

Human Resources Manual

Great Basin Outdoor School

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Purpose

The purpose of the Human Resources Manual is to contain all human resource related policies developed by the Board of Directors, procedures designed to implement those policies, and amplification of information in the Employee Manual.

This manual includes the separate documents Employee Handbook, Acknowledgement Form for Program Staff, Acknowledgement Form, Harassment Policy, and Code of Conduct for Program Staff, so the text of those documents is not repeated within the body of this document.

Appendix A includes these additional documents.

Policies Adopted by the Board of Directors

All policies adopted by the Board of Directors of GBOS which address or affect human resource management and employment will be contained in this manual.

Appendix B contains these policies.

Job Descriptions and Salary Administration

Job descriptions for every position occupied by an employee will be maintained in this manual. Each job description will clearly indicate the classification of the position: exempt or non-exempt, full-time or part-time, and regular or temporary. Job descriptions will be reviewed every year in the third quarter (January – March) so that up-to-date job descriptions are available for performance evaluation.

Salary ranges for every job description will be established by the Board of Directors. Criteria for placing an employee within the salary range will be established by the Executive Director, and will include, but are not limited to: experience, education and training, and interview performance.

Newly hired employees will be placed within the salary range according to the criteria established for that position. The salary determination will be signed by the Executive Director.

Existing employees may receive merit increases in salary, at the discretion of the Executive Director and the Board of Directors. Job performance as documented by the annual performance evaluation will be the primary determinant of any increase, but time in service, additional education and training, discipline or commendation, and other factors may be considered.

Appendix C contains job descriptions, salary ranges and criteria.

Selection and Hiring Procedures

All employees will be subject to fingerprinting and a criminal background check. The employee will be given fingerprint cards at the time of the conditional offer of employment, will return these cards to GBOS along with a check payable to GBOS for the current background check fee, and GBOS will submit them to the Nevada Highway Patrol Criminal History Repository for state and federal checks. The employee will be reimbursed for the fingerprinting and background check with the first pay check. If the background check indicates a criminal history incompatible with the educational mission of GBOS, the conditional offer of employment will be withdrawn and the person will not be reimbursed. If the person does not report for work, he/she will not be reimbursed.

The NERC Pre-Employment Guide (Appendix D) will be used in the selection and hiring process.

Appendix D contains forms related to selection and hiring.

Accessibility and Accommodation

GBOS:

1. Adheres to the principles of non-discrimination articulated in the ADA and applicable state and local laws;
2. Will not discriminate against an applicant, employee, or volunteer on account of disability, provided that the worker/applicant is otherwise qualified for employment;
3. Will not administer medical examinations to applicants until after conditional offers of employment have been made;
4. Will segregate all medical information in employee/volunteers files and maintain the confidentiality of such information;
5. Will provide applicants and employee/volunteers with disabilities with reasonable accommodation, except where such an accommodation would create an undue hardship on the GBOS; and
6. Will notify individuals with disabilities that the nonprofit provides reasonable accommodations to qualified individuals with disabilities, by a) including a copy of the nonprofit's written policy in any handbook or personnel manual circulated to staff, and b) by posting the Equal Employment Opportunity Commission's poster conspicuously throughout GBOS's facilities.

Procedures for Employees Requesting an Accommodation

Qualified individuals with disabilities may make a request for reasonable accommodation to the Executive Director with GBOS. Upon receipt of an accommodation request, the Executive Director will meet with the requesting individual to discuss and identify the precise limitations resulting from the disability, and the potential accommodation that GBOS might make to overcome those limitations.

The responding staff member, in conjunction if necessary with appropriate supervisory staff identified as having a "need to know" will determine the feasibility of the requested accommodation, considering various factors, including, but not limited to, the nature and cost of the accommodation, the availability of tax credits and deductions, outside funding, the nonprofit's overall financial resources and the accommodation's impact on operations of the nonprofit, including impact of other staff and clients, and on GBOS's overall ability to provide service to the public.

