

Personnel Manual

“For there is a proper time and procedure for every matter . . .”

Ecclesiastes 8:6

The Lutheran Church—Missouri Synod

June 2017
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FOREWORD

"Finally, brothers, whatever is true, whatever is noble, whatever is right, whatever is pure, whatever is lovely, whatever is admirable--if anything is excellent or praiseworthy--think about such things. Whatever you have learned or received or heard from me, or seen in me--put it into practice. And the God of peace will be with you." Philipians 4:8,9
(A comment from Paul, in prison, encouraging excellence in ministry through his example.)

TO: ALL EMPLOYEES

The following pages contain policies and procedures established for individuals employed by Calvary Lutheran Church & School. The policies in this manual supersede any other policy prior to the date on the cover of this manual

Please read this manual carefully. Although this does not constitute a contractual agreement, we hope it will provide guidance and answer your questions. Any further questions may be directed to the Business Manager.

May God bless you in all you do.

Sincerely,

Parish Planning Council

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CALVARY LUTHERAN CHURCH & SCHOOL PERSONNEL MANUAL

SECTION 1.000

INTRODUCTION

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1.100: WELCOME!

Welcome to Calvary Lutheran Church & School! We consider you to be a gift from God and look forward to working with you as a member of our ministry team. The gifts and talents that you bring to your position are most appreciated. We are committed to working together with you in service to our Lord through this ministry.

As an employee of Calvary, you represent this ministry in both your work life and your private life. Our hope is that you would always be sensitive to how others may see you as you live out your daily life. We encourage you to strive toward living a life that is an example to others of your relationship with God and your belief in Calvary's Mission Statement.

We pray that you will look to your Lord daily as you go about your work in a way that is suggested in this portion of a prayer from "The Lutheran Book of Prayer."

"Grant that I may day by day put forth efforts which are pleasing to Thee, helpful to my fellow men, and sufficient to provide for my daily needs. Keep me mindful that my service must be done not merely to men but to Thee. Help me to remember that in all things, my sufficiency is of Thee and that whatever I do is to be done to Thy glory. Give me joy in my labor, sincerity in my service, and unselfishness in all my striving. Help me to be faithful in all things, for the sake of Him who died for me." Amen

Mission of Calvary Lutheran Church Kansas City, Missouri

We are here to share the love of Christ, and to share the message of salvation through Him.

Vision of Calvary Lutheran Church and School

We are seeking, by the Grace of God, to grow in love as committed disciples of the Lord Jesus Christ calling, nurturing and empowering Christians for service.

We view ourselves as a group of dedicated and caring individuals, effectively sharing the love of Christ with one another and with all others that we have contact with. We want others to view us in that same way. In this regard, we are committed to the following:

To faithfully follow the Word of God, The Sacred Scriptures, in its truth and purity as set forth in all the symbolical books of the Lutheran church;

To exemplify the Christian faith and life, to function in an atmosphere of love and order characteristic of the Body of Christ at work, and to lead others toward Christian maturity;

To show a due concern for all phases of ministry.

1.200: INTRODUCTORY STATEMENT

The following pages contain a general overview of procedures and policies established by Calvary for its employees, as well as an explanation of certain benefits provided with this employment. We want you to feel that, although there are policies and procedures to follow, you also sense participation in the servant role to the members of Calvary Lutheran Church & School. We hope you will find joy in your work and friendship among your co-workers.

It is important that you read, understand, and become familiar with this manual and comply with the standards which have been established. Please talk with your supervisor or the Business Manager if you have any questions or need additional information.

It is obviously not possible to anticipate every situation that may arise in the workplace or to provide information that answers every question. As a result, Calvary reserves the right to modify, supplement, rescind, or revise any policy, benefit, or provision from time to time, with or without notice, as it deems necessary or appropriate. However, at all times, Calvary will comply with all applicable laws.

If there is a conflict between the provisions, benefits, and policies in this Personnel Manual and those set forth in the terms of a staff member's call or contract, the terms of the call or contract shall prevail provided they do not conflict with the Bylaws or constitution of the Synod, Calvary, or the prevailing employment laws.

CALVARY LUTHERAN CHURCH & SCHOOL PERSONNEL MANUAL

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EMPLOYMENT

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2.100: YOUR EMPLOYMENT

2.105: Employment At Will

For non-rostered or non-contracted employees of Calvary Lutheran Church & School, the employment relationship is one of mutual consent. The employment relationship is terminable at the will of the employee or Calvary Lutheran Church & School, that is, either you or Calvary Lutheran Church & School may end this relationship at any time, with or without cause.

2.150: Hiring Policy

In order to hire the best candidate for any position at Calvary, every effort will be made to screen the candidates as to qualifications, background and ability to fill the position. In working with non-rostered candidates the following will be used.

Initial resume will be reviewed and used to qualify the candidate for an interview with the position supervisor and other supervising personnel as fitting the position to be filled.

During the interview, personal presentation of the candidate will be considered. Is she or he able to communicate in line with what the position needs, and is she or he dressed appropriately?

Are the skills in line with what the position requires? Testing may be a part of the onsite interview.

References will be checked, including education levels.

2.200: EQUAL EMPLOYMENT OPPORTUNITY

Calvary Lutheran Church & School is in full agreement with the intent of the Civil Rights Laws. It is our firm belief that the basis of employee selection for hiring, promotion, transfer, training, job assignment, hours of work, rate of pay, and working conditions should be according to ability, not age, race, color, national origin, ancestry, gender, disability, or any other factors not considered pertinent to performance.

Because we are a church body, certain positions demand extensive understanding of and commitment to the doctrinal view of The Lutheran Church-Missouri Synod. For such positions, it is necessary for us to seek out individuals with specific religious training and/or synodical recognition. In addition to the extent allowed by state law for all positions, the church may give preference in hiring on the basis of religion, including persons who are members in good standing of a Lutheran Church-Missouri Synod congregation.

The positions of pastor, associate pastor and assistant pastor (if applicable) or positions identifying ordained clergy status as a requirement at Calvary Lutheran Church are required to be held by ordained ministers of The Lutheran Church-Missouri Synod. Based on religious belief, only males are ordained ministers in The Lutheran Church-Missouri Synod. Therefore, for those positions, females will not be considered for employment.

2.300: IMMIGRATION REFORM AND CONTROL ACT OF 1986

Calvary is committed to full compliance with the federal immigration laws and will not knowingly hire or continue to employ anyone who does not have the legal right to work in the United States.

As a condition of employment, you will be required to provide documentation verifying your identity and legal authority to work in the United States, which includes the completion of Form I-9, Employment Eligibility Verification.

2.350: NEW HIRE ACT

By federal law all employers are required to report newly hired employees to the designated state agency in the state where the employees are hired within 20 days of the hire date. This requirement is the result of legislation designed to improve child support enforcement by locating parents who have neglected to pay support.

2.355: CRIMINAL BACKGROUND CHECK

All new employees will be given a criminal background check with the State of Missouri Department of Health. This checks the background especially dealing with child abuse charges. Until the return of the criminal background check new employees may not be allowed to be alone with children.

2.375: DRUG TESTING

Calvary Lutheran Church, School and Early Education Center, (hereinafter, "Calvary") in an effort to provide a safe, productive environment for students and employees, desires to create and maintain a strictly drug-free work environment.

All employees shall be notified that any employee who is engaged in the performance of duties shall, as a condition of employment, agree to abide by the terms of this policy and shall further agree to notify the Personnel Office of any criminal drug statute conviction no later than five (5) days after such conviction.

Applicability

This policy applies to all regular, full-time, part-time, temporary, substitute or contract employees and to employment applicants who have been offered positions with Calvary. Compliance with this policy will be required as a condition of employment for qualified applicants and for continued employment for persons employed. The cost of drug testing employees will be paid by Calvary.

Employee Drug Testing

The illegal use, manufacturing, distribution, dispensing, sale or possession of intoxicants, narcotics, drugs, controlled dangerous substances, mood-altering chemicals, including alcohol or drug paraphernalia by any employee while on the job or on Calvary property, or on Calvary buses, shall result in the employee being subject to disciplinary action up to and including immediate termination. Any illegal substances found in such circumstances shall be turned over to the appropriate law enforcement agency.

Conviction of manufacturing, distribution, dispensing, sale or possession of narcotics, drugs, controlled dangerous substances, or mood-altering chemicals off duty or off school premises shall result in the employee being subject to disciplinary action up to and including immediate termination.

The use of alcohol in the workplace, and/or possession, concealment, promotion or sale of alcohol or other intoxicants while on the job, on any school property, or on Calvary buses is prohibited. (Exceptions include the sacrament of Holy Communion and/or use of alcohol at Calvary sponsored events.) Any confirmed violation of this policy by any employee shall result in the employee being subject to disciplinary action up to and including immediate termination.

Laboratory work shall be performed by Calvary's designated drug testing laboratories.

Tests Performed

Pre-employment-Calvary reserves the right to request applications to submit to drug/alcohol testing prior to receiving an offer of employment. Refusal to submit to testing will result in disqualification of further employment consideration.

Post-Accident-As a condition of continued employment with Calvary, any employee involved in an accident during the course and scope of his or her employment shall be tested for the presence of drugs and alcohol. Both urine and blood samples may be used to test for drugs and alcohol. The accident must render physical harm to the employee or to others such that a physician's medical attention is required. In the event of an accident not requiring medical attention but causing property damage in excess of \$500, the employee may be drug tested.

