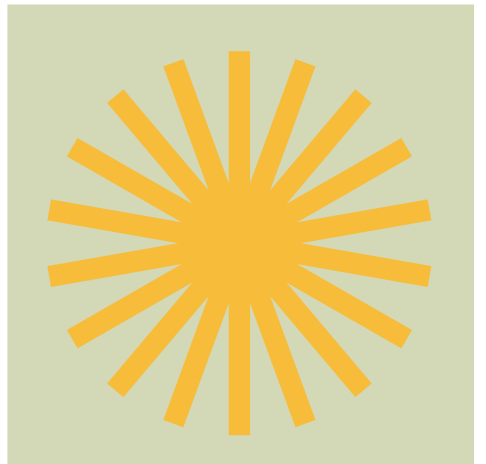


EMPLOYEE HANDBOOK



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Collaborative for Educational Services





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Collaborative for Educational Services

Mission

Our mission is to develop and foster educational excellence and opportunity for all learners through collaboration and leadership.

Core Statement

We are a community of innovative and effective professionals dedicated to improving education.

We know that everyone is a learner from the day they are born, and we know how to create classrooms and other environments in which every learner can flourish.

We know how to reach, inspire, support, and educate children, youth and adults, and we help others to do the same.

We value...

Quality and excellence
Innovation, creativity and vision
Inclusiveness, equity and diversity
Collaboration with others

Everyone is a learner



Everyone is a learner



Collaborative for Educational Services
97 Hawley Street, Northampton, MA 01060
413.586.4900 | 413.586.0180 fax |
info@collaborative.org

**Collaborative for Educational Services
Employee Handbook
Effective December 1, 2016 until further notice**

The Board of Directors of Collaborative for Educational Services has adopted the Employee Handbook, which sets forth employment policies and procedures for CES staff. All CES employees are expected to read this handbook, and use it as a resource for guidance and information.

The policies and procedures referenced in this handbook apply to all CES employees.

Any CES employee may suggest changes or additions to the handbook by forwarding those suggestions in writing to the Director of Human Resources or the Executive Director.

CES reserves the rights to modify, revoke, suspend, terminate or change its benefit plans, policies or procedures in whole or in part, at any time. Should changes occur, employees will be informed as soon as possible.

This Handbook does not create, nor should it be construed as creating, a contract between CES and any of its employees. Unless an employee has an employment contract, which specifies a different relationship between CES and the employee, all CES employees are employed "at will". No employee of CES has the authority to enter into an employment contract with any employee other than the Executive Director with the approval of the Board of Directors. Any such employment contract or amendment thereto must be in writing, and signed by both the Executive Director and the employee.

Noncompliance with expectations described in the Employee Handbook may result in disciplinary action, up to and including termination. Employees are encouraged to discuss with their Supervisor any questions that arise after reading the Handbook.

Please note that the terms "Collaborative for Educational Services", "CES" and "the Agency" are used interchangeably throughout this Handbook referring to the Collaborative for Educational Services.

ACKNOWLEDGEMENT OF RECEIPT OF THIS HANDBOOK MUST BE SIGNED AND SUBMITTED TO HUMAN RESOURCES AND WILL BE RETAINED AS PART OF THE EMPLOYEE'S PERSONNEL FILE. FAILURE TO PROVIDE ACKNOWLEDGEMENT OF RECEIPT OF THE HANDBOOK MAY RESULT IN DISCIPLINARY ACTION, AND DOES NOT EXCUSE AN INDIVIDUAL FROM RESPONSIBILITY FOR READING AND COMPLYING WITH THE EXPECTATIONS SET FORTH IN THIS HANDBOOK.

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ABOUT THIS HANDBOOK

The Employee Handbook is intended to provide an overview of employment at CES, as well as a guide to what employees and the Agency may expect from one another.

It is not practical to include all the details of CES employment policies and expectations in the employee handbook. Further, because policies and expectations may change over the course of time before the handbook is updated, some information in this handbook may become outdated or obsolete.

In the event of a change, addition or deletion to the Agency's Human Resource or Employment Policies; all employees will be informed of the change in general terms, and will be referred to the relevant updated documents. Following such notification, employees will be expected to familiarize themselves with the new or revised policy information and to acknowledge receipt of the new information.

Questions about the intent or interpretation of these policies should be directed to the Human Resources staff, who are available during regular business hours to assist with policy interpretation and questions about employee benefits or general employment practices. Human Resources staff can be reached by email at hr@collaborative.org, by phone at (413) 586-5923, or in person by appointment. The Director of Human Resources will be the final arbiter of any questions regarding interpretation of employment policies.

Every employee is responsible for reading and understanding Human Resources and Employment Policies. Every employee is responsible for accessing the CES website to periodically review any updated information about policies and procedures, as well as this Handbook. Failure to review and understand the relevant policy documents will not excuse any misconduct or inability to meet expectations.

RESOURCES AVAILABLE TO CES EMPLOYEES

Employees of CES perform a wide variety of jobs, with many unique clients, in a wide variety of settings and locations throughout the Commonwealth. Many CES employees work closely with employees of other agencies and organizations. CES employees working in host or partner Agency locations will be subject to the policies of the host/partner Agency as well as those of CES. Despite this diversity of jobs and settings, all who work for CES are part of the same organization, working together to achieve the same goals and mission. The following list of resources is intended to provide multiple channels of communication in order to help staff stay connected to the organization and to one another, no matter what position they hold or where they work.

The CES public website: www.collaborative.org provides a wealth of information and current news.

Highlights:

- **The Organization** – Our various programs, contact information, job openings, directions
- **Resource Calendar /Upcoming Events / Online Registration for Courses**
- **Current Events** – Updates about the Agency, our funders, our partners, and other news impacting our Agency

The easiest way to access benefits, forms and policy information is to visit www.collaborative.org, then scroll to the bottom of the page and click "Human Resources" to the right of the footer menu. For forms, click "list of downloadable FORMS". For benefit information click either "Benefits" at the left margin of the page or the "Benefits of working" link. Here, you will find a comprehensive review of the many benefits of working for the CES, resources of general interest, Agency policies and procedures, and commonly used forms such as:

I-9 Form	W-4 Federal Withholding	M-4 Mass Withholding	SPD for Section 125 Plans
W-9 Form	Direct Deposit Form	Biweekly Time Sheet	Purchase Order
Expense Report	Request for Time Off	Handbook sign-off	SSA Statement
COBRA Rights	Accident/Incident Report		

The CES Intranet - an online community that allows staff to share information about projects they are working on, events, and ideas. The Intranet community was first launched for staff in the Northampton office and will be rolled out to all Agency programs.

Paystubs and inserts in pay envelopes are used to provide important messages and information, as is the CES email system.

CES main office resources:

97 Hawley Street, Northampton MA 01060 Phone: 413 586-4900 Fax: 413 584-8217 (confidential)

Executive Director: William (Bill) Diehl Ed.D.	wdiehl@collaborative.org
Executive Assistant: Anne Farrington	afarrington@collaborative.org
Director of Finance: Barbara Siegel	bsiegel@collaborative.org
Human Resource Director: Cynthia Miller <i>Agency policies /procedures, investigations, grievances, FMLA</i>	cmiller@collaborative.org
Human Resource Generalist: Lynn Rulnick <i>Agency enrollment and benefit questions, incident reports, general support</i>	hr@collaborative.org
Human Resource Coordinator: Shannon Madden <i>Recruiting, employee records, HR data</i>	smadden@collaborative.org
Payroll Administrator: Jennifer Shepardson <i>Payroll questions, direct deposit/withholding changes</i>	Payroll@collaborative.org
Payroll Assistant: Judie Roman <i>Vacation, personal and sick day accounting</i>	jroman@collaborative.org
Accounts Payable: Lisa Snape <i>Purchase orders, expense reports, credit card/petty cash questions, tax exempt certificate</i>	lsnape@collaborative.org
Director of Technology: Angela Burke	aburke@collaborative.org
Tech Support: Help Desk <i>Network, e-mail, phones, technology support/training, video conferencing, website</i>	support@collaborative.org
Director of Communications: Kathy Levesque	klevesque@collaborative.org
Reception: RuthAnne Lansner <i>Staff extensions, schedules, Hawley St. reservations and building procedures, general inquiries</i>	reception@collaborative.org

A MESSAGE FROM THE EXECUTIVE DIRECTOR

Welcome to the Collaborative for Educational Services (CES), an education service Agency with a wide array of programs and services for member school districts, state-wide educational initiatives, and educators throughout Massachusetts. Our mission is to develop and foster educational excellence and opportunity for all learners through collaboration and leadership. We operate from the knowledge that *everyone is a learner* and we work with our partners to create classrooms and other environments in which every learner can flourish.

To accomplish these ambitious and important goals, we have outstanding professional staff who serve students, families and community partners, and who make a positive difference in many people's lives. CES counts on our employees to contribute to our continued growth and success. Whether you are a paraprofessional, a teacher, a therapist, a professional development provider, a professional or administrative support associate, or a staff member working with one of our many state or federally funded projects; we value you, your expertise, and the many hours you contribute to helping further the mission of the Agency.

CES is a public non-profit Agency, governed by a Board of Directors appointed by the school committees of all member districts in Hampshire and Franklin Counties. We are dedicated to being true stewards of the trust that the public, school districts, partner agencies, and families have placed in us to educate the children they send to us, and to comply with the laws and regulations promulgated by the state and federal governments, as well as with the requirements of the grants we receive.

The policies and procedures that are contained in the Employee Handbook are approved by the Board of Directors when significant changes are made. They should be read, understood and used by each of you to guide your activities and actions during your period of employment with us. All new employees are given a copy of the Handbook at the time of hiring.

