six months, with the Executive Director's approval, annual leave may be applied to absence for illness in the event that sick leave earned is insufficient.

Regular Part-Time Salaried Employees earn annual leave on a pro-rated basis. Regular Part-Time Hourly Employees are ineligible for annual leave.

Requests for annual leave must be submitted to the immediate supervisor in advance. Approval of annual leave is dependent on the workload of a staff member's department or program area.

A staff member who has successfully completed the probationary period is entitled to annual leave pay upon "termination without cause" if he/she has provided the required amount of advance notice of resignation as set forth in the Termination Policy of this manual. Annual leave in instances of "termination for cause" will not be paid. (See Termination Policy section.)

No more than one-half of the amount of annual leave earned in one year can be carried over into the next year without prior written authorization of the Executive Director.

Sick Leave

Staff earns 12.5 hours of sick leave for each month of employment, to a maximum of 132 days (990 hours).

Regular Part-Time Salaried Employees earn sick leave on a pro-rated basis. Regular Part-Time Hourly Employees are ineligible for sick leave.

Extra holidays or annual leave are not granted for illness over a holiday or during a vacation.

Sick leave may be used for illness, medical/dental appointments, injury, or disability of the employee, the employee's spouse/domestic partner and dependent child(ren) or parents.

In the absence of earned sick leave, a staff member may choose to use either earned annual leave or leave without pay in case of illness.

No payment is made for unused sick leave upon termination, in instances of either dismissal or resignation.

Extended Medical Leave

After the first six months of employment, staff are eligible to use sick leave, annual leave, or leave without pay as extended medical leave, for a period not to exceed six months. Health benefits, life insurance, and retirement will be paid by ACHA during extended medical leave, except when leave without pay is taken (see below). Sick leave and annual leave do not accrue during extended medical leave.

Unpaid Leave of Absence

Time away from work without pay, may be granted by the Executive Director under exceptional circumstances. Health and life insurance benefits may be sustained during the leave period at the employee's sole expense. Sick leave and annual leave do not accrue during an unpaid leave of absence.

Pregnancy and Maternity Leave

After completion of twelve (12) consecutive months of employment with ACHA, a staff employee working a minimum of 30 hours per week is eligible for paid pregnancy and/or maternity leave for a combined maximum not to exceed six (6) weeks total paid absence. Health benefits, life insurance, and retirement will be paid by ACHA during the pregnancy/maternity leave period.

Paternity Leave

After completion of twelve (12) consecutive months of employment with ACHA, a staff employee working a minimum of 30 hours per week is eligible for paid paternity leave for a maximum of two (2) weeks total paid absence in connection with the birth of the employee's child. Health benefits, life insurance, and retirement will be paid by ACHA during the paternity leave period.

Adoptive Leave

After completion of twelve (12) consecutive months of employment with ACHA, a staff employee working a minimum of 30 hours per week is eligible for paid adoptive leave for a maximum of two (2) weeks total paid absence in connection with the adoption of a child by the employee or the employee's partner. Health benefits, life insurance, and retirement will be paid by ACHA during the adoptive leave period.

Bereavement Leave

Up to three days of bereavement leave is available to full-time employees upon a death in the immediate family. The immediate family is defined as the employee's spouse/domestic partner, children, parents, siblings, and grandparents. With the Executive Director's approval, bereavement leave may also be granted upon the death of someone outside the immediate family.

Jury Duty Leave

Leave for jury duty is provided so that regular full-time employees summoned to serve do not lose either their income or annual leave time. ACHA pays the staff member his/her regular salary during jury duty up to a maximum of 30 business days. Beyond 30 business days, salary payment is at the discretion of the Executive Director.

Military Service Leave

An employee who is a member of the U.S. Armed Forces Reserves or the National Guard shall, upon presentation of a copy of the employee's official orders or appropriate certification, be placed on Military Service Leave up to two weeks (10 days) on an annual basis. The employee will be paid the difference, if any, between his/her regular salary and the pay received from the government for the first two weeks (10 days) of service in which the employee is engaged in Reserve/National Guard Annual Training or other active duty or inactive duty for training exercises. Days in excess of the ten days are charged to vacation leave or to unpaid leave of absence.

Professional Development/Education Leave

ACHA recognizes the need for continuing education, training, and development of all employees. To that end, ACHA will support an employee's efforts to improve job-related skills through workshops and seminars. If such training requires time from the office, arrangements must be made in advance, with prior approval by the employee's supervisor.

Compensatory Leave

Compensatory leave applies only to salaried employees. Hourly employees are eligible for overtime, but may not be granted compensatory leave.

ACHA's philosophy is that salaried staff are professionals who work to get the job done. This may sometimes demand "after hours work" in the office or at home. Work of this nature, whether requested by a supervisor or at the initiative of the employee, will typically not be eligible for compensatory leave.

However, ACHA may grant compensatory leave, at the discretion of the Executive Director, under certain circumstances. The circumstances include:

1. Weekend (Saturday/Sunday) or holiday work (including travel time) for an approved ACHA assignment;
2. Special projects demanding intensive work beyond the normal routine to meet short-term deadlines by direction of the ACHA Executive Director, Executive Committee, or Board of Directors;
3. Extra hours and work (including travel time) associated with ACHA's Annual Meeting as determined each year by the Executive Director.