Reasonable Suspicion-A supervisor may require an employee to submit to drug testing when the supervisor has reasonable suspicion the employee may be in violation of Calvary's drug policy. Any employee may be required to provide a urine and/or blood sample when such reasonable suspicions arise.

Circumstances which constitute a basis for determining reasonable suspicion may include, but are not limited to:

- abnormal or erratic behavior;
- information provided by a reliable and credible source with personal knowledge;
- direct observation of alcohol or drug use or consumption of products that have similar effects as alcohol or drugs;
- presence of the physical symptoms of consumption or use, i.e., glassy or bloodshot eyes, alcohol odor on breath, slurred speech, poor coordination, and/or reflexes, abrupt swings in mood or energy level, or excessive irritability and emotional outbursts;
- possession of alcohol or illegal drugs in the work place; or
- involvement in a work-related accident or incident, excessive absenteeism, severe and prolonged reduction in productivity or performance

An employee refusing to submit to an alcohol or drug test will be subject to the consequences of a positive test. A refusal is defined as a verbal refusal, abusive language to the supervisor or personnel performing the test, or tampering with any sample, container, equipment or documentation of the sampling process. No employee shall report for duty or remain on duty after testing positive for alcohol or drugs, until cleared to return by their supervisor.

Definitions

Controlled substances: defined in 21 USC Section 812 include, but are not limited to opiates, opium derivatives, hallucinogenic substances, including cocaine, and cannabis and synthetic equivalents of the substances contained in the plant, any material, compound, mixture or preparation with substances having a depressant effect on the central nervous system, and stimulants.

Conviction: a finding of guilt including a plea of nolo contendere, or imposition of a sentence or both by a judicial body charged with responsibility to determine violations of state or federal criminal drug statutes.

Drugs: any alcohol or malt beverage, any inhalant, any controlled substance, any illegal substance, any abused substance, any look-alike or counterfeit drug, any medication not approved and registered by the school authorities and/or any substance whose use is intended to alter mood, and/or any substance which is represented and sold or distributed as a restricted or illegal drug, even if the substance is not what it is represented to be.

Drug paraphernalia: all equipment, products and materials of any kind which are used, intended for use, or designed for use, in planting, propagating, cultivating, growing, harvesting, manufacturing, compounding, converting, producing, processing, preparing, testing, analyzing, packaging, repackaging, storing, containing, concealing, injecting, ingesting, inhaling, or otherwise introducing into the human body a controlled substance or drug as defined in this policy.

2.400: EMPLOYMENT OF MINORS

For employees under 18 years of age, the hours of employment and working conditions strictly follow the regulations set forth by federal and state laws.

Minimum age of employment for the VERB program is 15 or completion of freshman year of high school. Minimum age of employment for all other programs is 18.

2.500: EMPLOYMENT OF RELATIVES

Relatives of individuals on staff normally may not be offered employment working directly for or supervised by the family member in a full-time capacity. Requests for exceptions may be made to the direct supervisor or supervising Board who may approve the hiring. A relative is defined as any person related to the employee by blood, marriage, or adoption.

2.600: EMPLOYMENT CLASSIFICATION

There are six classifications of employees as follows:

CALLED/ROSTERED MINISTRY STAFF – Synodically trained and rostered faculty and staff who are eligible for a call from a LCMS congregation will be called according to the terms of the LCMS bylaws.

REGULAR FULL-TIME – Any non-called worker who works **40 hours** per week for more than 5 months per year.

REGULAR PART-TIME – Any worker who works more than **30 hours** per week for more than 5 months per year.

PART-TIME – Any worker who works up to but **no more than 30 hours** per week for a period of more than 5 months per year.

TEMPORARY – Any worker employed, full-time or part-time, five months or less per year.

SUBSTITUTE – Any worker employed, full-time or part-time, to fill in for another worker who is unavailable to work.

You will be required to sign a statement recognizing your part-time or temporary status and that you therefore are not eligible for benefits.

2.605: OVERTIME AND MINIMUM WAGE

Certain job positions are exempt from coverage under the **Fair Labor Standards Act (FLSA)**, which governs the payment of minimum wage and overtime. Some of the types of positions that are exempt from the FLSA are those of a managerial, administrative or professional nature, although job titles do not control classification as exempt or non-exempt from the FLSA. Upon hire or promotion you will be required to sign a statement recognizing your exempt status and that you will not receive overtime pay.

2.700: MINISTRY DESCRIPTIONS

In order to mutually understand what is expected of a new employee and for what the employee will be held accountable, a ministry description is utilized. Employees will generally be given a ministry description before they start working, which summarizes duties and responsibilities and gives important information about the position. Please read and study your ministry description carefully and discuss it with your supervisor if you have any questions.

Calvary reserves the right to revise and update your ministry description from time to time, as it deems necessary and appropriate.

2.800: PERFORMANCE EVALUATIONS

Based on actual work performance, a performance review will be conducted with you by your supervisor on a predetermined date. This is a formal and documented review. Casual and undocumented discussions with your supervisor will also be a part of your performance evaluation.

Purpose: All employees participate in a performance review session, at least annually, with their supervisor. This review is intended to provide support for the individual; to improve the performance of the individual by providing meaningful, constructive feedback on the adequacy of performance; and to assist in the development and fulfillment of professional and personal growth goals, as well as the ministry plan of Calvary. Your signature on the review form will serve as acknowledgement that the review has taken place.

2.805: Initial Performance Review

In order for you to become acquainted with your new position and for your supervisor to be assured that you are suited to your new position, you will have an initial performance review approximately three months after commencing work. Additional reviews may be conducted if performance warrants. Approximately one year after the initial review(s), annual reviews will be conducted.

The purpose of the performance evaluation is to let you know how you are doing. Written performance evaluations may include commendation for good work, as well as specific recommendations for improvement.

You will have the opportunity to discuss your performance evaluation with your supervisor. Although you should not wait for formal reviews to ask questions, this is a good time to ask questions and clarify important points. Performance evaluations help Calvary make important decisions about job placement, training and development, and pay increases. A satisfactory performance evaluation does not guarantee a pay increase nor does it alter, modify, or amend the employment-at-will relationship between you and Calvary.

CALVARY LUTHERAN CHURCH & SCHOOL PERSONNEL MANUAL

SECTION 3.000

BENEFITS

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3.100: INTRODUCTION

Calvary maintains a benefit program to help meet the needs of its employees. The following information in this section outlines your benefits as an employee of Calvary.

3.200: PAID TIME OFF

Paid Time Off (PTO) provides employees with time away from work and should be used for vacation, personal time, attendance at funerals, weather related issues, personal illness and for the care of immediate family members. Full-time employees and part-time employees who work a minimum of twenty-one (21) hours per week are eligible for this benefit. Employees begin to accrue PTO time starting on the first day of their hire. Employees cannot use PTO time until they have successfully completed their probationary period.

Full Time 12 month Employees (40+ hours per week)

Tiers	Length of Service	PTO-Hours Per Month	PTO-Cap	PTO-Buyout
1	0-23 months	9.33	160 hours	Max 40 hours
2	24-83 months	12.67	200 hours	Max 40 hours
3	84-179 months	16	240 hours	Max 80 hours
4	180+ months	19.33	280 hours	Max 80 hours

Full Time 10 Month Employees

Tier	PTO-Hours Per Month	PTO-Cap
1	6	160 hours

Part Time Employees

Hours Worked Per Week	PTO-Hours Per Month	PTO-Cap
Less than 20	0	-----
21-29	2	80
30-39	3	80

PTO is designed to give employees time needed away from their everyday work schedule. The employer values its employees and recognizes the needed time off for family and home life. PTO time for each employee is accrued and “capped” per the schedules above. Once an employee reaches their “PTO-Cap,” they will discontinue accruing additional time PTO hours until PTO time is used and their PTO account is beneath the “PTO-Cap.” If at any point, an employee’s PTO time bank becomes negative, employees will not be compensated for time away from work. Upon separation from the Employer, full-time 12 month employees will be eligible to receive compensation for accrued PTO time as outlined above in “PTO Buyout” if written notice is received at least two weeks prior to separation and employee is in good standing. If the separation is due to termination by Employer or employee does not give sufficient written notice, PTO Buyout may be forfeited.

At the time of conversion from the current accrual system to the new Paid Time Off System (7/1/17), an employee will be allowed to carry over a maximum of 100 hours into their PTO (equaling a maximum of 20 hours of vacation and 80 hours of sick leave). This carry over will be calculated on the employee balance of vacation accrual and sick accrual as of 6-30-17. Vacation time accrued for 7-1-16 through 6-30-17 will be added to the employee's PTO balance effective 7-1-17.

Employees must submit a request to use Paid Time Off to their supervisor for approval (Calvary Lutheran Leave Request Form). This request should be submitted 4 weeks in advance of the requested time off, if at all possible. In cases of illness, employees who miss more than three consecutive unscheduled days are required to provide a physician's certificate to their supervisor. (same policy as we currently use).

Paid Time Off requests received and approved prior to an emergency closing will be counted against the employee's PTO balance as submitted.

PTO taken in excess of the PTO accrued can result in disciplinary action up to and including dismissal. This time off will be unpaid, unless specifically authorized by the employee's supervisor or Board Chairman.