In this handbook, we have attempted to explain what CES expects from you and what you can expect from CES. While no set of policies and procedures will cover all situations that may arise, this document represents our intent and commitment to provide an efficient, effective, cooperative, inclusive, and safe work environment. If you have any questions about the interpretation of the policies you should ask your Supervisor or the Director of Human Resources.

The Board has charged the Executive Director with the authority and responsibility for carrying out these policies and procedures. It is the Executive Director's responsibility to ensure that these policies and procedures are followed in the assignment of duties and responsibilities of employment. If you have any questions or concerns about any of the provisions in this Handbook, please contact Cynthia Miller or Lynn Rulnick at the Human Resources Department in Northampton, or email them at hr@collaborative.org.

CES is committed to nurturing the organization as a community of caring professionals and a model of open, transparent communication for both our external and internal audiences. Together, as a whole organization, we will find solutions and continue to be the nexus of resources for all of our stakeholders.

I look forward to your contribution and involvement in helping us to attain our mission, and hope that you have a most enjoyable and successful experience working as part of the Collaborative for Educational Services.

Best Regards,

William (Bill) Diehl, Ed.D., Executive Director

HISTORY OF THE COLLABORATIVE FOR EDUCATIONAL SERVICES

The Collaborative for Educational Services, formerly known as the Hampshire Educational Collaborative, was created by the school districts of Hampshire County in 1974 to address two major areas of student programming: vocational programming for area students and programs and services for low incidence populations of special needs students. Today, CES is a multi-service Agency with caring professionals who believe that everyone is a learner; that all students can learn, and that we know how to teach them.

Soon after its creation in 1974, CES became involved in a variety of education and training programs to serve the needs of students, ranging from preschool programs to programs for young adults. During the 1970's, the state's institutions, many of which were located in and around Hampshire and Hampden Counties, were closed; and residents were sent back to the community. The Agency, under contracts with the Department of Mental Health, Mental Retardation, and Youth Services, initiated a number of programs to assist these students in the transition from the institutional setting, to less controlled educational settings, and into the community. We worked closely with other state human service agencies, particularly the MA Departments of Mental Health and Mental Retardation, Youth Services, the Commission for the Blind, and the Rehabilitation Commission.

The services that CES provides vary according to the needs of school systems and the individual needs of the client populations served. Because of the characteristics of the Agency itself, programs and services can be designed and delivered to fit those needs. Currently, the Agency operates Special Education Programs in both public schools and private sites, and supports school district requests to hire speech-language pathologists, occupational therapists, physical therapists, assistive technology specialists, and vision-mobility specialists; to provide direct and consultative services to students in the public schools. Vocational training programs are currently operated in several local high schools and communities. Both the Occupational Therapy Center and the Collaborative Center for Assistive Technology & Training (CCATT Center) help individuals with disabilities to gain control over their lives, by helping them find ways to communicate, participate and control their environments.

Following the deinstitutionalization of students, the Agency initiated staff development programs to upgrade the skills of administrators, teachers and parents to work with those students as they gradually became integrated into home and school settings. This has led to the development and implementation of a highly regarded, rich and diverse program of professional development activities and licensure programs which draw teachers and administrators from throughout New England. In addition, CES performs educational research, offers planning and management training, and provides a wide range of technical assistance and resources to member schools and school districts.

In recent years, CES has formed linkages and partnerships with a number of agencies and institutions throughout the state. In partnership with the MA Department of Elementary and Secondary Education (ESE) and Fitchburg State College, the Agency has developed site-based licensure programs in Reading, Math, Science, Special Education, English as a Second Language (ESL), and Administrative Leadership. These programs are offered in sites all across the Commonwealth. Partnerships have been developed for School-to-Work initiatives, Community Service Learning, Safe Schools / Healthy Students initiatives, After School Programming, Adult Education and Alternative Youth Programs and Community Early Childhood programs - including community mental health consultation and the Parent-Child Home program, and the family networks for Hampshire County and the Palmer-Monson area. In 2004, the Agency began a partnership with the Commonwealth Corporation and the Department of Youth Services to provide educational programs and services to most of the youth under the jurisdiction of the Department of Youth Services (DYS) throughout the state. Today, all teachers in the DYS system receive professional development through CES. Under a contract first awarded by ESE for FY2009, the Agency now provides Special Education to students residing in Institutional Settings administered by the Departments of Public Health, Mental Health and Youth Services and the County Houses of Correction.

In 2009, all of the school districts in Franklin County elected to join CES, hence the impetus to change our name to be less focused on geography and more centered on services. Collaborative for Educational Services employees can take pride in the Agency's 40 plus years of success in working with all types of learners and building the capacity of our member districts. Never satisfied with the status quo, the Agency is continuing the process of implementing a design for the Agency's future. All employees are urged to become involved with this effort so that the Agency can continue to provide quality educational experiences for all the learners served.

In 2015, the Board adopted a 5-Year Strategic Plan (see next section) to guide the Agency in the years to come. In addition, CES adopted a set of Value Statements and a Social Justice and Equity Initiative (see following pages.)

MISSION STATEMENT, VALUES, AND STRATEGIC GOALS

Our Mission at the Collaborative for Educational Services is to develop and foster educational excellence and opportunity for all learners through collaboration and leadership.

FIVE YEAR STRATEGIC PLAN FY 2016-2020 STRATEGIC GOALS and PRIORITY AREAS

These four goals will drive our priorities, 5 year outcomes, and selected annual planning initiatives from FY2106 - 2020. 5 Year Strategic Plan Goals and their related Priorities have been developed in partnership with member superintendents and Board members, and approved by vote of our Board of Directors.

CES Strategic Goal #1: Meeting Member District Needs

We will be a leader in meeting and exceeding the needs of our member districts by collaborating to build needed strength and capacity based upon recognition of current and upcoming demands and trends in education.

Priority Areas

CES will focus and prioritize our work in the coming 5 years to:

- Promote and create awareness of and clarity about CES programs, services, expertise, and activities
- Gather and share information and feedback from districts, schools and educators about their programs, needs, and the directions they are taking on key initiatives
- Research, aggregate, analyze and share with districts the data that they need but cannot easily locate themselves

CES Strategic Goal #2: Fostering the Success of Children, Youth and Families

We will be a leader in providing educational programs, policies and practices that foster the success of families, youth and children, especially those who have been placed at risk of failure.

Priority Areas

CES will focus and prioritize our work in the coming 5 years to:

- Develop, implement, or promote programs that foster social emotional skills, well-being and health, and the related skills necessary for academic and lifelong success; and advance the importance of social-emotional learning as a prerequisite for academic achievement. This will work to ensure and promote equal access and opportunity to educational services for children, youth and families.
- Identify structures, strategies, and methods, and develop expertise to create dialogue and change relevant to culture and social justice equity
- Assist school districts in creating school climates and cultures that value cultural diversity, social justice and equity; and will create shared understanding of terms of social justice and equity

CES Strategic Goal #3: Developing Exemplary Educators

We will be a leader in creating and mentoring exemplary educators through the delivery of distinctive professional development.

Priority Areas

CES will focus and prioritize our work in the coming 5 years to:

- Develop a system of follow-up to professional development which includes mentoring, check-ins both with technology and in-person, PLC's, access to web resources, online tutorials, Ted talks etc. Develop a map of PD system that describes roles, mutual accountability, shared lens, and expectations re: early adoption, and collaboration among colleagues for support
- Assess district/teacher priorities in order to draft a plan for tiered professional development informed by comprehensive data collection from district improvement plans, student performance data, Ed Eval data, district data, demographics of districts/teachers, and other research
- Build the capacity of teachers to have student-sensitive classrooms, and strengthen teachers' and students' social and emotional tools/abilities

CES Strategic Goal #4: Innovative Practices

We will be a leader in identifying and implementing evidence-based and innovative practices in teaching and learning, technology, and the use of data.

Priority Areas

CES will focus and prioritize our work in the coming 5 years to:

- Conduct research and development in collaboration with and focusing on the needs of our member districts – gathering and reviewing educational research to help districts adopt new practices with an evidence base
- Document and share best practices and research, leveraging technologies that will allow for more efficient and effective communications between resource-limited stakeholders. Assist districts to assess and document the effectiveness of their own programs and share their work electronically, build clearinghouses, etc.
- Increase capacity for inter-district communication, structured around the use of technologies that will allow for more efficient and effective communications between resource limited stakeholders. Convene stakeholders, facilitate communication, help educators and administrators to build support networks across our communities



QUALITY

We strive to continually improve the quality of education and achieve excellence in all that we do.

We proactively share our work with each other to foster personal growth and collaboration.

We seek and encourage responsible innovation.

RESPECT

We act with integrity and trust our colleagues to do the same.

We view conflict as normal and as an opportunity to learn and we resolve conflict respectfully.

EQUITY

We actively engage with goals for social justice and racial and ethnic equity.

We value and seek diversity, cultural sensitivity, and the participation, initiative, and opinions of all stakeholders.

RESPONSIBILITY

We are responsible, accountable, fiscally prudent, engaged in efforts to be green, and results-oriented.

We foster joy, celebration, wellness and balance.



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Collaborative for Educational Services

COLLABORATIVE FOR EDUCATIONAL SERVICES SOCIAL JUSTICE INITIATIVE

The Collaborative for Educational Services has made Social Justice and Equity a key focus area of all our work. This is because we recognize

- the importance of equity, equality, cultural diversity, human dignity, social justice, and individual and group self-determination in accomplishing the mission of CES;
- that education is faced with seemingly intractable and urgent issues of disparities in educational outcomes such as graduation rates, due to unfair and unequal treatment and access to resources;
- that inequality and injustices are deeply embedded in society's political, social, educational, and economic structures and ideologies;
- that oppression results in the denial of human dignity, individual and cultural diversity, and social and economic justice disproportionately for some groups and, ultimately, for everyone; and
- that discrimination on the basis of socioeconomic status, race, ethnicity, education level, gender, gender identity, sexual orientation, religion, age and disability, harms all of us on a daily basis.