The responding staff member will inform the employee requesting the accommodation of the organization's decision on the accommodation request or on how accommodation will be accomplished. If the accommodation request is denied, the employee will be advised of his/her right to appeal the decision using the grievance procedure. The employee desiring to appeal should submit a written request to the nonprofit along with the reasons for the appeal. GBOS will review the request for appeal in accordance with its internal grievance procedures.

New Employee Orientation

Orientation for program employees and other employees will vary considerably, so separate orientation checklists have been created. For program employees who take part in staff training week, many of the checklist items will be covered during training.

During orientation, the employee will be asked to provide documentation of CPR, first aid, and a TB test, and must complete an INS form I-9, which requires forms of identification. The employee will have been made aware of this requirement on the job application form, during the interview, and in the letter of conditional offer of employment. If the employee does not have the necessary documentation, they will be placed on unpaid leave until such time as the documentation is made available. If the documentation is not available within one week from the time of orientation, the employee may be terminated.

Appendix E contains forms and documents related to new employee orientation.

Payroll and Timekeeping

The staff person responsible for timekeeping and payroll will be identified to all employees.

Pay Periods and Pay Days

Pay periods for program employees will be every two weeks, starting with the beginning of the regular program season. Program employees will be paid on the second Friday of the two week period for work during the two week period ending on that day.

Pay periods for all other employees will be the 1st through 15th and the 16th through the last day of the month. These employees will be paid on a bi-monthly basis, on the 15th and last day of the month, for the pay period which proceeds the payday (not the one which contains it). If the pay day falls on a non-work day for a specific employee, that employee will be paid on the preceding work day, if they have chosen to receive a check at the workplace.

Timekeeping

Non-exempt employees will record on a provided Time Sheet form (Appendix F) the number of hours worked each day. This form will be signed by the employee and the supervisor, and submitted to the timekeeper on the last day of the pay period, the 15th and last day of the month. If the hours reported are not as expected by the timekeeper, the timekeeper will contact the employee immediately to resolve any discrepancies.

Exempt employees will record days and number of hours worked and submit this to the timekeeper. This information will not be used for payroll but will be used by the organization to assess work loads and staffing.

Overtime

Overtime will be paid to all non-exempt employees for all work in a work week in excess of 40 hours. All time actually worked must be paid, whether authorized or not, however, if the employee works overtime without the authorization of their supervisor, they are subject to discipline or termination.

Payroll

The increment of pay for employees will be:

1. Non-exempt employees will be paid on an hourly basis.
2. Exempt employees will be paid on a weekly basis, prorated for the number of normal work days within the pay period. Any portion of a day worked will result in pay for a full day.

The staff person with payroll responsibility will forward a payroll summary to the staff person responsible for writing checks by the fifth workday after the end of the pay period, will receive from the check writer the checks for every employee by the tenth working day, will review the checks for accuracy, and will distribute checks to each employee on pay day in person at the workplace or by mail. Each employee will have specified whether they wish to receive checks at the workplace or through the mail. The checks can be handed in person by the payroll staff, or given to the employee's supervisor for distribution.

Taxes

Federal income tax and social security (FICA) tax will be withheld from each paycheck, according to the IRS W-4 form on file for each employee. No other deductions are currently identified. Any other deductions will require written acceptance by the employee and must be for the benefit of the employee.

Paid Time Off (PTO) Recording

PTO will be calculated for every eligible employee every pay period. A running record of hours worked (non-exempt) or days worked (exempt) will be kept so that earned PTO can be credited. On a pay period basis, the information will be entered into a spreadsheet or other software, backed up after entry. A printed or written record will be placed in the employee's personnel file on a quarterly basis. The employee will receive a printed or written record of earned and used PTO on a quarterly basis, and will given a verbal summary on request.

If so directed by the Board of Directors or the Executive Director, any portion of accumulated PTO except that earned in the preceding quarter may be paid at the end of the fiscal year (June 30) rather than being carried forward into the new fiscal year. All PTO will be paid upon termination.

Employees are encouraged to use their PTO on an ongoing basis, rather than accumulating large amounts or getting paid for it at the end of the fiscal year.