Paid Time Off must be used concurrently with any FMLA leave (see Family and Medical Leave, section 3.660) when the employee is on FMLA leave due to the employee's own serious health condition or as otherwise permitted.

Ten-month teachers in the K-8 program will follow the K-8 calendar for days off; 12-month teachers must use paid time off for K-8 school days off unless the supervisor gives prior approval for time off.

BRIDGING SERVICE - Previous non-called employees returning to work for Calvary Lutheran Church & School after an absence of no more than 2 years may begin with paid time off status as qualified for before leaving the employ of Calvary Lutheran Church & School. Paid Time Off may not be used before completion of the probationary period. Called faculty and staff will have continuous service from LCMS Congregation to LCMS Congregation. Paid Time Off may be granted to employees hiring in at management levels.

3.300: LEAVE SHARING

Calvary recognizes that employees may have a family emergency or a personal crisis that causes a severe impact to them resulting in a need for additional time off in excess of their available PTO. To address this need, all eligible employees will be allowed to donate paid time off from their unused balance to their co-workers in need in accordance with the policy outlined below. This policy is strictly voluntary.

Employees who donate paid time off must be employed with Calvary for a minimum of one year.

Employees who would like to make a request to receive donated paid time off from their co-workers must have a situation that meets the following criteria:

- a. Family Health-Related Emergency - critical or catastrophic illness or injury of the employee or an immediate family member that poses a threat to life and/or requires inpatient or hospice health care. Immediate family member is defined as spouse, child, parent, or other relationship in which the employee is the legal guardian or sole caretaker.
- b. Other Personal Crisis: a personal crisis of a severe nature that directly impacts the employee. This may include a natural disaster impacting the employee's primary residence such as a fire or severe storm.
- c. Family and Medical Leave: as defined in Section 3.660, an employee meeting eligibility requirements for FMLA may make a request to receive donated paid time off for a portion of the maximum of 12 weeks of unpaid leave covered under FMLA.

Employees who donate personal time from their unused balance must adhere to the following requirements:

- a. The minimum donation is 4 hours
- b. The maximum donation is 40 hours
- c. The donation cannot cause the employee's PTO balance to drop below 40 hours

e. An employee's PTO balance must be greater than 44 hours to donate

Donations are submitted using the Donation Section of the Paid Time Off Donation/Request Form which requires approval by the employee's direct supervisor and the Human Resources office.

At no time will an employee be permitted to exhaust their balance due to the fact that they may experience their own personal need for PTO. Employees cannot borrow against future PTO to donate.

Employees receiving donated time cannot receive more than 480 hours (12 weeks) within a rolling 12-month period. This corresponds with the FMLA requirements in Section 3.660 of this manual.

Employees who would like to make a request to receive donated PTO are required to complete the Request Section of the Paid Time Off Pool Donation/Request Form which requires approval by the employee's direct supervisor and the Human Resources office.

If the recipient employee has available personal time in their balance, this time will be used prior to any donated PTO. Donated PTO may only be used for time off related to the approved request. PTO donated that is in excess of the time off needed will be returned to the donor.

3.400: HOLIDAYS

Calvary observes the following holidays for which employees will receive regular pay except as noted: (see #5 below)

New Year's Day

Martin Luther King Jr. Day

Good Friday

Memorial Day

Independence Day (12-month workers only)

Labor Day

Thanksgiving Day and Thanksgiving Friday

Christmas Eve and Christmas Day

The following general provisions apply to holiday pay:

1. Holidays will be observed on the calendar day designated by Calvary for observance. If an EEC worker's day/afternoon off falls on a paid Holiday, the employee receives a "Floating Holiday."
2. Holidays falling on Saturday will be observed on Friday and holidays falling on Sunday will be observed on the following Monday.
3. A holiday that falls on a scheduled PTO day or during an employee's excused absence will be recorded as holiday time.
4. An unexcused absence the day before or the day after a holiday will result in loss of holiday pay (see section 4.100 for definition of unexcused absence). Excused absence is when a staff person has paid leave available to use and requests it at least 2 weeks prior to the holiday. Permission to use days off before or after a holiday will be granted on the basis of seniority. Holiday pay for hourly staff will be no more than the average hours worked during that pay period and no more than the regularly scheduled work hours (i.e., if you are scheduled to work 3 hours per day, but during Christmas break you fill in for regular staff taking PTO, your holiday pay, will be for 3 hours).
5. Temporary and substitute staff will not be paid for holidays.
6. Inclement weather days – Should the entire school be closed due to inclement weather or other unforeseen situation (no electricity, etc.), the day off may be counted as an emergency holiday, and holiday pay will be applied to the day as a privilege for all staff. The same policy applies to this as to the approved holidays. An unexcused absence on the day before or after the holiday will result in forfeiting the holiday pay.

3.500: BEREAVEMENT PAY

Time off with pay for regular full-time employees may be approved in the event of a death in your family. If death should occur in your immediate family (spouse, child, parent, parent-in-law, son-in-law, daughter-in-law) or a close relative (grandparent, brother, brother-in-law, sister, sister-in-law), up to 3 days may be approved to attend the funeral. If additional time off is needed and approved, the additional time taken will be charged to PTO and/or forfeit time.

3.600: OTHER LEAVES

3.605: Introduction

Leaves of absence are granted where state and/or federal law mandates. In particular, Calvary complies with leaves for jury duty and in situations where the State Family Care and Medical Leave Act or the Federal Family and Medical Leave Act apply. In any situation regarding leaves of absence, the employee should notify the appropriate supervisor at the earliest possible date to discuss the leave.

3.620 Jury Duty

Jury Duty - Employees will be granted a leave of absence, with pay, to serve on jury duty, as required by law. Upon completion of jury duty, a Verification of Attendance Form must be presented to Calvary. Employees who are excused from jury duty for the day, or are excused early, should report to work when it is practical to do so. If an employee is called to serve on jury duty at a time that would unreasonably interfere with normal business operations, Calvary may request that the required service be rescheduled for a later date that would be more convenient for Calvary.

3.630: Military Leave

Military Leave - a leave of absence for required active or reserve military service. For regular full-time employees required to participate in military annual training, Calvary Lutheran Church & School will make up the difference between military pay including all allowances and your regular salary, with no loss of earned PTO time. Absences should be approved with the direct supervisor two weeks prior to leaving for training or active duty. Calvary Lutheran Church & School complies with applicable state and federal law concerning leaves for military service.

3.640: Workers Compensation & Disability Leave

Workers Compensation Leave - a leave of absence because of work-related illness or injury. Calvary complies with applicable state and federal law concerning leaves for work-related illness or injury. It is important that you report any work-related injury to your supervisor as soon as it happens. Employees on leave because of work-related illness or injury will be reviewed on an individual basis by the Business Manager and direct supervisor. Worker compensation salary benefits go into effect after 3 work days are missed due to a qualified illness or injury. The worker may use leave time for compensation during these 3 days.

Disability Pay - Calvary carries disability benefits for all regular full-time and called employees. If you become disabled, please contact your supervisor about the suspected length of your disability. Then contact the Business Manager for details on how to apply for disability and the benefits you have coming. If your disability will be for an extended length of time, you will need to complete FMLA forms (see Personnel Manual Section 3.660). Disability compensation goes into effect after 10 days of work are missed. The worker may use leave time for compensation during these 10 days. Compensation for both worker compensation and disability are at a percentage of the worker's pay. Discuss details with the Business Manager.

3.650: Leave of absence

Calvary makes leaves of absence without pay available to employees who have completed at least one year of continuous service, for any length of time up to a maximum number of days that is recommended by the direct supervisor and appropriate board. Written requests must state the reason for the leave, as well as the beginning and ending dates. Requests for leaves will be granted at the sole discretion of Calvary, based on the facts and circumstances surrounding each individual request. Employees who return to work at the end of a leave of absence will normally be returned to their former job classification if an opening exists. If there is no such opening, they will be considered for a comparable position if one is available. (See Section 3.660, Certification).

The following general provisions apply to all leaves of absence:

1. A request for an extension of a leave of absence, when possible, must be made in writing prior to the expiration date of the original leave, and when appropriate, must be accompanied by a physician's written statement that certifies the need for the extension.
2. Failure to return to work on the first workday following the expiration of an approved leave of absence may be considered a voluntary termination.
3. Coverage under Calvary's group employee benefit plans will be reviewed and determined on an individual basis by the direct supervisor or the Business Manager.
4. Employees will not accrue length of continuous service for the portion of a leave of absence in excess of thirty (30) days, unless otherwise provided by law.
5. Employees on leave of absence will be subject to lay off on the same basis as employees who are actively at work.
6. Employees on leave of absence must communicate with Calvary on a regular basis, at least once each month, regarding their status and anticipated return to work date.
7. Employees on leave of absence who seek or accept other employment without Calvary's prior written approval may be subject to disciplinary action, up to and including termination.
8. Employees who falsify the reason for their leave of absence may be subject to disciplinary action, up to and including termination.
9. A leave of absence must be approved in advance, in writing, by the direct supervisor or Supervising Board or the appropriate approving body when possible, except in situations where mandatory approval is prohibited by law.

3.660: Family and Medical Leave

Calvary recognizes that leave of absence from active employment may be necessary for family or medical reasons. The following leave of absence policy complies with the provisions of the Family and Medical Leave Act of 1993 (FMLA).