This reality compromises our ability to accomplish our mission and meet our values as an Agency. We are committed to the belief that "everyone is a learner" and to the mission "to develop and foster educational excellence and opportunities for all learners through collaboration and leadership." SJE work is also included in the priority areas of our 5-Year Strategic Plan, and is one of the major areas of our Values Statement. All this reflects a recognition that SJE is mission-critical and essential. Most importantly, we focus on SJE so that we can be the most effective, just, and humane educators and leaders that we can be.

FOR NEW EMPLOYEES

The Human Resources Department is available to explain Agency policies and benefits available to employees. New employees will receive an orientation from their Department Head, Program Director or designee on program policies, procedures, and expectations around job performance.

New employees are considered conditional for 90 days, exclusive of the summer period for classroom staff. This conditional employment period provides new employees with an opportunity to meet job performance expectations and to assess the suitability of the position for the individual. During this conditional employment period, the supervisor will assess the employee's abilities, attitudes and work habits. A review to determine regular employment status will take place before the end of the conditional employment period.

Absence of five days or more during the conditional employment period shall automatically extend the period by the length of the absence. The duration of the conditional employment period may also be extended in certain circumstances at the supervisor's discretion, and with the approval of the Human Resources Director. A significant change in a staff member's position, such as taking on a new position or transferring to a new work location will be considered new employment, and therefore will result in a new conditional period of employment as if the employee were a new employee.

An employee may be terminated at any time during the conditional employment period with written notification to the employee. If an employee does not receive such notification, employment shall continue beyond the conditional period of employment. Such continuation of employment does not constitute and should not be construed as an employment contract of any kind.

In most cases, employees are not eligible for transfer to another position during the first year of employment.

EMPLOYMENT AT WILL

Unless governed by a written employment contract, employment with the Agency is voluntary, and is of an "At-Will" nature. Although you are expected to provide appropriate advance notice, you are free to resign from your position with CES, at any time, with or without cause. Similarly, the Agency may terminate the employment relationship at will at any time, with or without notice or cause, so long as there is no violation of applicable federal or state law.

CONDITIONS OF CONTINUED EMPLOYMENT

Continued employment is subject to satisfactory performance and conduct, as well as the Agency's needs, utilization and enrollment of programs, and funding status. In addition, in order to be eligible for ongoing employment, employees of the Agency must comply with the following standards.

A. SATISFACTORY RESULTS OF PERIODIC BACKGROUND CHECKS & SCREENINGS

In accordance with the Massachusetts General Laws and to assure the safety of our clients and co-workers, CES employees must complete some or all of the following background checks and eligibility screenings at hire and periodically thereafter. In some cases, partner and host agencies mandate periodic screenings. The particular screening processes vary from program to program and position to position. Human Resources will determine which of these screenings are required for any given position.

- Proof of identify and authorization to accept employment (I-9)
- Criminal Offenders Record Information (CORI)
- Sexual Offenders Record Information (SORI)
- Fingerprint-based Criminal History Records Information (CHRI)
- Prison Rape Elimination Act of 2003 inquiry (PREA)
- Verification of any required license, certification, or education
- Registry of Motor Vehicles offense inquiries
- Any subsequent legislative or regulatory requirement

In the event that any background records inquiry has a result other than "no finding," the subject individual will be given a copy of the appropriate policy, a copy of the results, information on how to correct erroneous records, an opportunity to dispute the accuracy or relevance of the information before an adverse decision is finalized, and an opportunity to discuss the results with a Human Resources representative before any adverse decision is finalized.

Failure to authorize periodic screenings, provide requested information, or other failure to cooperate and comply with the periodic screening process may be grounds for discipline, including immediate termination of employment. Existence of a criminal record is not an automatic disqualification of an applicant or employee dismissal. It does, however, create a higher level of scrutiny, and will be cause for further investigation which may lead to discipline, termination, withdrawal of a job offer, or restriction of duties.

All employees are expected to report any arrest or conviction for criminal activity, any placement on a Sexual Offender Registry, any finding of abuse or neglect, or the filing of a 51-A report citing the employee's actions on or off the job. This report must be made to Human Resources as soon as possible, and no more than two business days after the event. Employees who drive Agency vehicles or who regularly transport students must report any kind of moving vehicle violation to their Program Director or Supervisor as soon as possible, but no more than two business days following the violation. Failure to make a timely report may in itself lead to disciplinary action, up to and including termination of employment.

State law prohibits the dissemination of CORI/SORI/CHRI records to any party who does not have a genuine need to know the information; thus results may only be provided to persons responsible for determining employment eligibility. Additional information regarding your rights and protections is available from the Human Resources Department.

B. MAINTENANCE OF REQUIRED LICENSURE OR CERTIFICATION

For any position that requires a specific license, registration, certification, or other recognized credential, the individual employed in the position is solely responsible for acquiring and maintaining that credential in good standing. An employee must report any change in status of a required credential to his or her supervisor within two business days of the date the employee first learned of the change in status. If an employee should allow a required credential to lapse, expire, be revoked, limited, or censored in any way, or fails to secure a required credential within the allowed timeframe, that individual may be barred from working until the credential is restored or obtained. The individual may also be subject to discipline up to and including immediate termination of employment. Likewise, a failure to report a change in a required credential may be grounds for discipline up to and including termination.

From time to time individuals may be allowed to work on a conditional basis for a limited period of time without a required credential, pending verification that the credential has been acquired by a specified date. At the end of the conditional period, if the credential has not been acquired, and if CES does not choose to extend the period of conditional employment, the individual's employment will end.

If changes in regulations, payer contracts, professional standards or job duties require a change in the license, certification, or credential required for a given position, then CES will, to the extent possible, provide a limited amount of time for an employee in the position to obtain the newly required credential; but CES can make no guarantee of continued employment.

C. ANNUAL MANDATORY ORIENTATION AND TRAINING

Each year CES coordinates mandatory training and/or orientation for all employees. Programs may be offered at several times and locations for the convenience of staff. Programs provide an overview of important new initiatives, policies, and expectations, as well as training on timely topics, and an opportunity for employees to come together with co-workers from different programs and positions. Times and locations of the annual training and orientation programs will be announced in advance, and attendance at the program is paid for all employees.

Every employee is expected to attend a training and/or orientation each year and complete the associated mandatory online trainings as a condition of continued employment. If an employee is unable to attend annual training and orientation for any reason, the reason must be compelling and must be supported by documentation; the employee should discuss the matter with his or her supervisor as soon as he or she becomes aware of the obstacle, and must make alternate arrangements for obtaining the information provided during the orientation and training program and/or participate in a make-up session.

D. COMPLIANCE WITH APPLICABLE LAWS, REGULATIONS, AND CES POLICIES

The work of CES programs and staff is regulated by numerous local, state, and federal agencies, departments, and organizations. Our work is further regulated by the policies and requirements of member and client school districts, departments, and agencies, and by contracts, policies, and regulations administered by partner organizations. Additional performance expectations are set forth in this handbook, in CES' Agency-wide policies, and in departmental policy and procedures. All of these regulations and policies are implicitly incorporated into the performance expectations of CES employees, and failure to comply with those expectations may result in discipline up to and including termination. Any questions about which laws, regulations or policies apply to a particular staff or position should be referred to the individual's supervisor or to Human Resources. CES cannot anticipate every situation or set of circumstances, so CES reserves the right to take disciplinary action for conduct not specified in policy, but which harms/endangers the employee or others, or which jeopardizes the reputation or continuing operations of CES.

As a condition of continued employment, all employees are expected to understand and comply with the regulatory and administrative policies that govern their work, whether or not those policies are promulgated by CES.

CODE OF CONDUCT

Employees of CES have a responsibility under the Massachusetts General Laws, the Commonwealth Ethics Commission regulations, our funders' requirements, and the standards of our professions to maintain high standards of honesty, integrity, impartiality, and discretion in order to assure proper performance of the Agency's business and to maintain the confidence of those we serve. The following standards constitute the Agency's Code of Conduct. This Code outlines the baseline values and professional standards that define our culture and maintain our organizational integrity.

All employees are expected to understand and adhere to both the letter and spirit of these standards whenever they are working or representing the Agency. Violations of the Code of Conduct are treated with special gravity, and are subject to strict disciplinary consequences up to and including immediate termination of employment.

A. Honesty and Integrity

Employees are expected to be honest and forthright in their dealings with CES, clients, funders, supervisors, co-workers and the public. Fraudulent statements, deceit, lies by omission, misrepresentation of facts or credentials, theft, or misappropriation or misuse of resources will not be tolerated and will be grounds for discipline up to and including termination of employment. Please be advised that dishonest conduct by the employee during the hiring process shall be grounds for discipline, including termination, even if the dishonest conduct is not discovered until some time after the employee is hired.

B. Maintaining a Work Environment Free of Discrimination and Harassment

CES employs a diverse and talented workforce, and is committed to achieving the full potential of that diversity. The Agency's strategic plan includes commitment to our Social Justice and Equity initiative. This includes a commitment to the right of all employees, students and others we serve to work in an environment free from all forms of discrimination and harassment, including but not limited to harassment based on gender, sexual orientation, gender identity & expression, race, religion, national origin, skin color, disability, age, veteran status, genetic information or any other category protected by law.