Cost of Living Adjustment (COLA)

The base rate of all employees (hourly for non-exempt and weekly for exempt) will be adjusted on January 1 of each year, in the same amount as the COLA established by the Social Security

Administration. This increase is provided to all employees and is unrelated to job performance or merit increases.

Appendix F includes documents related to payroll and timekeeping.

Supervision

(to be completed)

Performance Evaluation

All employees are entitled to a performance evaluation. The evaluation will be performed by the employee's supervisor at the time of evaluation. The evaluation will be written.

The criteria for performance evaluation will be consistent for all positions under a particular job description. Criteria will be established which address the employee's actual job performance judged against the employee's job description. If the employee has developed goals for the year, progress towards these goals may also be used in the evaluation. If the work the employee is currently doing is significantly different from the job description under which they are working, a new job description will be developed or applied, and the evaluation will note that job responsibilities have changed.

Appendix G includes documents and forms related to performance evaluation.

Harassment Procedure

The procedure documented in *Taking the High Road: A Guide to Effective and Legal Employment Practices for Nonprofits*, "What to do if an allegation of illegal harassment is made," pages 135-137, included in Appendix F.

A summary of the procedure is as follows:

1. Investigate every allegation
2. Separate the alleged victim from the alleged harasser
3. Interview witnesses
4. Protect confidentiality
5. Document the investigation
6. Evaluate the results
7. Take remedial action to address the wrongdoer's conduct
8. Promptly share the results of the investigation with the complainant and address the complainant's needs

Appendix H includes documents related to the harassment policy.

Grievance Procedure

(to be completed)

Discipline Procedure

As a matter of policy, supervisors and the Executive Director will comply with the fundamental fairness formula in disciplining employees. However, use of the formula will not in any way legally constrain GBOS in discipline or termination actions, which are always at the discretion of the supervisor or Executive Director. The formula is summarized below and documented in detail in *Taking the High Road: A Guide to Effective and Legal Employment Practices for Nonprofits* published by the Nonprofit Risk Management Center.

1. Notice of performance expectations and consequences
2. Performance counseling
3. Opportunity to correct
4. Check of internal policies and procedures
5. Objective review

All discipline and termination actions will be documented in writing by the person taking the action, and such documentation will be placed in the employee's personnel file. The written documentation will include, but is not limited to, the date and location of the incident, witnesses to the incident, context, evaluation and actions under the fundamental fairness formula, and corrective actions taken by the employee or organization.

The employee is entitled to a copy of the written action, and may respond with a written response, which will also be placed in the employee's personnel file if requested by the employee.

Commendation Procedure

(to be completed)

Workers Compensation

Appendix I contains forms and documents related to workers compensation.

Workplace Posting

The following posters or information are required by law to be displayed prominently in the workplace of GBOS employees (except those working at home, who will have access to the posters or information at a GBOS workplace):

1. Rules To Be Observed By Employers – NV Nevada State Labor Commissioner
2. Fair Labor Standard Act – Federal WH Publication 1088
3. Brief Description of Your Rights and Benefits – NV IIRS Form D-1
4. Employee Polygraph Protection Act – Federal WH Publication 1462
5. Equal Employment Opportunity is The Law - Federal
6. You Have a Right to a Safe and Healthful Workplace – Federal OSHA 3165
7. Notice to Employees – NV NUCS-4324
8. Notice of Limitations Affecting the Application of Lie Detector Tests – NV

Appendix J includes all workplace posting documents.

Workplaces

The work place of a Program Staff working on an education program is the day or residential site where the program is offered. Other employees, and Program Staff not working on programs, may work at appropriate locations as agreed to with their supervisor. GBOS will provide office space for employees whose positions reasonably require office space.

Employees may work at home if agreed to with their supervisor, with consideration of the work to be performed and the home office space available, however, an employee will not be required to work at home. GBOS may, at the discretion of the Executive Director, provide equipment, materials or services for the home office, if budgetary constraints allow, if it is clearly in the interest of the organization, and if guidelines for appropriate use have been established by the organization and agreed to by the employee.