Employees eligible for family and medical leave are those who

1. are one of 50 employees of Calvary Lutheran Church & School within a 75 mile radius;
2. have been employed by Calvary Lutheran Church & School for at least 12 months; and
3. have worked at least 1,250 hours during the previous 12-month period for Calvary Lutheran Church & School.
4. and begins when eligible even if qualifying prior to 12-month employment.

An eligible employee may take leave for the following reasons:

1. the birth of the employee's child;
2. the placement of a child with the employee for adoption or foster care;
3. the care of a child, spouse, or parent ("family member") who has a serious health condition; or
4. the serious health condition of the employee.
5. and a qualifying Military caregiver on emergency leave (26 weeks).

Length of Leave: An eligible employee may be entitled to up to 12 weeks of unpaid leave within a 12-month period without loss of seniority or benefits. The amount of leave available to an employee at any given time will be calculated by looking backward at the amount of leave taken in the 12-month period immediately preceding the requested leave. An employee who fails to return to work immediately following expiration of the authorized leave period is subject to termination. All leave taken, which would qualify under FMLA (e.g. workers' compensation leave), will be counted against the employee's leave entitlement under FMLA.

Substitution of Paid Leave: During a family or medical leave provided under this policy, an employee may use available PTO before continuing such leave on an unpaid basis.

Certification: If an employee takes a leave of absence because of the serious health condition of the employee or the employee's "family member," the employee must submit to the Business Manager written medical certification from a health care provider of the serious health condition. Failure to provide such certification may result in a denial or delay of leave. Calvary reserves the right to require that the employee receive a second (and possibly a third) opinion from a health care provider (at Calvary's expense) certifying the serious health condition of the employee or the employee's "family member." Calvary reserves the right to require the employee to provide re-certification of the medical condition for which leave is taken. Before returning to work, an employee who is on a leave of absence as a result of his or her own serious health condition must submit a health care provider's written certification that the employee is able to return to work. Failure to provide such certification may result in the delay or denial of job restoration. During the employee's leave, Calvary may also periodically inquire as to the employee's intent to return to work.

Intermittent or Reduced Leave: Leave taken because of the employee's or "family member's" serious health condition may be taken on an intermittent or reduced schedule basis when medically necessary. If an employee seeks leave on an intermittent or reduced schedule basis, the medical certification submitted should state that the intermittent or reduced schedule leave is medically necessary. Calvary may require an employee taking intermittent or reduced schedule leave to transfer temporarily to an alternative position for which the employee is qualified that better accommodates intermittent or reduced schedule leave or may modify the employee's current position to better accommodate the employee's recurring periods of leave.

Insurance Premiums: During the employee's family or medical leave of absence, Calvary will continue to provide health insurance coverage for the employee and his or her eligible dependents. An employee who does not return will be required to repay all insurance premiums paid by Calvary during the leave unless due to a medical condition or other circumstances beyond the employee's control. The employee-paid portion of the health insurance will continue to be paid by the employee while on leave.

Job Restoration: Upon return from family or medical leave in accordance with this policy, the employee will be returned to the same or an equivalent position with no loss in benefits accrued prior to the leave of absence. An employee who does not return to work at the end of an authorized leave is subject to termination.

Certain "key employees" may not be eligible to be restored to the same or an equivalent job at the conclusion of their leave. Calvary will notify such employees of their "key employee" status and the conditions under which job restoration may be denied, if applicable.

Employee Notification: An employee who expects or anticipates taking family or medical leave is required to notify the Business Manager in writing of the expected date of commencement and expected duration of the leave at least 30 days in advance of the leave, or if the need for the leave is not foreseeable, as soon as practical. In cases where need for the leave is foreseeable, an employee's failure to provide 30 days' notice prior to taking leave may result in denial or delay of leave. An employee requesting leave under this policy should submit a completed Application for Leave Form to the Business Manager. An employee who anticipates the possibility of taking family or medical leave, or has any question about the application of this policy to his or her particular situation, should contact the Business Manager.

3.700: GROUP EMPLOYEE BENEFIT PLANS

Because of its Christian concern for its employees, Calvary Lutheran Church & School provides benefit programs in order to help its employees with expenses related to illness, injury, or death, as well as to provide retirement income.

Eligibility: All full-time and regular part-time employees are eligible for enrollment in the Health Plan after 60 days of employment. Called employees are exempt from the 60-day rule.

Benefits Provided: The Concordia Retirement Plan provides retirement benefits. The Concordia Disability and Survivor Plan provides disability income and death benefits. The Health Plan provides medical, dental and vision coverage. The provisions of the Concordia Plan Services supersede any information provided below. For further details about the benefits of these Plans, booklets are available in the Calvary business office.

Enrollment: You will be asked to fill out an Enrollment Form and Beneficiary Form, and these forms will be forwarded to the Concordia Plans office for processing. The Plans office will then mail you a letter confirming enrollment and other informational materials.

Cost: Calvary pays 100 percent of the cost for the Concordia Retirement Plan and Concordia Disability and Survivor Plan. For the Health Plan, Calvary pays some of the cost for the individual coverage at an agreed upon deductible for a qualified employee. The cost of what is to be paid by the employee over and above what Calvary pays will be deducted from your paycheck at a pre-tax rate. See the Business Manager for details on how this applies to you.

Termination of Benefits: Coverage for you and your dependents through the Health Plan Services will discontinue effective at the end of the calendar month in which termination of regular full-time or regular part-time employment occurs. Information about extension of coverage on an individual basis will be mailed to you by the Calvary business office. If you participate in the Health Plan, Cobra information will be sent to you by certified mail.

405 (b) Annuity Plan – Calvary offers all employees participation in its 405 (b) annuity plan. If you elect to participate in this plan, funds you choose will be deducted from your paycheck and invested as you have elected through our current provider.

3.800: WORKERS COMPENSATION INSURANCE

Calvary Lutheran Church & School maintains Workers Compensation coverage in compliance with applicable law. You should report any work-related injury/illness to the Business Manager within 48 hours of the incident or as soon as possible. Qualifications for Workers Compensation benefits will be awarded in accordance with our Workers Compensation Insurance carrier.

3.850: Disability Procedure

If you become disabled on the job or outside the job, contact your supervisor and the Business Manager to learn if you have benefits and the procedures for claiming them. It is important that you complete this procedure to qualify as soon as possible after the disability.

3.900: UNEMPLOYMENT COMPENSATION, FEDERAL AND STATE

Should you decide to leave the employ of Calvary or if you are involuntarily terminated, you are not eligible for either state or federal unemployment claims. Calvary is exempt from federal unemployment tax and opts not to participate in the state unemployment tax program.

3.905: CONTINUING EDUCATION ASSISTANCE AND PROFESSIONAL MEMBERSHIPS

Where it can be demonstrated that Calvary will benefit from an employee's participation in a job-related program or professional organization, the related expenses may be reimbursed or partially reimbursed at Calvary's sole discretion and the availability of funds. Requests for reimbursement of authorized expenses related to the educational program or professional organization must be approved in advance by the appropriate supervisor or board.

3.910: STAFF K-8 AND EEC DISCOUNTS

Full-time staff who have children attending Calvary Lutheran Church & School in the K-8 or EEC programs will receive discounted rates as defined by the Board of Christian Education-Day School.

CALVARY LUTHERAN CHURCH & SCHOOL PERSONNEL MANUAL

SECTION 4.000

PERSONNEL STATUS

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4.100: TARDINESS AND ABSENCE

4.105: Introduction

It is important that employees are present at the start of their day to promptly begin work. Other staff and Calvary members rely on workers being at their assigned tasks at scheduled times so that the work of the ministry can be carried out smoothly. Work Day: Full-time Kindergarten through 8th Grade teachers are expected to be available for parents and students in school during the hours of 8:00 am to 4:00 pm. In addition to these times, they may be required to be at school for additional activities or responsibilities which may include but are not limited to coaching, extended care support, teacher meetings, conferences, etc. Employees should not schedule personal activities during work hours. Exceptions to the policy may be allowed if pre-approved by the employee's supervisor.

4.110: Absences & Tardiness

Employees should contact their supervisor as soon as it is determined that they will be unable to report to work as scheduled. In the case of an absence due to illness, calling the supervisor at home the night before or prior to the scheduled start of the workday allows adequate time to arrange a replacement.

Tardiness or absence is considered "excused" only when the employee calls ahead of time and the tardiness or absence is for a compelling reason. If contact or a call cannot be made ahead of time due to physical limitations, earliest contact is required.

Tardy Policy: If you are going to be more than 10 minutes late, call your immediate supervisor so adjustments may be made to cover your duties.

The supervisor shall determine what constitutes a compelling reason for an absence or tardiness. Tardiness or absence for a non-compelling reason, and/or failing to call the supervisor according to Calvary policy, will be considered "unexcused."

PTO cannot be used for unexcused tardiness.

A consistent or habitual pattern of absence or tardiness, whether excused or unexcused, may lead to disciplinary action, up to and including termination.

An employee who fails to call in or report to work for 3 (three) consecutive work days, may be considered to have abandoned their job and may be terminated.