Prohibited harassment and discrimination includes, but is not limited to basing any decisions regarding employment, promotion, termination, pay, benefits, work assignments or working conditions, or the provision of services, in whole or in part on an individual's status in regard to any protected category.

Prohibited harassment and discrimination can be subtle in nature and includes any favoritism, unfavorable or "different" treatment of individuals based on the individual's status in regard to a protected category. A pattern of behavior or decisions resulting in a disparate impact for people of a protected category will also be considered prohibited discrimination or harassment.

All employees have an obligation to support a discrimination-and/or-harassment-free workplace by maintaining the highest standards of personal conduct and by promptly reporting any known or suspected harassment to Human Resources.

Harassment and discrimination create an intimidating, hostile and offensive work environment which will not be tolerated. Such behavior will result in disciplinary action up to and including termination.

Sexual Harassment

The legal definition for sexual harassment states: "sexual harassment means sexual advances, requests for sexual favors, and verbal or physical conduct of a sexual nature when:

1. submission to or rejection of such advances, requests, or conduct is made either explicitly or implicitly a term or condition of employment or as a basis for employment decisions; or
2. such advances, requests or conduct have the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, humiliating or sexually offensive work environment. "

The legal definition of sexual harassment is broad and, in addition to the examples below, it includes, other sexually oriented conduct, that is unwelcome and interferes with one's ability to work, or has the effect of creating a work place environment that is hostile, offensive, intimidating, or humiliating to others. The fact that

that harassment is committed without malicious intent, or that the harassing behavior was not intended seriously, or was only in jest, does not excuse the misconduct.

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct, which if unwelcome, may constitute sexual harassment.

- a) Unwelcome advances – whether or not they involve physical touching
- b) Sexual epithets, jokes, written or oral references to sexual conduct, gossip of a sexual nature, comments on an individual's body, or comments about any individual's sexual activity, deficiencies, or prowess
- c) Displaying sexually suggestive objects, pictures, cartoons or slogans
- d) Leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments
- e) Inquiries into one's sexual experiences
- f) Discussion of one's sexual activities
- g) Speech or actions that implicitly or explicitly demonstrate or suggest disdain or disrespect for people based on gender or related issues
- h) Showing any preference or confidence for people of one gender over another, assigning tasks based on gender, or pre-judging ability based on gender.

Harassment can occur in a variety of circumstances. For example:

- The victim as well as the harasser may be of either gender. The victim does not have to be of the opposite sex.
- The harasser can be the victim's Supervisor, an agent of the employer, a Supervisor in another area, a co-worker or a non-employee.
- The victim does not have to be the subject of the offending comments, advances, or conduct but could be anyone affected by the conduct.
- Harassment based on sexual orientation, gender identity or expression is also prohibited sexual harassment.

Other Prohibited Harassment

Harassment on the basis of a person's race, religion, national origin, skin color, disability, age, veteran status, marital status, genetic information, or the same classifications of his or her relatives, friends or associates; or any other category protected by law, is also strictly prohibited. Under this policy, harassment is verbal, written or physical conduct that belittles or shows hostility or aversion toward an individual or group on the basis of any protected class or characteristic, and that: a) has the purpose or effect of creating an intimidating, hostile or offensive work environment, b) has the purpose or effect of unreasonably interfering with an individual's work performance, or c) otherwise adversely affects an individual's employment opportunities or well-being.

Harassing conduct includes but is not limited to the following behaviors:

- Interference with one's work, work environment, ability to work, or career advancement
- Expressions of disrespect of one's beliefs, heritage, custom or habit
- Epithets, slurs or negative stereotyping; threatening, intimidating or hostile acts
- Disrespectful jokes or anecdotes
- Written or graphic material that shows hostility or aversion toward an individual or group

Individuals and Conduct Covered

These policies and procedures apply to all applicants and employees, whether related to conduct engaged in by fellow employees or by someone not directly connected to the Agency (e.g., an outside vendor, consultant or customer). Conduct prohibited by these policies is unacceptable in the workplace and in any work-related setting outside the workplace, such as during business trips, business meetings and business-related social events, or when representing the Agency.

Process for Reporting Discrimination or Harassment

CES is committed to providing prompt and equitable resolution of complaints alleging any violation of state and federal laws and regulations protecting individuals from discrimination defined in this policy. Employees are encouraged to bring forth potential workplace issues early in order to prevent damaging and costly consequences. Individuals who believe they are being subjected to such conduct are encouraged to promptly advise the offender that his or her behavior is unwelcome and to request that it be discontinued. Often this action alone will resolve the problem. CES recognizes, however, that an individual may prefer to pursue the matter through complaint procedures.

Complaints are best made in writing, stating the name and address of the person filing, a brief description and date of the alleged violation, and the parties involved.

An employee may choose to bring a discrimination complaint forward to the immediate Supervisor, Program Director, Executive Director, Human Resources Director, or directly to one of the following individuals designated by the Executive Director to investigate issues of discrimination in the workplace. Each is located at 97 Hawley Street, Northampton, MA 01060 and can be reached by phone (413 586-4900) or e-mail: **Cynthia Miller**, Human Resources Director (Ext. 5922) cmiller@collaborative.org or **Arthur Scott**, Human Resources Specialist & Workplace Investigator (413) 387-3644 ascott@collaborative.org

Any supervisor or director, when approached by an employee with a complaint of illegal or inappropriate behavior, is required to report the complaint to one of the designated individuals above. The Agency will investigate all such complaints. After reviewing the alleged violation and interviewing the parties involved, the investigator(s) will provide a written report of the findings and recommendations to the supervisor or director with a copy to the Executive Director and Human Resources Director. When illegal or inappropriate behavior has been found, the Executive Director will order remedies to address the issues and work with program management, the complainant(s) and the respondent(s) to implement the plan for corrective action. Corrective action may include, but is not limited to, any combination of employee discipline or training, limits on employee conduct or contact, reassignment, or restructuring of workflow. If the Executive Director is implicated in an allegation of misconduct, the investigation report may be submitted directly to the Board of Directors, who will determine the appropriate course of action.

Any retaliation, harassment, or other unfavorable treatment of a person because that person filed a complaint of harassment in good faith is strictly prohibited and will result in appropriate disciplinary action up to and including termination of employment.

An employee may also elect to report complaints of discrimination one of the following government agencies responsible for investigating complaints of discrimination:

Massachusetts Commission Against Discrimination (“MCAD”)

MCAD Boston: One Ashburton Place, Room 601, Boston, MA 02108, (617) 727-3990

MCAD Springfield: 436 Dwight Street, Room 220, Springfield, MA 01103, (413) 739-2145

MCAD Worcester: 484 Main Street, Room 320, Worcester, MA 01608, (508) 453-9360

MCAD New Bedford: 800 Purchase Street, Room 501, New Bedford, MA 02740

United States Equal Employment Opportunity Commission (EEOC)

Boston, MA *General Information:* (800) 669-3362 *Complaints:* (617) 565-3200

False and malicious complaints of harassment, discrimination or retaliation (as opposed to complaints that, even if erroneous, are made in good faith) may be the subject of appropriate disciplinary action.

C. Individuals Must Maintain a Safe and Secure Workplace

Every employee has a shared responsibility for the safety of the workplace, students, clients, co-workers, and the public. Any actions that are themselves unsafe or that contribute to an unsafe environment are considered serious misconduct and may be cause for discipline up to and including termination of employment: Some examples of safety violations are listed below; this list is in no way comprehensive, and any actions that diminish the safety of the work environment may be considered a serious safety violation. Examples of these violations include but are not limited to the following:

- Horseplay at work
- Failure to report accidents or unsafe conditions
- Possession of weapons or contraband in the workplace. Contraband includes any materials prohibited by CES policy, policies of partner agencies, or law, or any materials that might be used to harm oneself or others that have not been adequately safeguarded.
- Failure to appropriately manage sharps (sharp or pointed objects that could be used as a weapon, such as scissors, pens, and letter openers - collectively know as sharps) and other dangerous materials
- Any form of violence or threat of violence toward others, including those committed in jest
- Allowing students to have inappropriate access to computers, networks, or telecommunications, or allowing those students access to contraband
- Working while under the influence of alcohol, narcotics, or other substances that may impair alertness, responsiveness, or judgment
- Bullying, taunting, baiting, insulting, threatening, or otherwise provoking students, clients, colleagues, or others
- Failure to respond promptly to fire alarms or directives to evacuate, relocate, or shelter in place during an emergency or drill
- Failure to protect or secure keys, key codes, passwords, or other security tools safely and in accordance with Agency policies and procedures
- Sleeping during work time
- Withholding any information that could affect workplace safety
- Fraudulent reporting of safety issues, false alarms, or cover-up of safety-related problems
- Inattentive or distracted driving, you are urged not to talk on a cell phone while driving during work time. Research shows that even with hands-free technology, phones pose a significant distraction to drivers. Texting while driving is prohibited by Massachusetts law.
- Failure to comply with any applicable CES or vendor safety-related policies

D. No Bullying, Harassment, or Retaliation in Schools

Bullying is prohibited at school, adjacent to school, off school grounds, at school-sponsored activities, in school vehicles, at school bus stops and from any location through the use of technology and electronic devices (cyber-bullying). Retaliation is prohibited against someone who witnesses, reports or provides information related to bullying.

Bullying under the Massachusetts Anti-Bullying law is defined as the repeated use of written, verbal or electronic expressions, or physical acts or gestures, directed at a student that may

- a) cause physical or emotional harm to the victim, or damage to property;
- b) cause the victim to have a reasonable fear of harm or damage to property;
- c) create a hostile environment for the victim at school;
- d) infringe on the victim's rights at school; or
- e) substantially disrupt the school.