Amplification of Employee Handbook

contains all forms mentioned in this section.

Work Week

The work week for Program Staff working with students in a residential education setting will be four 10-hour days, for a total of 40 hours per week. The work schedule for naturalists and the program director is in Appendix F.

The work week for all other employees is either:

1. 8:00 to 5:00 Monday through Friday, with a one hour unpaid lunch meal break and two 10 minute paid rest breaks each day; or
2. A work schedule of 40 hours set by the supervisor in order to accomplish the business of the organization.

Compliance with Federal, State and Local Law

Great Basin Outdoor School (GBOS) will comply with all applicable federal, state and local laws in employment.

Federal

Title VII of the Civil Rights Act of 1964: As an employer with fewer than 15 employees, GBOS is not required to comply with this Act. However, GBOS will only take actions consistent with this act.

Fair Labor Standards Act (FLSA): GBOS will comply with requirements of the FLSA for all non-exempt employees, including minimum wage, and overtime for hours worked over 40 in a workweek.

Immigration Reform and Control Act of 1986: GBOS will comply with all provisions of this act.

Americans with Disabilities Act (ADA): As an employer with fewer than 15 employees, GBOS is not required to comply with this act. However, GBOS will only take actions consistent with this act.

Drug-Free Workplace Act of 1988: GBOS will comply with all provisions of this act.

Family and Medical Leave Act (FLMA): As an employer with fewer than 50 employees, GBOS is not required to comply with this act. However, GBOS will offer full-time employees unpaid leave equivalent to that provided by the act.

Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA): As an employer with fewer than 20 employees, GBOS is not required to offer COBRA coverage.

Health Insurance Portability and Accounting Act of 1996 (HIPPA): GBOS is not required to comply with the provisions of this act since it does not offer group health insurance.

Age Discrimination in Employment Act of 1967 (ADEA): As an employer with fewer than 20 employees, GBOS is not required to comply with this act. However, GBOS will only take actions consistent with this act.

National Labor Relations Act (NLRA): GBOS will comply with all the provisions of the act.

Employee Retirement Income Security Act of 1974 (ERISA): GBOS is not required to comply with this act since it does not office an employee benefit plan.

Uniformed Services Employment and Reemployment Rights Act (USERRA): GBOS will comply with all the provisions of this act.

Nevada

Nevada Fair Employment Practices Act: GBOS will comply with the provisions of the act.

Nevada Revised Statutes (NRS): GBOS will comply with all applicable provisions of Nevada Revised Statutes 608-614.

Personnel File

Each employee will have two personnel files:

1. General File: This file will contain every document that has been identified for retention by board policy or human resource procedure. The file will have a log sheet used to record the title of every document placed in the file, along with the date placed. For documents which are routinely updated, the date will be that of original placement. Contents of the file may include, but are not limited to:
 - a. Summary sheet with employee name, social security number, job title, salary or hourly wage, and classification. For temporary employees, the date of expected termination will be indicated.
 - b. Original application and resume.
 - c. Background check, reference check, education check, and letters of recommendation.
 - d. Application and interview evaluations, with criteria and questions shown.
 - e. Record of decision to hire, placement in salary range, and letter of offer.
 - f. Acknowledgement forms.
 - g. Current IRS W-4 form.
 - h. Job description for every position held.
 - i. Updated resumes.
 - j. Disciplinary actions and commendations.
 - k. Records of paid time off earned and utilized.
 - l. Records of paid and unpaid time off for other reasons.
 - m. Yearly evaluations.
 - n. Documentation of safety training (CPR, first aid, etc.) and TB test.
 - o. Records of education or training provided by GBOS or the employee, which enhance qualification.
 - p. Exit form at time of termination.

1. **Medical File:** This file will contain any medical document or information, with a separate log sheet.

Both files will be kept in a secure area or file cabinet not accessible to unauthorized persons. Any employee with human resource responsibility, the employee's immediate supervisor, and the Executive Director may have access to the files, on a need-to-know basis.