4.111: Absentee Policy

Hourly staff is allowed 7 periods of absence per 12-month period. The 12-month period begins with your first period of absence. An absence is when you are scheduled to be at work and you call in for any reason. For example if you call in and miss one day due to illness, flat tire, something came up, etc., that is one period of absence. If you are ill with the flu and you miss 4 days consecutively, that is one period of absence. Scheduled days off do not count as a period of absence as long as your leave request is turned in before schedules are completed and distributed. Policy indicates that requests are to be made two weeks in advance. Funerals are not included in a period of absence. If you fail to turn in a leave request prior to scheduling and you remember after schedules are published and distributed that you have an appointment, this will count as a period of absence. It is your responsibility to keep track of your needs and turn in leave requests 7-10 days in advance. Failure to comply with this policy results in the following:

If a full-time staff member exceeds the 7 periods within a 12-month period, then they will lose their full-time status and go to part-time.

If a part-time staff member exceeds the 7 periods within a 12-month period, then they are moved to on-call status.

If on-call staff exceed 7 periods of absence within the 12-month period, for days they are scheduled ahead of time, they will be terminated.

The purpose of this policy is to take into consideration the health and needs of staff members and also to maintain consistent, reliable and responsible staff members to be present for the needs of Calvary families and children.

4.200: TERMINATION

The employment relationship between Calvary and its employees (excluding called and contracted workers) is of an at-will nature. This means that the employee is hired for an indefinite period of time. Thus, the employee is free to leave at any time he or she believes it is in his or her best interest. Similarly, Calvary may terminate the employment relationship whenever it deems appropriate.

Termination of called workers will be at the discretion of the Calvary's Voters' Assembly after due process as outlined in the Bylaws of the LCMS and Calvary Lutheran Church & School. Sufficient grounds for terminating called workers shall be persistent adherence to false doctrine, scandalous or immoral lifestyle, willful neglect of official duties or evident and protracted incapacity to perform the function of the called or contracted position. Charges on any of these counts shall be carefully investigated by the supervising Board.

Severance pay will include what is due the employee at the time of termination and will be paid to the terminated employee on the next calendar payday or as soon as legally required.

4.205: Resignation

When an employee voluntarily resigns, a two-week notice of an employee's intent to leave employment is generally desired, but not required. A required written notice should include the reason for leaving, the last day of work, and an address where the employee can be reached in the future, and be signed and dated by the employee.

4.210: Involuntary Termination

An employee may be involuntarily terminated when Calvary determines that continued employment will not be to the benefit of the employee or Calvary. Since the employment relationship of employees (excluding called workers) and Calvary is of an at-will nature, an employee can be dismissed without notice. Non-called workers may be terminated by their immediate supervisor.

4.215: Layoff

When conditions dictate that Calvary must reduce staff through a layoff, Calvary at its sole discretion will determine which employees shall be laid off. Layoffs will be communicated to affected employees at the earliest reasonable time to allow for productive transition.

4.220: Exit Interview

An exit interview with the employee conducted by the appropriate supervisor or Calvary board may be held shortly after resignation or termination. This opportunity will be used to clarify, as necessary, the circumstances for leaving and review any accrued benefits to be paid, checkout procedures, and final pay details.

4.300: TIME RECORDS: SIGNING IN AND OUT – Non-exempt employees need to

- + *Clock in when reporting to work at the beginning of the day;*
- + *Clock out when leaving for a scheduled meal period;*
- + *Clock in when returning to work after a scheduled meal period;*
- + *Clock out when leaving work at the end of the day.*

Employees should not sign in until they are scheduled to begin work. Employees should not mark or sign the time record of another employee or knowingly allow someone else to mark or sign their time records.

Employees may not sign in or begin work early or sign out or work late unless the immediate supervisor has approved this extra time for purposes of pay. (See section on **Overtime Compensation**-paragraph 5.405.)

Changes in or on time records may be completed in accordance with scheduled work hours. You may discuss any correction with your immediate supervisor or the Business Manager. Violations of this policy may result in disciplinary action, up to and including termination.

4.400: BREAKS AND MEAL PERIODS

Nonexempt employees are required to clock out when leaving the premises for breaks, meal periods, or any other reason. Supervisor approval must be obtained prior to leaving the premises.

Nonexempt employees who regularly work 6 or more hours per day will receive an unpaid meal period of 30 minutes. Meal periods are designed to give employees a break from work, they should be taken outside the classroom.

Meal periods will be scheduled in consultation with the supervisor so that the normal operation of the organization is disrupted as little as possible.

Nonexempt employees who work over 3 ½ hours daily are authorized a paid break of 15 minutes. The break should be taken as time allows in scheduling and in the designated break rooms or areas otherwise approved by the director.

4.500: PERSONNEL RECORDS

4.505: Introduction

Calvary requires complete and accurate information on each of its workers. This includes all nonexempt, exempt, called, full-time and part-time employees. Personnel may review their records upon request. The contents of personnel records are confidential and access to them is limited to those directly involved in the supervision and/or retention of the individual employee.

Privacy – Every attempt will be made to keep the employee's personal information private. Your authorization, either direct or indirect, will be needed to give out personal information. (e.g., you apply for benefits offered to employees that requires indirect authorization to share personal information as needed to apply for benefits and pay taxes in your name).

It is important that Calvary always have current information about its employees. Employees should immediately notify Calvary of changes in name, address, phone number, or marital status, etc. If for some reason there is a need to change a name and/or Social Security number, original documentation authorizing the change should be reviewed.

4.600: PROMOTION AND TRANSFER

Calvary's intent is to give qualified employees preference over others when filling job openings within Calvary. Openings may be announced to existing staff and sufficient time allowed for existing staff to respond prior to advertising the opening to Calvary-at-large or the general public. However, because of the experience, skills, and educational requirements of many jobs, promotions from within Calvary are not always possible.

An employee's past performance, experience and qualifications are factors that will be considered in making promotion and transfer decisions. The individual's personnel records and supervisor recommendation shall be sources of information for advancement.

**CALVARY LUTHERAN CHURCH & SCHOOL
PERSONNEL MANUAL**

SECTION 5.000

COMPENSATION

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5.100: PAYDAY

Calvary Lutheran Church & School has adopted the following pay schedule:

All employees will be paid biweekly on Fridays. When that day falls on a holiday paychecks will be available on the day prior to the holiday.

Hourly wages received on Payday Friday are based on the hours worked the two weeks prior to that Friday (Sunday through Saturday). Employees are responsible for clocking in and out. Failed clock-out times will not be paid until corrected by the employee.

The salary for full-time exempt employees will be divided into 26 payments beginning August 1 to be paid beginning with the second payroll in August. If an employee begins at a later date, the salary will be prorated accordingly.

Paychecks for all employees are direct deposited to their pre-designated accounts on payday. See Business Office for direct deposit forms should you need to update your banking information.

5.110: Termination Checks

Calvary property is due at termination. Termination checks will be given at the termination interview (see Termination). Unpaid lunch bills will be withheld from the termination check.

5.200: WAGE AND SALARY REVIEWS

The wage and salary structure for employees of Calvary is reviewed and proposed by the appropriate board or committee and approved by Calvary voting members.

Individual wage and salary reviews may occur at least once each year for every employee. Salary increases may or may not result from such salary reviews. Employee salary reviews may be held in conjunction with performance reviews.

5.300: PAYROLL DEDUCTIONS

(Reference Chapter 3 of Congregational Treasurer's Manual)

Employees who are not Ministers of the Gospel for tax purposes must have various deductions taken from their pay. These deductions include federal and state income taxes and Social Security and Medicare taxes. The Internal Revenue Service and each state Department of Revenue publish withholding tables annually based on personal earnings and the number of exemptions claimed by each worker to satisfy income tax withholding requirements. The worker, by use of the W-4 Form, states the number of exemptions claimed and any additional dollars wished withheld beyond the amount indicated in the tax withholding tables. The amounts withheld for Social Security and Medicare taxes are at a fixed percentage of earnings.

5.315: Garnishment

Garnishments are court ordered repayments of financial obligations by an individual. When so ordered, Calvary must deduct the amount from your pay and remit it to the designated entity. Should your wages be garnished, the Business Manager will inform you of the impending garnishment and the amount to be deducted from your paycheck.

5.320: Other Payroll Deductions

Other payroll deductions are strictly voluntary and must be requested in writing by the employee. By offering these deductions, Calvary provides its workers with the opportunity to save dollars for their future and possibly to experience current tax savings not permitted through non-payroll deducted savings plans. Voluntary deductions may include: All-Cause

Accident Insurance through the Concordia Plan Services, Tax-Sheltered Annuities (TSA), and Cafeteria Plan with Flexible Spending Arrangements.

Employees participating in hot lunch program are required to have their lunch expenses payroll deducted. The Business Office provides Payroll Deduction forms for this purpose.

5.400: OVERTIME

5.405: Overtime Compensation

Overtime compensation will be paid to non-exempt employees for all hours worked in excess of 40 hours in a seven-day workweek. The overtime rate of pay is one and one-half times the regular hourly rate of pay. Overtime is to be worked only when specifically requested by the supervisor. Holiday and leave hours do not count as hours worked so will not be considered in overtime pay.

Exempt employees are not eligible for overtime pay.

Overtime pay will not be routinely authorized.

5.500: COMPENSATION GUIDELINES

Rates of compensation are based on several guidelines. These guidelines include, but are not limited to, education level, years of experience, and the position to be filled. These guidelines may be reviewed with you by your supervisor or the Business Manager.