Students can be bullied by other students or by teachers, staff, visitors, or others. CES recognizes that certain student populations may be especially sensitive to bullying, and/or may be more likely to be bullied. The law mandates that school staff who become aware of bullying or retaliation report it immediately to a Supervisor.

Those employees who work with students at HEC Academy, Mount Tom Academy, educational programs in DYS or SEIS settings or after-school programs or other educational settings are required to review the student discrimination, harassment and bullying policies and procedures in the student handbook for their programs because employee behavior can be the subject of a complaint by a student.

E. Mandated Reporting of Abuse and Neglect

Employees of the Agency are mandated reporters of suspected abuse or neglect of a child. Anyone who sees evidence that may indicate abuse or signs of potential neglect, or who learns about an incident of abuse from the victim or a witness, must immediately notify a Supervisor. Supervisors must be familiar with **MGL Chapter 119, Section 51A** and must be prepared to follow mandated reporter procedures. Any concerns should be reported immediately to the Program Director, Human Resource Department or the Executive Director. In

addition to the reporting required under Section 51A, an employee reporting potential abuse or neglect must also complete an incident report. Failure to report suspected abuse or neglect is considered serious misconduct and may be subject to discipline, up to and including termination of employment.

All reports of possible abuse or neglect, as well as incidents in which a Collaborative employee may have failed to report possible abuse or neglect, will be promptly and impartially investigated and if the investigation finds misconduct by an employee appropriate corrective action measures will be implemented.

F. Substance-Free and Weapon-Free Workplace

In accordance with the Drug-Free Workplace Act of 1988, CES must certify that we will maintain a drug-free workplace. To that end, CES employees are prohibited from the use, sale, dispensing, distribution, possession, display or manufacture of illegal drugs and narcotics. Further, employees are prohibited from the use of alcoholic beverages on Agency premises or work sites, and are prohibited from working while under the influence of alcohol or prohibited drugs. **As of December 15, 2016, Massachusetts law allows for legal possession and use of recreational marijuana; however, use or possession of marijuana is still prohibited under federal law. Collaborative employees are prohibited from using or possessing marijuana while working, while at the work location, while on agency property, and from working while under the influence of marijuana. This prohibition applies even if a provider has prescribed the use of marijuana for medical reasons.** Any employee convicted of a drug-related offense in the workplace or while working may be immediately discharged. If a supervisor or manager believes that an employee is at work while under the influence of drugs or alcohol, the individual will be removed from the workplace for the remainder of the day, and the incident will be promptly investigated.

If a supervisor believes that an employee is under the influence of drugs or alcohol while at work, the supervisor should ask the employee directly if they have consumed any drugs or alcohol, and should ask another supervisor to witness and document the employee's behavior. If the supervisor still suspects drug or alcohol abuse, he or she should then arrange for the employee to safely leave work, and should consult with human resources before the employee returns to work. Some of the indications that a person may be under the influence of drugs or alcohol include trouble with physical coordination, slurred or incoherent speech, the odor of alcohol or marijuana, dilated or constricted pupils, glassy or bloodshot eyes, and delayed or inappropriate responses in conversation; this list is not meant to be exhaustive, and all of these conditions can be present in someone who has not used drugs or alcohol.

When the Executive Director finds it appropriate to do so, CES will use any means appropriate to determine the presence (when suspected) of illegal drugs on CES property.

Employees are not permitted to carry weaponry of any kind during working hours or when representing the Agency. This policy applies while employees are at Agency work sites, using Agency vehicles or on CES business away from Agency premises. For purposes of this policy, a weapon is defined as any object that is intended (or that most people would believe is intended) to be used in fighting, attacking, or defending oneself from others, including but not limited to: a knife or sharp instrument with a blade of two or more inches in length, firearms, ammunition, explosives, clubs, black-jacks, metal knuckles, throwing stars, Tasers, flails, pepper sprays, poisons, etc. Any object that is used to threaten or cause bodily harm or death will also be considered a weapon defined by this policy.

G. Avoiding Conflict of Interest

Every employee of CES must be given a summary of the Commonwealth's Conflict of Interest Law prepared by the Ethics Commission and must complete an online training program at www.mass.gov/ethics. If in doubt about any perceived, potential or real conflict between the interests of the Collaborative and the personal, professional or financial interests of the individual, the employee is advised to request clarification from the State Ethics Commission (888) 485-4766.

Conflict of Interest highlights:

1. Family Considerations

- a) No person shall be employed by CES while a member of the employee's immediate family serves on the Board of Directors, the Steering Committee, a committee of the Board, or a program advisory board.

- b) No management employee shall hold a job that would require him/her to supervise a member of their immediate family.
 - c) No employee shall hold a job in a program of CES that also employs a member of the person's immediate family on the same shift or in the same program.
2. A member of the immediate family, as defined by CES, includes parent, step-parent, sibling, grandparent, spouse/partner, father-in-law, mother-in-law, son, daughter, son-in-law, daughter-in-law, and grandchild.
 3. Employees may not ask for or accept gratuities with a value of fifty dollars (\$50.00) or more from any organization or individual who does business or seeks to do business with CES.
 4. Employees may not use or permit others to use CES resources for political or private purposes unless specifically authorized by the Executive Director or designee. Resources that are off-limits for this purpose include, but are not limited to, Agency staff, office computers, e-mail, voice mail, telephones, fax machines, postage machines, copiers, bulletin boards, and company letterhead. Employees are prohibited from using Agency resources, or an Agency event, or their position with the Agency, to support any expression of endorsement of or opposition to any candidate for elected public office.
 5. Employees must not benefit personally from any acquisitions or purchases by CES.
 6. Employees must not take any action that could create an appearance of impropriety, such as rendering services to students, parents of students, or to school districts in Massachusetts by private agreement when such services would normally be contracted through CES. *See also: Outside Employment*
 7. Unless you qualify for an exemption, you may not have more than one job with the same municipality or county, or more than one job with the state.

H. Confidentiality

All students and their families have a right to privacy regarding their education and other confidential information. These rights are guaranteed by state and federal law. As an employee of CES you may have access to confidential information about students and/or their families, as well as confidential information about the Agency. All employees are expected to maintain strict professional boundaries and safeguard the privacy of all confidential information.

Any confidential or protected information pertaining to employees, to the operation of the Agency, to students and others served by the Agency, which is received or learned by an employee in the course of employment, must be maintained in confidence. Further, employees must adhere to all state and federal laws and regulations regarding the confidentiality of student and employee records or information. Requests for the release of student records or information must be referred to the Program Coordinator or Executive Director. Requests for information about an employee or former employee should be referred to the Human Resources Department. It is the policy of the Agency to respond to employment reference inquiries by confirming the individual's dates of employment, position(s) held, and eligibility for rehire. Finally, every employee is required to understand the definition of confidential personal information and to be familiar with the **Information Security Plan for the Collaborative – Appendix A, and found electronically at www.collaborative.org**.

I. Communications Protocols

Media

No employee is allowed to communicate with media representatives on behalf of CES unless specifically authorized to do so by the Executive Director.

Communications on behalf of CES in all media must be consistent with Agency standards. All communications are expected to utilize standardized logo art and high quality visuals, with proper crediting of the Agency and funders.

The Executive Director or designee must approve all press releases, advertising, online presence, curricula, publications, brochures and other collateral, and preauthorize their dissemination.

This does not prohibit an employee from speaking out on their own behalf regarding matters of public concern or debate.

U.S. Copyright Laws and Fair Use

Employees, presenters, and faculty shall not use material in violation of any U.S. or Commonwealth law, including U.S. Copyright Law.

CES staff and employees should take care not to infringe on copyrights or trademarks in their work for CES. In any and all cases, excerpts or content used in our educational works/teaching that are not original content (i.e., our own), whether written, audio, video or image-based, must be properly cited and attributed. Attribution includes copyright year, owner, publication title (from which the image, resource or excerpt is taken), and links to the sources should be provided wherever possible.

Permissions and Fair Use in nonprofit educational settings

Copying the majority of or an entire copyright protected work or publication, and using that content in our CES work, is not defensible under Fair Use, even if attributed. The exceptions are works that are in the Public Domain; e.g. works that are created by the federal government AND all works published before 1923, which are free to distribute.

Other than works in the Public Domain, if the use represents a significant portion (more than 10%) of the copyrighted work in question, staff and faculty should seek proper permission before using the work. If you are unsure about whether their use of copyrighted content within your educational content requires permission, you should bring the question to your Program or Department Head, or to Communications.

PROFESSIONAL PERFORMANCE EXPECTATIONS OF EMPLOYEES

This section of the Handbook provides an overview of the most important employment policies and expectations that apply to all positions at CES. For further clarification, please contact your immediate supervisor, or anyone in the Human Resources department.

A. Respecting Boundaries

When working with students, employees must adhere to appropriate boundaries to preserve the teacher/student relationship. As powerful role models in terms of molding attitudes and behavior, staff must always be alert to the fact that their actions and words, in and out of the classroom, are making an impression. Employees are caring educators, not the student's friend, big sister/brother, or therapist. Extracurricular activities with students outside of normal school hours must have prior written approval of the Program Coordinator or Executive Director. Personal involvement with students or former students beyond the bounds of proper job performance is prohibited. It is never appropriate to invite students or former students to a staff person's home or property. It is generally not appropriate for employees to share personal information about themselves or their families with students. It is not appropriate for employees to share anything with a student on a secretive basis, or to engage in any activity or communication with a student that cannot be shared with others. Employees should not share personal contact information, including phone numbers and email addresses with students or former students, and should not use social media platforms to communicate or to establish connections with students or former students. When communicating with students, staff should not disparage the Agency, partner agencies, co-workers, or others working with the students. Likewise, staff should refrain from taking sides in conflicts between students or between students and the school. Employees who violate this code will be subject to discipline by CES, up to and including termination.