The maximum amount of compensatory leave that can be earned in any 24-hour day is 7.5 hours.

Requests for compensatory time leave must be approved in writing, by the supervisor and Executive Director. All approvals must conform to the circumstances described herein.

All approved compensatory leave must be taken within 45 calendar days from the day it is earned; if not taken within that time period it is forfeited unless the Executive Director grants an exception.

Compensatory Leave for Inclement Weather

Inclement weather (snow, icy road conditions, etc.) sometimes forces a delayed office opening, an early office closing, or an office closure for the entire day.

ACHA generally follows decisions made in this regard by the public school system in the county where the ACHA office is located--the Anne Arundel County Schools. However, ACHA reserves the right to pre-empt decisions made by the Anne Arundel County Schools.

ACHA management will place a message on the ACHA phone answering machine no later than 7:30 a.m. if there is to be a delayed office opening or a closure for the day. Employees are required to get this message by phoning the ACHA office.

ACHA recognizes that its employees are resident in a wide geographical area encompassing several counties and jurisdictions. Winter road and weather conditions typically vary greatly within this geographical area. Each employee must, therefore, make her/his own decision about travel to and from work when the ACHA office is open, given that the employee's local or commuting situation may not be favorable or safe for travel. In such circumstances a liberal leave policy will be in effect. Annual leave must be used when the employee elects not to come to work when the ACHA office is open.

While maintaining national office continuity of operations is a high priority, ACHA deems personal safety as paramount. Employees are asked to exercise sound and responsible judgement during inclement weather periods.

When the ACHA office is officially closed because of inclement weather, and a staff member reports for work and works in the office during the day (time period) of closure -- either because the

employee was unaware of the closing decision before arriving at the office, or had to work in order to meet immediate deadlines (such as hosting a meeting/conference the following day, preparing deadline oriented materials for shipment, participating in ACHA-related conference calls previously scheduled, etc.) -- appropriate compensatory leave will be earned.

The following scenarios will result in the following leave application/earnings:

Declared Weather Situation	Office Status	Employee's Situation/Status	Type of Leave Applied/Earned
Inclement Weather	Closed	Already out on annual leave	Annual leave applied
Inclement Weather	Closed	Scheduled to start annual leave	Annual leave applied
Inclement Weather	Closed	Present for work/Not required for critical tasks or deadlines	Compensatory leave earned (only for hours worked in the office); employee is expected to depart immediately since the office is closed.
Inclement Weather	Closed	Present for work/Required for critical tasks or deadlines (includes official travel status)	Compensatory leave earned for time worked (maximum of 7.5 hours)
Delayed Opening	Partial Day	Already out on annual leave	Annual leave applied
Delayed Opening	Partial Day	Scheduled to start annual leave	Annual leave applied
Delayed Opening	Partial Day	Employee requests leave/Not required for critical tasks or deadlines	With supervisors approval of unscheduled leave, annual leave applied (for the hours in which the office was open and employee was not at work)

Any exceptions will be evaluated by the Executive Director.

Holidays

ACHA observes the following holidays with pay for salaried employees. Holidays that fall on a Saturday are observed on Friday, holidays that fall on a Sunday are observed on Monday.

New Year's Day and one additional day
 Martin Luther King's birthday
 Memorial Day
 Independence Day
 Labor Day
 Veteran's Day
 Thanksgiving Day and the day after
 Christmas Day and one additional day
 Two (2) "Floating Holidays" *

* The national office will be open for business on Presidents' Day and Columbus Day. The employee may choose any two (2) additional paid holidays during the year in order to observe personally significant days (e.g. religious holiday, birthday, anniversary, or other reasons.) Employees must notify their supervisor two weeks in advance of taking each "Floating Holiday".

Regular part-time salaried employees are paid only for holidays that fall on the staff member's

normal working day. Regular part-time hourly employees are not paid for holidays.

A holiday which falls during annual leave is considered holiday leave, and is not charged to annual leave.

**AMERICAN COLLEGE HEALTH ASSOCIATION
LEAVE HIGHLIGHTS
AS OF SEPTEMBER 1999**

The following leave is offered to all regular full-time employees. Regular part-time employees are eligible for leave as indicated. These highlights are provided for illustrative purposes only. Leave and other benefits may be subject to certain restrictions.