**CALVARY LUTHERAN CHURCH & SCHOOL
PERSONNEL MANUAL**

SECTION 6.000

DISCIPLINE AND GRIEVANCE

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6.100: DISCIPLINE AND TERMINATION PROCEDURES

Employment is with the mutual consent of you and Calvary. Consequently, both you and Calvary have the right to terminate the employment relationship at any time, with or without cause or advance notice. (See Employment At Will, section 2.105)

6.105: Disciplinary Action

If you fail to follow Calvary's policies regarding job performance and conduct, you are subject to disciplinary action, including termination of employment. For other than major infractions, which can result in immediate termination, you will normally first be verbally counseled about the problem with the intent of clearing up any misunderstanding and establishing behavior expected in the future. Disciplinary action will be documented noting the type of action taken, the date, and the subject matter addressed. Violation of policies can result in ineligibility for merit increases and/or benefits, probation, suspension, or termination of employment.

Following are the guidelines for disciplinary action:

First	a verbal and written warning.
Second	a written warning and a documented conference with the Supervisor to review all guidelines of the performance or conduct. Employee may be sent home without pay to think about the infraction with the right to return to finish the day.
Third	conference with the Supervisor and documentation as the final offense. Employee sent home without pay.
Fourth	failure to comply with the policies will be grounds for immediate dismissal.

6.110: Exceptions

It is important to note that the severity of the offense may warrant following an alternate sequence from reminder-warning-reprimand-penalty, and that the disciplinary action taken may begin at any level. A reprimand, for example, could be given for a serious first offense, and your immediate dismissal could result without prior warning or suspension in the case of significant acts of misconduct or serious dereliction of duty as determined by Calvary at its sole discretion.

6.115: Non-Renewal of Contract

If you are a contract employee, Calvary Lutheran Church & School may choose not to renew your contract for any reason in its sole discretion, including changes in fiscal or personal circumstances.

6.200: GRIEVANCE PROCEDURE

Calvary recognizes that occasionally employees may become dissatisfied with its practices, policies, or other work situations. Calvary encourages a quick and reasonable resolution of any such situations, difficulties, or complaints. The following steps are suggested guidelines for the employee to ensure that the situation, difficulty, or complaint is most effectively and efficiently handled.

1. Where possible, the employee is to first bring the matter to the supervisor's attention. (A full discussion and understanding of the matter by both the employee and the supervisor is essential at this step.) The matter should be put in writing by the supervisor at this time.

2. If the grievance is not resolved between the employee and the immediate supervisor or if an employee wishes to bypass a discussion with the immediate supervisor, the employee should then discuss the matter with the Principal/Business Manager/Executive Director.
3. If the grievance is still not resolved, the employee will put the grievance in written form and send it to the supervising board director who will convene a meeting with the employee and the appropriate committee to discuss the grievance.
4. The next step will be to review the complaint with Calvary's Pastor and/or Calvary's president who will discuss it with the Parish Planning Council.
5. The Parish Planning Council may take it to the Voters' Assembly.

In all instances, employees are eligible to take full advantage of their rights in accordance with the Synod's Bylaws, including speaking with the Kansas City Circuit Counselor of the LCMS Missouri District.

CALVARY LUTHERAN CHURCH & SCHOOL PERSONNEL MANUAL

SECTIONS 7.000 and 8.000

WORKING TOGETHER

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7.100: INTRODUCTION

At Calvary Lutheran Church & School it is important that all employees work together as a team so that the rights and interests of both Calvary and its employees are assured. Common sense, good judgment and acceptable personal behavior on the part of all employees will make Calvary Lutheran Church & School a desirable place to work.

7.200: LIFESTYLE POLICY

Calvary Lutheran Church & School is operated by Calvary Lutheran Church, a Missouri nonprofit corporation holding membership in The Lutheran Church—Missouri Synod (LCMS).

Calvary is a school with a mission, but it is more than that. We believe that the purpose of education is not only to prepare people for life in this world, but also for spiritual training—to "make people wise unto salvation through faith in Jesus Christ." (1 Tim 3:15).

Christian beliefs, as understood and taught in the LCMS, pervade everything that is done at Calvary. Christian instruction is integrated into the study of every subject. Students are immersed in a Christian atmosphere, surrounded by caregivers, teachers, administrators, and school employees whose presence is a testimony to the Christian faith and way of life.

Calvary Lutheran Church & School, as a member of the LCMS, takes firm stands on matters of moral conduct. For instance, the LCMS affirms the sanctity of human life, including the life of an unborn child; the importance of a stable family life and of faithfulness in marriage; and abstention from illegal drugs. The LCMS opposes a homosexual lifestyle and cohabitation or sexual relations outside the marital relationship. These are only examples of the Church's positions on a number of contemporary questions of conduct and morals.

Calvary expects that its employees who are LCMS members will adhere firmly to the teachings of our church in matters of religious faith and personal conduct. Employees who are not LCMS members are not required to believe or confess the teachings or beliefs of the LCMS. However, no Calvary employee may, in a way that may affect the church or school, promote beliefs that are contrary to those of the LCMS or otherwise weaken the LCMS Christian atmosphere at the school. While all employees not having a call or written contract for a certain term are employees at will (meaning their employment may be terminated with or without cause at any time), any employee who promotes such beliefs may be terminated from employment for cause.

LCMS doctrine and practice are derived from the Christian Scriptures, the Lutheran Confessions, and the applicable resolutions of the LCMS in convention. For all purposes of this policy, the decision of the Pastor of what constitutes the beliefs and teachings of the LCMS shall be final and binding. Employees who are unfamiliar with LCMS beliefs and teachings on any subject should inquire about them from the Principal, Executive Director or Business Manager. He or she may suggest appropriate publications or, if necessary, arrange for the employee to be counseled by the Pastor.

7.300: HARASSMENT-MISCONDUCT

Calvary will not tolerate any form of harassment including sexual misconduct or hazing. A supervisor who harasses or solicits favors (including sexual favors) from a subordinate in return for promotions, increased wages, continuance of the job, or any similar purpose will be disciplined, which may include termination of employment.

If an employee feels he or she is being harassed and cannot for whatever reason discuss the problem with the appropriate supervisor or manager, a discussion should take place between the employee and the Business Manager. A second option would be to use the Employee Assistance Program hotline. See the Business Manager for the most recent phone number.

A report of any harassment or misconduct will be treated seriously, and a thorough investigation will be conducted. An employee who files a complaint will be treated fairly and courteously at all times, and will not be retaliated against for making such report. Confidentiality will be honored for all parties involved to the degree possible.

Sexual Misconduct: It is the policy of Calvary Lutheran Church & School to provide an environment free of discrimination. It is important for you to understand that jokes, stories, cartoons, nicknames and comments about appearance may be offensive to others. It is our policy to strictly prohibit any conduct that may constitute sexual harassment and to discipline any employee guilty of such conduct.

Sexual misconduct is often difficult to define. However, as a guide, the following behavior may constitute sexual misconduct: unwelcome sexual advances, request for sexual favors, and other verbal, visual, or physical conduct of a sexual nature when: submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment; submission to or rejection of the conduct is used as the basis for an employment decision affecting the harassed employee; or the harassment has the purpose or effect of unreasonably interfering with an employee's work performance or creates an intimidating, hostile, or offensive work environment.

Bullying at the workplace will be handled in the same manner and considered a form of misconduct toward any staff member. What is bullying? Bullying is usually seen as acts or verbal comments that could 'mentally' hurt or isolate a person in the workplace. Sometimes, bullying can involve negative physical contact as well. Bullying usually involves repeated incidents or a pattern of behavior that is intended to intimidate, offend, degrade or humiliate a particular person or group of people. It has also been described as the assertion of power through aggression. While bullying is a form of aggression, the actions can be both obvious and subtle. In general, there will be differences in opinion and sometimes conflicts at work. However, behavior that is unreasonable and offends or harms any person will not be tolerated at Calvary Lutheran Church & School.

Any employee who believes that he or she has been subjected to harassment or is aware of any harassment shall immediately report the conduct, in confidence, to the Business Manager, the Pastor or the chairman of the supervising board without fear of retaliation. An investigation of the incident will be conducted looking at the totality of the circumstances. The employee(s) involved will be informed regarding the findings of the investigation and any disciplinary action to be taken. It is the responsibility of each member of the work team to create an atmosphere free of harassment. In addition, it is the responsibility of each employee to respect the rights of other employees. This policy encourages any witness to an incident of harassment to report such incident immediately. All reasonable efforts will be made to protect the confidentiality of the individual reporting the incident.

Reporting Violations and Disciplinary Action: If you believe that you are being, or have been harassed in any way, or have witnessed any incident of sexual harassment, or any other misconduct as described in the above sections, please report the facts of the incident or incidents to your supervisor or the Business Manager (or the chairperson of the appropriate church Board if the complaint involves your supervisor) immediately. In determining whether the alleged conduct constitutes unlawful harassment or misconduct, the totality of the circumstances, such as the nature of the conduct and the context in which the alleged incident occurred, will be investigated. Violation of this policy may result in disciplinary action, up to and including termination.

Employee Cooperation: As an employee of Calvary Lutheran Church & School, you are required to cooperate fully with any and all inquiries, reviews or investigations. You are also required to maintain the confidentiality of all information and/or communications to which you may be privy in the context of such inquiries, reviews or investigations.