When working with co-workers, employees need to be sensitive to boundaries as well. It is the goal of our Agency to create an environment that encourages respect and acceptance of diverse perspectives. Personal conflict among co-workers should be avoided as much as possible; e.g., don't gossip, don't disparage your co-workers, and steer clear of highly personal and sensitive matters in the workplace. If conflict does arise, deal with it immediately. Diagnose inter-cultural communication problems within a work group; recognize verbal and nonverbal aspects of communication that can lead to misunderstandings and miscommunication. Every employee needs to master the core competencies required to get work completed effectively, efficiently and in cooperation with others. Program Supervisors, the Human Resources Department and our Employee Assistance Program can be effective partners in dealing with boundary issues or conflict situations.

Intimate relationships in the workplace may be harmful to one or more of the individuals involved, or to others who are aware of the relationship. These relationships can also distract employees from their work and can create real or perceived conflicts of interest. Staff should consider carefully before entering into an intimate relationship with a co-worker. It is imperative that any CES employee involved in an intimate relationship with a co-worker, whether that person is employed by CES must disclose the existence of the relationship to his or her supervisor. For purposes of this policy the following definitions will apply:

Intimate Relationship: a relationship involving physical affections such intercourse, petting, or other physical affection beyond an occasional and casual embrace, OR, a prolonged relationship that is romantic by its nature

Co-workers: two or more employees of CES, or an employee of CES and an employee of another Agency, school or district organization who are both employed in the same program, or at the same location

Public displays of affection may be uncomfortable or disruptive to our work, and require a special sensitivity to the perceptions and feelings of others.

Supportive, non-sexual "appropriate touch" can be meaningful in the workplace so long as it does not disrupt the flow of work. Whether or not contact between two people is appropriate is determined by social norms, and primarily by the comfort of the person touched and those observing the touch. In general, appropriate touch is contact that is not unwelcome, and whose exclusive purpose is to nurture the person being touched. Examples of appropriate touch, when it is not unwelcome, include:

- Handshakes, high fives, and other gestures of greeting
- A pat on the back or touch on the shoulder indicating support

- Touch required to physically demonstrate or assist with technique, as in assisting someone in properly grasping a tool or completing an athletic maneuver

Inappropriate touching in the workplace is physical contact that violates the comfort of the person touched or observing the touch, as well as contact that is sexually motivated, contact that is achieved through use of power by the person touching, or that is applied for the satisfaction of the person touching rather than the person being touched. Inappropriate touching also includes any contact that is violent in nature, even if it is intended in a joking or playful manner such as pushing, slapping, or pinching. All inappropriate touching in the workplace is a form of harassment and will not be tolerated.

B. Work Performed Outside of Agency Employment

Employees considering an employment or consulting opportunity that is “in addition to” their regular job with CES must certify to the Executive Director, if requested, that they are not in conflict with the following policy stipulations. Outside employment/consulting must not:

1. Interfere with the efficient performance of the employee’s duties
2. Constitute a conflict of interest with the employee’s duties
3. Be in competition with the work of CES, e.g., could have been a source of revenue for the Agency
4. Involve the performance of duties that the employee performs as part of employment with CES
5. Involve personal remuneration for materials developed as an employee of CES
6. Occur during the employee’s regular working hours unless the employee is on either annual leave (vacation) or leave without pay
7. Constitute a conflict of interest with the goals, mission or activities of CES
8. Involve confidential information related to CES

C. Development of Materials, Products and/or Ideas

Any Works created, developed or produced by an employee – in any medium – as part of the job-related activities, is the sole property of the Collaborative for Educational Services (or the funding or contracting agency, where required); and cannot be sold, transferred or bartered for without the written consent of the Executive Director.

Protected Works must include the CES Agency logo and/or a statement identifying the exclusive owner. Individuals responsible for development of materials, products and/or ideas will be given recognition on materials produced as a result of their efforts. The following information will be prominently displayed: Title, Developed by: name of individual(s), Property of [Owning Agency], Copyright information, Funding Source, if other than the Agency and Date.

Examples of protected Works include, but are not limited to, videos, audios, pod casts, images, photos, text, program design, design elements, products, software, books, curriculum, training materials, grant proposals and brochures.

D. Soliciting

Employees are prohibited from direct oral, written or electronic solicitation of co-workers, individuals served by CES, their families, or employees of school districts/outside agencies with whom the employee works; unless it is a promotion sponsored by CES. Examples of prohibited activity include, but are not limited to participation in raffles, soliciting membership for an organization, selling products, goods or services, inviting participation in rallies or other public events or political contribution or activity.

Outside parties are prohibited from direct solicitation of Agency employees or distribution of literature on CES properties or worksites. No employee is allowed to solicit any local business entity for donations to CES or any of its programs, without first getting consent from the Development Department.

E. Political Activity

Employees are not allowed to engage in any form of political activity or political influence during their working time. This includes the use of CES networks, email or other platforms to share political views or to endorse or criticize any candidates for political office or elected or appointed political office-holders.

Employees whose funding is derived directly through federal, state or municipal sources are not permitted to:

- Be a candidate for public office in a partisan election
- Use official authority or influence derived from one's position with the Agency for the purpose of interfering with or affecting the results of an election or a nomination for office
- Directly or indirectly coerce contributions in support of a political party or candidate

Employees must request an opinion from the Executive Director of the Collaborative or the State Ethics Commission (888-485-4766) prior to running for political office or engaging in any political activity that could jeopardize the work of CES.

F. No-Smoking Policy

State law prohibits smoking on or in public property. The use of tobacco creates significant health risks for the user and those in the area. CES prohibits smoking and the use of tobacco products on all its work sites, inside the buildings and on the surrounding campuses. Non-compliance with this policy may be cause for discipline, up to and including termination of employment.

G. Possession of or Failure to Secure Contraband

When working with clients and students, objects that could reasonably be used to harm or threaten harm to self or others, as well as objects that would be detrimental to learning or therapeutic goals are considered contraband. It is impossible to make a comprehensive list of all contraband items because the definition of contraband may vary from one setting or situation to another. The following list is not comprehensive, but is designed to provide an understanding of the nature of contraband items:

- Weapons or items that could reasonably be used as or fashioned into weapons
- Medications, poisons or other toxins
- Unsecured cell phones, computers, or other electronic devices
- Gang insignia, slogans, posters, or other gang-related materials
- Pornography or sexually explicit material
- Literature, images, music or other media that describes or glorifies illegal, violent, sexual, or inappropriate activities
- Ropes, wires, unsecured mechanical constraints that could be used to harm or restrain someone
- Unsecured personal information regarding an employee (including oneself) or other students or clients, such as home address, personal phone number, or information about family members

Some items, such as weapons and illegal drugs are explicitly contraband and are not allowed in program areas under any circumstances.

Other items, such as cell phones, may be contraband for students but not for staff; it is the employee's responsibility to secure any such items in a locked storage space inaccessible to clients or students.

The designation of other contraband items is situational and may change depending on the setting, the security of the item, and who possesses it. For example, a pencil or pen is an essential learning tool for many classroom activities, but the same pencil or pen can be used as a weapon. Thus it is essential for staff to maintain constant knowledge and awareness of the whereabouts of such items when in the presence of students or clients. If items that would be dangerous in the hands of students or clients are to be used for programmatic activities, it is incumbent on the employee responsible for the activity to a) count the number of such items available; b) distribute those items at the beginning of the activity; c) carefully supervise their use

during the activity; d) collect all of the objects at the end of the activity; and e) count the objects after collection and assure that the count matches the original count.

Every employee who may be present with clients or students must understand and adhere to the contraband expectations of the setting and to report any exceptions or violations.

Failure to do so may lead to disciplinary action up to and including termination.

H. Workplace Attire and Appearance

CES employees contribute to our culture and reputation in the way they present themselves. A professional appearance is essential to a favorable impression with students, other educators, funders and host Agency personnel. Good grooming and appropriate dress reflect employee pride and inspire confidence on the part of the persons who work with us and learn from us.

We also strive to maintain a workplace that is free from unnecessary distractions and annoyances. As part of that effort, our organization requires employees to maintain a neat and clean appearance that is appropriate for the setting and for the work being performed. To that end, supervisors may determine and enforce guidelines for workplace-appropriate attire and grooming for their departments/locations.

CES values and allows reasonable self-expression through personal appearance and adornment unless a) it conflicts with an employee's ability to perform his or her position effectively or with his or her specific work environment, b) it is regarded as offensive or harassing toward co-workers or others with whom CES conducts business and has contact with employees, or c) can be considered unsafe or dangerous.

A safe, comfortable environment of mutual cooperation, respect, and fair and consistent treatment for all employees is our goal.

Supervisors should communicate any department or setting specific workplace attire and grooming guidelines to staff members during new-hire orientation and evaluation periods. Supervisors may exercise reasonable discretion to determine appropriateness in employee dress and appearance. Questions about the department's guidelines for attire should be discussed with your supervisor. For the most part, CES employees are appropriately dressed when wearing attire considered "business casual" (e.g., No jeans. No athletic wear). Certain positions and/or occasions may require an employee to dress differently.

Any staff member who does not meet the attire or grooming standards of his or her department, or fails to dress appropriately depending on position or work responsibilities, will be subject to corrective action and may be asked to leave the premises to change clothing.

I. Personal Electronic Devices

Possession of cell phones or other personal electronic devices is generally prohibited in classrooms and at certain direct service locations. Check with your supervisor or the Program Director if you are not aware of the policy at the location where you will be working. Where they are allowed, personal cell phones and other personal electronic devices should be turned off during instructional classroom time, including assemblies or any other activity which takes place during regularly scheduled classroom periods, and during passing periods.