Contents of the files will be destroyed by shredding, two years after termination of the employee. A new document will be created which specifies employee name, social security number, dates of employment, and jobs title(s). Job descriptions in effect at the time of employment will be attached. No other information will be retained. If the employee was terminated due to an incident of workplace violence, this information will be noted on the new document, but no other cause of discipline or termination will be noted.

Requests by the employee to view their personnel files will be honored in a timely manner, no later than one week after the request. The log sheets will note the date the employee viewed the file. The employee may photocopy any document in the file, at their own expense.

Reference Procedure

Information on a current or former employee may be released to a potential employer or other organization or agency only with a signed release that specifies:

- a. release of only minimal information: name, dates of employment, job title(s), and job description(s); or
- b. minimal information, plus a letter of reference written by a supervisor or the Executive Director.

The main personnel file may be used as a source of information in writing a reference. The reference may not include any information or inferences which are not substantiated by written documentation. No information from the medical file will be used. The employee may not limit in any way the range of personnel file information used to write the reference.

If no supervisor of the employee is still employed by GBOS, it is at the discretion of the Executive Director whether to provide a letter of reference. Since personnel files are destroyed two years after termination, only minimal information will be available after that time.

If the personnel file or retained records indicate that the employee was terminated for an incident of workplace violence, that information will be provided to the requesting organization or agency, but must be routed through legal counsel rather than provided directly.

Change History

03Mar2003: Changed appendix references to match HR manual binder; no change in content.

04May2002: Changed Payroll and Timekeeping > Pay Periods and Pay Days to set the pay period for program employees to be every two weeks, and the pay day to be the second Friday of that period. Change OK'd by Jeni Root via Sue Jacox.

04May2002: Added Change History, Index of Appendices, and cover page for each appendix.

Index of Appendices

- A: Employee Handbook
- B: Policies Adopted by the Board of Directors
- C: Job descriptions, salary ranges and criteria
- D: Selection and Hiring Procedures
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Appendix A: Employee Handbook

The entire contents of the current Employee Handbook is Appendix A.

Appendix B: Policies Adopted by the Board of Directors

Appendix C: Job descriptions, salary ranges and criteria

Appendix D: Selection and Hiring

Appendix E: New Employee Orientation

Appendix F: Payroll and Timekeeping

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Nevada Requirements

1. *Brief Description of Your Rights and Benefits If You Are Injured on the Job or have an Occupational Disease* (D-1: Department of Business & Industry, Division of Industrial Relations, Industrial Insurance Regulation Section)
2. *Rules to Be Observed by Employers* (Labor Commissioner)
3. *Safety and Health Protection On the Job* (OSHES-1361: Department of Business and Industry, Division of Industrial Relations, Occupational Safety and Health Enforcement Section)
4. *Nevada Law Prohibits Discrimination in Employment, Housing, and Public Accommodations* (NERC-0002: Department of Employment, Training & Rehabilitation, Nevada Equal Rights Commission)
5. *Emergency Phone Numbers* (OSHES-1000: State of Nevada, Department of Business and Industry, Division of Industrial Relations, Occupational Safety and Health Enforcement Section)
6. *Nevada Notice of Limitations Affecting the Application of Lie Detector Tests* (Office of the Labor Commissioner)
7. *Nevada Unemployment Insurance* (NUCS 4324 - State of Nevada, Department of Employment, Training & Rehabilitation, Employment Security Division)

Federal Requirements

1. *Federal Minimum Wage* (WH 1088 – US Department of Labor, Employment Standards Administration, Wage and Hour Division)
2. *You Have a Right to a Safe and Healthful Workplace* (OSHA 3165 – Occupational Health and Safety Administration)
3. *Equal Employment Opportunity is the Law* (US Department of Labor)
4. *Notice to Workers with Disabilities* (
5. *Employee Polygraph Protection Act* (WH 1462 - US Department of Labor, Employment Standards Administration, Wage and Hour Division)
6. *Your Rights Under The Family and Medical Leave Act of 1993* (WH 1420 - US Department of Labor, Employment Standards Administration, Wage and Hour Division)

Other

1. Payday Notice