7.400: ALCOHOL, DRUGS, AND CONTROLLED SUBSTANCES

The use, sale, transfer, possession, or being "under the influence" of alcohol, illegal drugs, or illegal controlled substances when on duty, on Calvary property or in Calvary vehicles, is prohibited. (Exceptions include the sacrament of Holy Communion and/or use of alcohol at Calvary sponsored events.) In addition, off-duty conduct that may adversely affect the reputation or interests of Calvary is prohibited. "Under the influence" for the purpose of this policy is defined as being unable to perform work in a safe or productive manner, and/or being in a physical or mental condition which creates a risk to the safety or well being of the affected employee, other co-workers, the public, the children in our care or Calvary property.

Violation of this policy may result in disciplinary action, up to and including **termination**. **Drug testing may be required if deemed necessary. (See Criminal Background Check paragraph section 2.355)**

7.500: WORKPLACE SAFETY

Calvary Lutheran Church & School is committed to providing a safe environment for employees and visitors. In order to provide a safe work place, access to our work area may be limited to those with a legitimate business interest. A new employee or volunteer may be limited to serving with one other employee when working with children (see section 2.355 Criminal Background Check).

7.510: BRINGING SPOUSES/SIGNIFICANT OTHERS/CHILDREN TO WORK

Calvary Lutheran Church and School is committed to providing a safe work environment for all of its students and its employees. We strive to be supportive of family values and sharing in each other's lives helps to keep us all connected. However, there are health, safety, environmental, and liability concerns that must be addressed when considering the presence of spouses (significant others) and/or children in the workplace. Our focus should always be on our students and our employees' well-being and safety. Allowing employees to bring their family members to work distracts our focus and attention away from our ministry.

Therefore, spouses/significant others, and children are not allowed in the workplace. In the event of an emergency situation AND with prior supervisor approval, an employee may bring his/her child or spouse to work only during that specific emergency situation for the previously agreed-upon duration.

Employees bringing family members to work without prior approval and in a non-emergency situation will be asked to leave immediately.

7.600: PROHIBITION OF VIOLENCE

It is the policy of Calvary Lutheran Church & School that there will be zero tolerance for violence. This includes joking and threat of violence. If violence in the workplace is displayed or threatened, the person responsible for such conduct will be subject to immediate disciplinary action. In addition to the appropriate disciplinary action, the employee and/or other parties involved may be subject to criminal proceedings as appropriate.

For the purpose of this policy, violence includes physically harming another, shoving, pushing, intimidation or coercion; however, Calvary Lutheran Church & School reserves the right to review incidents and expand on what may be considered violence. No weapons are allowed on the premises and no threats of violence will be tolerated.

All employees are to assist in preventing violence in the workplace. You can help by reporting incidents that could indicate a co-worker has been threatened or is a victim of violence. All reports will be investigated.

7.700: OUTSIDE ACTIVITIES

Employees are prohibited from engaging in outside employment, private business, or other activity, which might have an adverse effect on, or create a conflict of interest with, Calvary.

7.800: CONFLICT OF INTEREST

Calvary Lutheran Church & School is fully committed to conducting its responsibilities in a manner reflecting the highest degree of integrity and honesty. The success of Calvary Lutheran Church & School in conducting its affairs is the sum effort of each individual—board, commission and committee member, officer and employees—in executing his or her responsibilities with good judgment and in an ethical manner.

- Staff persons who receive honoraria or payments for sales or services rendered to the Calvary Lutheran Church & School, Missouri District or Other Entities or Agencies of the Lutheran Church/Missouri Synod shall disclose such information. (Reference—Honorariums/Royalties.)
- Activities shall not be entered into which may be knowingly detrimental to the interests of Calvary Lutheran Church & School.
- Information acquired in the course of carrying out Calvary business shall not knowingly be used in any way that would be detrimental to the welfare of the Synod and its entities or agencies.
- No staff member shall vote on any transaction in which the individual shall receive a direct or indirect financial gain.
- Any inappropriate activity shall cease or the position will be vacated.
- Responsibilities shall be conducted in a manner reflecting the highest degree of integrity and honesty consistent with the Scriptures, the Lutheran Confessions, the Synodical Handbook, Calvary policies and civil laws. (For those employees not familiar with the Lutheran Confessions, Scripture should be used to interpret the expected conduct.)
- In cases requiring interpretation, Calvary will be the sole authority.

7.900: HONORARIUM POLICY

Any activity performed by an exempt employee that is related to the employee's position description or is requested as a result of the employee's position shall be without additional compensation to the employee. This includes services to Calvary, parents and families, fellow workers and other Calvary sponsored activities. An employee must obtain from his/her supervisor approval on all requests from other Synodical agencies for the employee's services and determine whether any remuneration, including honoraria and royalties, offered for such services will be accepted on behalf of the employee's church. In the case of the Pastor/administrator, the determination will be made by the appropriate board.

8.000: ELECTRONIC COMMUNICATION POLICY

1. Ownership of Messages

The electronic communications systems, which include, but are not limited to, the telephone, electronic mail, voice mail, facsimiles, computers, the Internet and the World Wide Web, and all information stored on them are the property of Calvary and are provided at Calvary's expense.

2. Business Use

The electronic communications systems are to be used primarily to conduct Calvary business. Reasonable personal use of such systems is permitted, but must not interfere with an employee's productivity and is limited to inconsequential areas and information. Personal use should be limited to breaks, lunch and non-working hours. Employees may not use the electronic communications systems for political causes; football pools or other

sorts of gambling; illegal activities; seeking/inquiring about job opportunities outside the organizations; list-in services for non-work purposes; solicitations or advertisements for unrelated work purposes; or creating, possessing, uploading, downloading, accessing, transmitting, or distributing materials of a sexual nature. Employees may not use Calvary's electronic communications systems to post non-work related information, opinions, or comments to Internet discussion groups and other such forums. Employees are prohibited from passing off their views as representing those of Calvary Lutheran Church & School.

3. No Presumption of Privacy

Although employees are expected to use passwords to access some of the electronic communications systems, such communications are not private and security cannot be guaranteed. In surfing the Internet and the World Wide Web, employees should remember that all connections and sites visited may be monitored and recorded. Employees should assume that any communications – whether business-related or personal – that they create, send, receive, or store on their Calvary electronic communications systems may be read or heard by someone other than the intended recipient. In particular, highly confidential or sensitive information should not be sent through e-mail, the Internet, or the World Wide Web without authorized programming. Calvary reserves the right to keep an employee's e-mail address active for a reasonable period of time following the employee's departure to ensure that important business communications reach them; Calvary will review such communications.

4. Calvary Right to Monitor Messages

Calvary reserves the right to monitor, access, retrieve, read, and disclose to law enforcement officials or other third parties all messages created, sent, received, or stored on the electronic communications systems without prior notice to the originators and recipients of such messages. Authorized personnel may monitor the electronic communications of employees to determine whether there have been any violations of law, breaches of confidentiality or security, communications harmful to the business interests of Calvary, or any violations of this policy and/or any other company policy.

5. Message Restrictions

Electronic communications may not contain content that a reasonable person would deem to be defamatory, offensive, harassing, disruptive, or derogatory, including; but not limited to, sexual comments or images, racial or ethnic slurs, or other comments or images that would offend someone on the basis of race, gender, national origin, political beliefs, or disability. When judgment is required, Calvary will be the authority on inappropriate material.

6. Prohibited Activities

Employees may not upload, download, or otherwise transmit copyrighted, trademarked, or patented material, trade secrets, or other confidential, private, or proprietary information or materials in violation of any legal constraints. Employees may not upload, download or otherwise transmit any illegal information or materials. Employees may not use Calvary's electronic communications systems to gain unauthorized access to remote computers or other systems or to damage, alter, or disrupt such computers or systems in any way, nor may employees – without authorization – use someone else's code or password or disclose someone else's code or password, including their own. Employees may not enable unauthorized third parties to have access to or use the electronic communications systems, nor may employees otherwise jeopardize the security of Calvary's electronic communications systems.

Message Creation

Employees must use the utmost care in creating electronic communications. Even when a message has been deleted, it may still exist on a back-up system, be recreated, be printed out, or be forwarded to someone else without the creator's knowledge. As with paper records proper care should be taken in creating electronic records, which may someday have to be produced in connection with legal and/or business needs.

7. Record Retention

As with paper documents created and received by an employee, it is each employee's responsibility to ensure that those electronic messages that should be retained are in fact saved. Those messages that need not be retained should be deleted.

8. Viruses and Tampering

Any files downloaded from the Internet and any computer disks received from non-Calvary sources must be scanned with virus detection software before installation and execution. The intentional introduction of viruses, attempts to breach system security, or other malicious tampering with any of Calvary's electronic systems are expressly prohibited. Employees must immediately report any tampering or other system breaches to their supervisor.

9. Selling and Purchasing

The standard purchase and sales policies apply to all purchases and sales-related activities conducted via the electronic communications systems.

10. Violations

Violations of this policy, including breaches of confidentiality or security, may result in suspension of some or all electronic communication privileges, disciplinary action, and even termination. Calvary Lutheran Church & School reserves the right to hold the employee personally liable for any violations of this policy.