In an office environment, frequent use of personal electronic devices can distract the user and colleagues from their work, and should be kept to a minimum or limited to non-working time.

Expectations regarding the use of personal electronic devices may vary between departments and positions, so all employees are encouraged to seek guidance from their immediate supervisor.

J. Agency Property

CES materials, supplies, equipment, furniture and facilities are to be used for job-related purposes only. Property includes, but is not limited to, office and laptop computers, e-mail, voice mail, telephones, cell phones, fax machines, postage machines, copy machines, company letterhead, vehicles, facilities, real estate, furniture, supplies, etc.

K. Electronic Communication

The Agency's electronic and telephonic communication systems (e.g., e-mail, voice mail, telephones, Agency cell phones, computers, fax machines, etc.) and all information transmitted by, received from or stored in those systems are the property of CES. These systems are to be used exclusively for job-related purposes during an employee's working time. Employees may not use a code, access a file, or retrieve any stored communication on electronic systems unless authorized by CES. CES reserves the right to monitor employee use of its electronic and telephonic communication systems at any time at its discretion. Such monitoring may include printing and reading all e-mail entering, leaving or stored in the Agency's systems, as well as listening to voice mail messages or telephone conversations from time to time. Accordingly, employees should have no expectation of privacy with respect to any content created on or transmitted through the Agency's electronic and telephonic communication systems.

Electronic Portable Device Use

Laptop computers, other portable electronic storage devices, and digital projectors provide important functionality and productivity benefits, enabling staff to have their computing resource at hand in meetings and in remote locations. For various reasons, including budgetary ones, it is not possible for the Agency to provide electronic portable devices to all employees who might benefit from them. Senior Management members will identify any key staff who are to be considered for a device and be responsible for co-signing the Electronic Portable Device Acceptance Agreement.

L. Network Services and Internet Acceptable Use Policy

The Board adopted an Acceptable Use policy that governs the use of all CES local area networks, wired and wireless, wide area networks, the Internet/Intranet/Extranet-related systems, all its Web sites, and all other similar networks. This policy also specifically applies to the use of the Agency's electronic resources, such as computer equipment; software; operating systems; storage media; network accounts providing access to network services, such as e-mail; Web browsing and file systems; and telecommunication technologies such as telephones, personal computers, cellular phones, facsimile machines, and all other wired or wireless telecommunication devices. To the extent this policy can apply to other information and telecommunication technologies, it shall be interpreted to apply to them as well. This document supersedes all previous Acceptable Use policies and regulations for Collaborative for Educational Services.

M. E-Mail Marketing

Commercial emails may be sent only through the Agency email marketing program by the Communications Department at CES. Emails sent through this channel should be scheduled through and requested from Communications.

Commercial emails may not be sent:

- a) through Agency email or database programs other than the Agency email marketing program,
- b) from other email addresses (e.g., personal) but on behalf of CES programs and services,
- c) by partner organizations or outside vendors sending emails on behalf of CES products and services, unless authorized by Communications, to ensure that the emails are compliant with CES policy.

All employees are expected to review and abide by the specifics of this policy – attached in full to this handbook as an Appendix and found electronically at www.collaborative.org.

Questions about this policy can be directed to Angela Burke, the Director of Technology (aburke@collaborative.org).

N. Social Media

The Board adopted a policy that governs the use of social media. All employees are expected to review and abide by the policy's guidance. **The policy is attached in full to this handbook as an Appendix and found electronically at www.collaborative.org.**

O. Work Schedules and Attendance

CES is a respected educational service Agency providing professional support to students, schools and agencies. It is important that every employee fulfill their responsibilities through consistent and punctual attendance so that these services can be provided in a continuous and dependable manner. The success of the entire organization rests with the commitment of every employee to maintain an excellent attendance record.

Frequent absence and tardiness can seriously disrupt the organization's ability to achieve its mission, be disruptive to students' learning, and detrimental to staff morale. Thus it is imperative that every employee be present when scheduled to fulfill Agency, student, funder and/or vendor expectations.

Employee work schedules, assignment of tasks and locations, and arrival and departure times are determined based the unique programmatic and supervisory needs of each CES department.

An employee is considered late if he or she is not present and ready to work when scheduled. An employee is considered to have taken an early departure if they leave at any time before the scheduled end of the work day.

Overtime

All employees at CES are classified as either "exempt" or "non-exempt" in compliance with the U.S. Fair Labor Standards Act. Non-exempt employees will be paid overtime, at the rate of one and one half times their regular rate, for any hours worked beyond forty in one work week. Overtime is based on time worked, not on paid time used, so paid time off including sick, vacation, personal time and paid lunch periods are not counted toward the overtime requirement of the FLSA.

All non-exempt employees are required to notify their supervisor in advance if they are going to work overtime and are prohibited from working overtime without explicit authorization from their supervisor. While all hours over forty that are worked by non-exempt employees will be paid as overtime, working overtime without explicit authorization may be grounds for discipline, up to and including termination of employment.

Hours of work

Most employees have regular work schedules and are expected to report to work on time, on a regular basis. The hours of work vary from program to program and position to position. Classroom staff, for example, work the school day schedule, while support staff might start work at different assigned hours, depending on the need, to ensure office coverage.

CES recognizes the challenges of balancing the varied demands of work, family, health, and personal interests or obligations. The Agency is committed to supporting individual efforts to achieve this balance to the extent that is practical. Therefore, variations in schedules (flextime) may be approved at the Program Director level for individual employees depending on the needs of the person's program or department.

Unexpected absence

If absence from work is essential, the employee is required to give proper notification as follows:

- Message or phone call according to the requirements of your department (do not delegate to a friend, relative or co-worker) to the designated supervisor
- Make contact prior to start of regular workday – as far in advance as possible
- Any employee who fails to give proper notification may be charged with an unexcused, unpaid absence *Employees with direct responsibility for students are also subject to immediate disciplinary action*
- Medical documentation is required for absences more than three consecutive days due to illness or injury. In instances of frequent, but not consecutive absences resulting from illnesses or injuries, or a pattern of such absences, late arrivals and/or early departures, the Supervisor may require that an employee provide medical documentation, as well. Failure to provide adequate certification may result in a denial of sick leave for that absence.

Arriving late/Leaving early (tardiness)

An employee who has repeated occurrences (two or more within 30 days) of being late for work, returning late from lunch, or leaving work early (either at lunchtime or prior to the end of the work day) may be penalized by

disciplinary action including, but not limited to, termination of employment. Employees with direct responsibility for students, who do not give at least thirty (30) minutes advance notification of expected tardiness (regardless of the time students arrive), are subject to immediate disciplinary action.

When absenteeism and/or tardiness become a problem

Over time an employee's attendance record provides a long-term view that may reflect positively or negatively on their job performance, reliability and commitment to support the mission of the Agency. For those whose attendance record is in need of improvement, CES employs a graduated scale of 'occurrences' in determining options for corrective or disciplinary action.

Preapproved times away from work, when using accrued vacation, holiday and personal time are not considered occurrences for the purpose of this policy. An absence of multiple consecutive days due to the same legitimate illness, injury or other incident will be counted as one occurrence.

Absences due to illnesses or injuries that qualify under the Family and Medical Leave Act (FMLA) or the Massachusetts Maternity Leave Act (MMLA) or absences resulting from an employee's use of Domestic Violence Leave will not be counted as 'occurrences' in the employee's attendance record. Documentation shall be required in these instances.

Repeated failures to comply with departmental policy requirements for reporting absence or tardiness, patterns of excessive absence or tardiness, and/or failure to provide required medical certification of illness or injury may be grounds for progressive discipline, up to and including termination of employment.

Severe Weather

Each worksite has a protocol for staff to follow in the event that severe weather or other emergency conditions warrant an all-day closing or delayed opening. Employees assigned to a specific program site that has been closed are not expected to report to work at that site. When school programs are closed due to inclement weather, the day will be made up within the contract period. Staff members whose assignment is over several program sites are expected to contact their Supervisor to schedule the day. All other employees are expected to report to work as close to normal working hours as travel conditions will allow.

All employees will be informed of the specific procedures that apply to their position and work location.

P. Reporting Time Worked and Use of Paid Time Off

All employees are required to submit a signed time sheet to their supervisor on or before the last day of the pay period. The time sheet is a legally binding document, and should be signed and dated by the employee in ink. The role of the supervisor is to review the time sheet for accuracy and sign it indicating approval before submitting it to the payroll department. Ideally, the supervisor will discuss any questions or concerns about the time sheet with the employee and allow the employee to make any changes if necessary. In the event that time does not allow for this, and the supervisor must modify the time sheet independently, then the supervisor should immediately email a copy of the modified time sheet to the employee with an explanation of the changes.

Exempt employees paid on a salary basis who work at least their regular schedule may generally record only their regularly scheduled hours and any paid or unpaid leave taken during the pay period. Exempt employees who work less than their regularly scheduled hours must use an appropriate form of paid time off to make up the difference.

Non-exempt employees paid on an hourly basis must always accurately report all hours worked as well as any paid or unpaid leave.

Fraudulent time reporting in violation of this policy, whether time is over-reported or under-reported is considered serious misconduct. Anyone found to have submitted a fraudulent time sheet, as well as others who are aware of the fraud, may be grounds for discipline up to and including immediate termination.

Q. Scheduling Guidelines: Consideration of Religious & Cultural Observances

CES is fully committed to equity, understanding and support of the diverse cultural and faith traditions to which members of our community adhere. Therefore, we have developed guidelines that should be used when scheduling events, paying particular attention to those which may be planned during times of religious or

cultural observance. Our intent is to avoid scheduling conflicts when possible and to mitigate them when unavoidable.