TYPE OF LEAVE	AMOUNT	ELIGIBILITY	ELIGIBILITY DATE	LIMITS
Annual Leave: Management Staff General Staff	Hours Per Month: 12.500 7.500	<ul style="list-style-type: none"> • Full-time employment • Regular part-time salaried employment qualifies for pro-rated benefit • Benefit increases after four consecutive years of employment 	Date of employment (DOE). May be taken as earned following completion of six month probationary period.	Annual carry-over limited to one-half the amount of leave earned annually.
Sick Leave: All Staff	Hours Per Month: 12.500	<ul style="list-style-type: none"> • Regular full-time employment • Regular part-time salaried employment qualifies for pro-rated benefit 	DOE. May be taken as earned following completion of one full month of employment.	Sick leave may be carried forward from year to year, but may not exceed 132 days (990 hours) in total.
Bereavement Leave	Maximum of three days per occurrence	<ul style="list-style-type: none"> • Regular full-time employment • Death in the immediate family 	DOE	Maximum of three days of leave per occurrence with no annual carry-over.
Jury Duty Leave	Maximum of 30 days	<ul style="list-style-type: none"> • Regular full-time employment 	DOE	Maximum of 30 days per year with no annual carry-over
Holidays	13 paid holidays each year	<ul style="list-style-type: none"> • Regular full-time employment • Regular part-time salaried employment if the holiday falls on a regularly scheduled workday. 		See Personnel Manual for further details.
Military Leave	Up to a maximum of 10 days per year.	<ul style="list-style-type: none"> • Full time employment 	DOE	Maximum of 10 days with no annual carry-over

TERMINATION POLICY

Voluntary (Resignation)

Resignation

General staff and management staff may voluntarily terminate their employment (resign) for any reason. General staff are required to give a minimum of two (2) weeks written notice to their supervisor before the effective date of voluntary termination (resignation). Management staff (excluding the Executive Director whose termination provisions are set forth in a separate Employment Agreement) are required to give a minimum of four (4) weeks written notice to the Executive Director before the effective date of voluntary termination (resignation). At the Executive Director's discretion, a portion of the notice period for both categories of staff may include the use of annual and/or compensatory leave.

Employees in either category who elect to voluntarily terminate their employment will be paid for salary earned as of the effective date of termination and will be paid for accrued annual leave subject to the limits of annual leave accrual. However, if the employee fails to provide the minimum required notice of resignation as set forth above, he/she shall not be entitled to payment for any unused annual leave.

ACHA will consider the employee to have voluntarily terminated the employment relationship if he/she does any of the following:

- a. Provides written notice of resignation as prescribed above;
- b. Does not return from an approved leave of absence specified by ACHA; or
- c. Fails to report to work and fails to call-in to apprise the supervisor of his/her status for three (3) or more consecutive working days.

Involuntary Termination (Dismissal)

Dismissal

All ACHA staff (except the Executive Director) are "at-will" employees, and may be terminated (dismissed) without or for cause. Provisions for involuntary termination of the Executive Director are as set forth in a separate Employment Agreement.

Termination Without Cause

General staff and management staff may be involuntarily terminated without cause. Except in cases of "Termination for Cause" and during the probationary period, in addition to paying for salary earned at the rate in effect as of the date of termination and accrued annual leave (subject to the limits of annual leave accrual), ACHA will provide severance pay. Severance pay will be paid at the pay rate in effect at the time of termination, computed on the basis of one (1) pay period of current pay per each two (2) consecutive years of ACHA employment (rounded up to the nearest year). No additional annual leave or sick leave will accrue after the date of termination. Other benefits for which the employee was enrolled on the date of termination will also be discontinued on the date of termination. Under the Code of Maryland Regulations (COMAR) the employee may elect to continue health insurance coverage for up to 18 months following ACHA termination, provided that the employee pays the monthly premiums.

Termination For Cause

The Executive Director may terminate either a general staff or management staff employee “for cause” at any time without advance notice. There will be a written notice of “for cause” termination that will specify the reason for termination. ACHA may have “cause” to terminate an employee for any act(s) that are deemed injurious to ACHA, including its members and other staff employees. These may include but are not limited to: willful misconduct, serious breach of ethics or business practice, failure to comply with association policies, or conviction of a felony. The foregoing is not an exclusive list.

In cases of “Termination for Cause” ACHA will pay the terminated employee for salary earned at the rate in effect as of the date of termination. Accrued annual leave and severance pay will not be paid. Additionally, benefits will be discontinued.

BUSINESS EXPENSE REIMBURSEMENT

Expense Reimbursement Policy

ACHA will reimburse staff members for transportation, lodging, meals, and incidental expenses when required for the conduct of approved business. Examples of allowable expenses but not limited to include:

- Transportation—Air, bus, train fares (receipt required)
- Personal auto use--mileage reimbursement for use of own car. Personal auto travel is typically for home/office to and from transportation terminals. Personal auto use is allowed for short trips where public transportation is more expensive or not readily available.
- Lodging (receipt required)
- Meals—Reimbursement for actual expenses not to exceed daily maximums listed on the ACHA Expense Reimbursement Form. **No reimbursement for purchase of alcoholic beverages.**
- Taxi, bus, airport limousine, parking, bridge/tunnel/toll road expenses (receipt required)
- Tips in conjunction with lodging, meals, and other service
- Telephone, postage, etc. for official business
- Registration fees (receipt required)
- Other business expenses as approved by supervisor

Credit Cards

ACHA may issue a credit card to employees for use in connection with official ACHA business. The card will be issued to designated employees at the discretion of the Executive Director.

The monthly invoices will be paid by ACHA. If an employee inadvertently uses the card for the purchase of goods or services not in connection with official ACHA business, the employee shall reimburse the ACHA for the amount of the purchase on the next ACHA business day.

Abuse of the card will result in disciplinary action.