8.010: SOCIAL MEDIA POLICY

8.015. Introduction

Social media tools are a powerful form of communication that can have a significant impact on organizational, professional and individual reputations. Forms of social media may include but are not limited to, Facebook, Instagram, LinkedIn, and Twitter as well as personal websites and blogs.

Employees must exercise care when participating in social media, as the lines between personal and professional content, and between public and private content, are often blurred. Whether participating on behalf of Calvary or personally, employees must follow the same behavioral standards online as they would while engaging in personal and professional interactions. Remember that the internet is not anonymous, nor does it forget.

8.016. Guidelines

The following are general guidelines for employees' participation in social media and on-line communications. Violations of the policy may result in disciplinary action, up to and including termination of employment.

- A. Take Responsibility and be Transparent
 1. You are responsible for anything you write or do online.
 2. Use good judgment when you post, and think about the consequences of what you are posting. Assume your writings will spread.
 3. Make clear that the views you express are not those of Calvary.
 4. Do not make or endorse reckless or malicious false statements.
 5. Do not pretend to have expertise, information, or authority you do not have.
 6. Use security settings to keep personal information from being publically available.

- B. Respect Your Audience and Your Colleagues
 1. Do not express, communicate, or link to libelous, defamatory, harassing, pornographic or indecent content, even by way of example or illustration.
 2. Managers and supervisors are discouraged from social media relationships with non-managerial employees, except in cases where the relationship is limited to business related networking or there is a legitimate business purpose.

- C. Respect the Property of Others
 1. Follow copyright laws and other intellectual property rights.
 2. Do not use any client or vendor trademarks or logos without their express permission.

- D. Respect Calvary's Interest
 1. Never write or post anything to a social media site or on the Internet that interferes with your work or your work/client obligations.
 2. Do not use the Calvary logo or namesake to endorse or promote any product, opinion, cause or political candidate. It must be abundantly clear to all readers that any opinions you endorse or promote are not the views of Calvary. To that end, you should not use your Calvary e-mail address for any postings.
 3. Do not promote competitors' brands or services.
 4. If you find negative posts by a third party about Calvary or its employees or clients that you feel need a response by Calvary, report the finding to your supervisor. They are trained to deal with these situations.
 5. Managers and supervisors should not provide references for current or former employees via social networking sites of the Internet.

- E. Be Wary
 1. People who communicate with you online may not be who they claim to be. They could be competitors, media, regulators, and others seeking "insider information about Calvary.
 2. Everything written online can be traced back to its author. Additionally, information is often repeated and linked to other sources, so you never know when an incidental comment can go viral.

8.017. Obligation to report violations of this policy

If an employee becomes aware of a violation of this policy, he or she should report it to an appropriate supervisor or to the Business Manager. If an employee feels he or she is being harassed, discriminated against or retaliated against in violation of Calvary's policies, he or she should immediately report this to his or her supervisor or the to Business Manager.

8.018. No expectation of privacy

Employees are reminded that they should have no expectation of privacy when using the Internet or social networking sites during working time or from Calvary's equipment. Calvary reserves the right to review your postings—including postings made on password protected sites during working time or with Calvary's equipment.

8.019. Non-interference with applicable laws

This policy is not intended to restrict or interfere with any employee's federal or state labor law rights, including any and all rights under the National Labor Relations Act, or any whistleblower protections under federal or state law.

8.020. Questions about this policy

Please contact your supervisor or Calvary's Business Manager if you have any questions about this policy.

8.100: PERSONAL APPEARANCE

Your appearance reflects not only on you as an individual, but on Calvary as well. We expect you to take pride in your appearance and strive to achieve a positive business-like image when representing Calvary. Your department handbook has a dress code with specific direction on what is appropriate and what is not. (Refer to **Disciplinary Action**, section 6.100)

8.200: PERSONAL BELONGINGS

Employees should not bring large sums of money, jewelry, or other valuables to work. Calvary will not be responsible for personal property that is lost, damaged, stolen, or destroyed.

If you happen to find personal belongings that have been lost by another person, please turn them in to your supervisor.

8.300: SMOKING

Calvary has a smoke-free environment policy. Smoking is prohibited on all campuses (buildings and grounds).

8.400: ACCESS TO CALVARY PROPERTY

It is important that Calvary have access at all times to Calvary property, as well as other records, documents, and files. As a result, certain management employees and officers of Calvary reserve the right, but always respecting that information deemed to be of a confidential nature (e.g., Pastor's confidential files, personnel files), to access employee offices, work stations, filing cabinets, desks, and any other Calvary property at its discretion, with or without advance notice or consent.

Use of Church property off campus is not in the best interest of Calvary or the employee. It is important that computers, tables and other equipment and furniture remain on the campus where they are used. Exceptions to this may include mobile communication devices such as laptops and cell phones.

8.500: BUSINESS EXPENSE REPORTING

(Reference Congregational Treasurer's Manual Chapter 6, Business Expenses)

Employees will be reimbursed in accordance with Calvary Lutheran Church & School reimbursement policies for all approved business-related expenses. Employees are requested to submit these reports in a timely manner (within 2 weeks of the expense) to ensure proper accounting and prompt reimbursement. Submit your receipt with a payment request form to your supervisor who will review, approve, and submit it for payment.

8.600: USE OF CALVARY TELEPHONES

From time to time it may be necessary for employees to make and receive personal calls on Calvary phones. However, these calls should be limited to no more than 5 minutes in length, and should be made, whenever possible, during scheduled break and meal periods. Employees

are expected to use good judgment and common sense when it comes to personal phone calls. All costs for long distance calls must be reimbursed by you to Calvary after receipt of bills. This applies to personal use of the fax machine.

8.610 CELL PHONE USAGE

Cell phone usage is highly discouraged during work hours. Cell phone usage takes the attention away from the primary duty of supervising children (or your specific job requirements). Phone calls and/or texting are limited to break times. If a situation arises where your cell phone needs to be readily accessible during working hours, your supervisor must be notified immediately of this situation. Talking or texting with your friend, spouse, child, or checking on a doctor's appointments are not emergencies. Any calls or texts should occur away from the work area and out of view of students, parents, and visitors who may enter the building. (i.e. don't walk down the hallway while talking on the phone). Any cell phones should be placed on vibrate so that your calls go into your voice mail for you to return on your break time. Cell Phone etiquette is required at all times. For example, it is rude to walk into someone's office texting or while on your cell phone. Abuse of this policy can result in disciplinary action up to and including termination.

The EEC classrooms contain tablets and laptops. These devices are for business use only and are not to be used for personal use.

Photos of students and parent communication should only be through the classroom devices and not personal cell phones.

8.700: EMPLOYEE PARKING

Employees park at their own risk and Calvary will not be responsible for theft or damage to any vehicles parked on or near Calvary property. Also, Calvary will not be responsible for personal property left in vehicles that is lost, damaged, stolen, or destroyed.

8.800: CALVARY BULLETIN BOARDS

Posted information on employee bulletin boards is for the benefit of all employees. Calvary reserves the right to monitor and limit posted information on the bulletin boards and the administrative staff is responsible for this monitoring. You will find posters that explain state and federal law, as well as updated information about Calvary policy and procedures. You are responsible for checking Calvary bulletin boards on a regular basis and for reading all posted materials.

8.900: REFERENCES

It is against the policy of Calvary Lutheran Church & School to provide letters of recommendation for any employee. A neutral reference providing date of employment and position title may be provided to a potential employer of a previous Calvary employee.

**CALVARY LUTHERAN CHURCH & SCHOOL
PERSONNEL MANUAL**

SECTION 9.000

**EMPLOYEE STATEMENT
OF ACKNOWLEDGEMENT**

After reading the Personnel Manual, please sign and detach the acknowledgement and return to your supervisor or the Business Manager.

9.000: EMPLOYEE STATEMENT OF ACKNOWLEDGEMENT

I have received a copy of the Personnel Manual and have read or had it read to me carefully. I further understand all matters set forth in the Personnel Manual and agree to abide by and adhere to Calvary Lutheran Church & School policies during my employment with Calvary Lutheran Church & School, as they may be modified from time to time. I further understand and agree that any provision of the Personnel Manual may be amended, revised, or eliminated at any time by Calvary Lutheran Church and School.

Unless I have a separate document of call or contract, I understand that my employment with Calvary Lutheran Church & School is not for a specified length of time. Rather, I understand and agree that my employment is terminable at will so that both Calvary Lutheran Church & School and I remain free to choose to end our work relationship at any time, with or without cause. Likewise, I understand and acknowledge that nothing in the Calvary Lutheran Church & School Personnel Manual in any way creates an express or implied contract of employment between Calvary Lutheran Church & School on the one part, and me, on the other part.

I understand that it is my responsibility to maintain and keep my Personnel Manual updated as new policies are created and distributed and/or policies are deleted or changed.

I hereby acknowledge receipt of the Personnel Manual.

CONCEAL & CARRY NOTICE: I understand that as a Calvary Lutheran Church & School Employee/Minister of Religion I am obligated to keep the school community safe and secure. I understand that I am not permitted to have any weapons or firearms on the school premises, despite Missouri's Conceal and Carry Law of 2003. I further understand that having such an item on our campus may result in my dismissal from service. I understand that this standard shall be in effect at any time that I am in the buildings, even if it is after my work hours or during a PTO period.

Employee's Name (Please Print) _____

Employee's Signature _____

Date _____