In order to meet these objectives we have established a "Religious & Cultural Observances" Calendar. In addition to the dates listed on this calendar, Agency leadership should review scheduling requests that are based on other religious observances on a case-by-case basis. Our hope is to eliminate, or at least reduce those difficult decisions between whether to observe a religious or cultural tradition or to participate in a CES sponsored class, activity or event. When conflicts do occur, CES staff should be as respectful, as flexible and as accommodating as possible to ensure that all employees can celebrate their religious or cultural traditions in an equitable manner. No employee should suffer negative consequences for honoring a religious or cultural observance. If no alternative schedule is possible, then we will offer employees an opportunity to make-up what was missed.

CES RESPONSE TO CONCERNS REGARDING MISCONDUCT

Workplace Investigations

Reports of misconduct that cannot be readily confirmed or dismissed may be investigated by the employee's Supervisor, Manager, CES Workplace Investigator or Designee. Depending on the circumstances, workplace investigations may include a review of documents including but not limited to personnel files, incident reports, memos and emails, policies, and notes; interviews with staff, clients, students, and others; and examination of physical evidence including but not limited to audio or video recordings that may be relevant. At the discretion of the employee's supervisor in consultation with Human Resources, the employee may be placed on paid administrative leave pending the outcome of a workplace investigation.

Investigations will be conducted as expeditiously as is practical, but will continue until the available facts have been reviewed and considered. Reasonable efforts will be made to protect the identity and statements of any individuals involved in an investigation, but in some cases disclosure may be necessary in order to satisfy regulatory requirements, to provide the accused an opportunity to defend him or herself, or to discover information that is essential to the investigation's conclusion. When an investigation has been completed, the individual who made a report which triggered the investigation will be notified and will be informed of the investigation's outcome to the extent allowed by the circumstances.

All employees are required to cooperate in a workplace investigation. Refusing to cooperate or providing false information during an investigation will be considered insubordination and will be subject to discipline up to and including immediate termination of employment.

PERFORMANCE IMPROVEMENT AND CORRECTIVE ACTION

The continued success of the Agency requires that all employees strive to meet or exceed performance expectations and comply with all applicable laws and organizational policies. Usually an employee who first violates any of the Agency's personnel policies or falls short of performance standards will be counseled and expectations will be clarified. Serious, willful, or repeated failures to meet expectations or comply with policies will result in disciplinary action up to and including immediate termination.

While CES believes that progressive discipline is appropriate in many cases, the severity and circumstances surrounding a particular failure or instance of misconduct may warrant waiver or acceleration of any progressive disciplinary measures in order to institute a level of corrective action that properly deals with the situation at hand.

The corrective actions frequently used by managers and supervisors are listed below, starting with the mildest disciplinary intervention and in the event of further infractions progressing to more serious interventions, up to and including termination of employment. Supervisors may employ each of these interventions sequentially, or may use only those that are appropriate to the situation. In most cases if the supervisor observes a performance problem, he or she should provide verbal coaching prior to imposing any formal discipline. Coaching should identify the performance concern, clarify standards and expectations, and offer suggestions for how to meet standards and expectations. Coaching may or may not be documented in the employee's personnel file. In cases of serious, repeated, or intentional misconduct or failure to meet performance expectations, it may be appropriate to move directly to formal discipline without coaching. Supervisors and managers are strongly encouraged to discuss performance concerns with Human Resources prior to imposing disciplinary action.

Verbal warning

The supervisor will discuss the misconduct or behavior and steps necessary to arrive at a satisfactory resolution. Verbal warnings will be documented in the employee's personnel file.

Written warning

A written warning will include a discussion of the action necessary to arrive at a satisfactory resolution and clearly state consequences of non-compliance. The employee must acknowledge receipt of a copy of the written warning. The warning and acknowledgement will become a part of the employee's personnel file.

Disciplinary probationary period

A disciplinary probationary period of up to three months may be imposed by an employee's supervisor or Program Director.

The implementation of a probationary period will be communicated to the employee in writing and include the specific

remediation steps necessary to arrive at a satisfactory resolution with specified consequences for failing to meet expectations. A written acknowledgement from the employee is required. All written materials related to the implementation of a probationary period will become a part of the employee's personnel file. The fact that an employee has been placed on disciplinary probation for a set period of time does not preclude the use of additional corrective action up to and including termination of employment, during the probationary period; or if performance problems or misconduct recur after satisfactorily meeting expectations during the probationary period.

Disciplinary suspension

Suspension without pay may be imposed with approval of the Executive Director or designee.

A suspension will include a discussion as to the expectations of the employee upon return to work and the consequences for failure to meet those expectations. Notice of suspension will be communicated in writing to the employee and become a part of the employee's personnel file.

Termination of employment

Actions subject to disciplinary action, up to and including dismissal without the use of other corrective actions, include but are not limited to the following:

- Intimidating, threatening, neglectful, abusive, or harassing behavior toward students, their families, or co-workers
- Engaging in illegal and/or sexual activity while on the job
- Failure to report abuse, harassment, or mistreatment as required by law
- Use of, or possession of liquor, narcotics or dangerous weapons or other contraband while working or representing the Agency
- Patterns of absence or excessive absenteeism or tardiness
- Failure to notify the Agency of an arrest
- Dishonest, unlawful, unethical conduct including violations of the Commonwealth's conflict of interest laws
- Theft or falsifying records or documents including timesheets
- Willful destruction or improper use of CES property
- Conducting other than Agency-related business during working time, including excessive use of phone, e-mail and Internet for personal purposes
- Failure to maintain the confidentiality of CES records
- Willful or significant violation of the CES personnel policies and procedures
- Insubordination, such as refusal to follow directions of Supervisor
- An ongoing history of misconduct following corrective action

OPERATIONAL POLICIES AND PROCEDURES

The following sections of the Handbook describe the general operating policies and procedures at CES. They describe what an employee can expect from the organization, and what the organization expects from employees.

Filling Vacant Positions

CES intends to establish a highly functional, diverse, dynamic, and competent team by filling open positions with the most highly qualified employees. This goal is balanced by recognition of the fact that in order to retain its excellent employees, the Agency must provide opportunities for advancement and lateral changes of position within the organization.

Generally, current employees will be notified of vacancies via email announcements. Most open positions will be posted publicly at approximately the same time. Employees in good standing are welcome to apply for an open position that they feel they are well suited to fill. When applying for an internal opening outside of one's department, employees are expected to provide a courtesy notification to their supervisor. Employees should not rely on a verbal or written expression of interest in lieu of a formal application; instead, employees wishing to be considered for a vacant position must complete and submit a full application online through the Agency's website.

On occasion a hiring manager may choose an applicant with demonstrated potential for success who is less than fully qualified. In these instances, the employee will be considered a trainee and it will be the joint responsibility of the manager and employee to agree on the timeframe and method by which the individual will become fully qualified. Failure to achieve the required qualifications within the agreed upon timeframe may result in the employee being discharged from the position. In all other instances, the position should be offered to the best-qualified candidate, subject to satisfactory completion of pre-employment screening.

Training & Orientation

Training is an ongoing part of employment. All employees are expected to participate in training activities from time to time, and are encouraged to avail themselves of professional development opportunities.

A. Orientation

CES will conduct mandatory organization-wide training annually. In addition, new employees will receive orientation from the Program Director or designee on program policies and job-related responsibilities. The Human Resources Department will introduce newly hired staff to Agency policies and benefits.

B. In-service training

CES will provide in-service training through its programs to employees when appropriate. Requests for job-related training should be made to the Supervisor.

C. Off-site conferences and workshops

CES will support attendance at outside conferences, training or workshops, when justifiable and as budgets allow. The employee's Program Director or designee must authorize attendance for conferences, training or workshops, with the consent of the Executive Director if the event is out of state.

D. Professional standards for teachers

All teachers employed by CES are subject to the same professional standards, approval criteria, and licensure /re-licensure requirements as teachers employed by a local school system. All CES teachers must be highly qualified in the subjects they are teaching. Federal and State law requires local school districts to ensure that all teachers hired to teach core academic subjects are licensed. The laws also mandate each teacher create a professional development plan that establishes annual, measurable objectives in order to achieve and stay 'highly qualified' in the field. CES will support teachers in their professional advancement, but generally will not provide funding for attainment or maintenance of required licenses or certifications.

Performance Evaluations

The timing and process for performance evaluation of teachers and other licensed educators is described separately in each program's Teacher Evaluation System (TES).

All other employees are subject to an evaluation of their performance, at least annually, within 90 days of the fiscal year end (June 30). Performance evaluation forms, approved by the Executive Director, are available from the Human Resources Department. Evaluation should be viewed as a constructive, developmental activity. The intended use of the evaluation instrument is to:

- Review progress on measurable expectations established at the beginning of the evaluation period
- Identify areas of strength and supports needed for making improvements
- Discuss long term development plans and set goals for accomplishing interim steps
- Restate or update measurable job-related expectations for the coming year

The completed performance evaluation must be signed by both parties and forwarded to the Human Resources Department to be filed with the employee's personnel records.

Payroll

Employees of CES are paid every two weeks. Pay periods are one week in arrears. Deductions are made for the appropriate mandated retirement plans and Federal income taxes, Massachusetts income tax, Medicare tax, insurance payments, state retirement programs and other deductions authorized by the employee or required by law. CES does not participate in Social Security and does not withhold Social Security taxes from pay.

Because of the public nature of CES and its varied funding sources, timesheets are an essential component in the Agency's record-keeping system. All employees (exempt and non-exempt) are required to submit a timesheet form, properly filled out and hand signed, for each pay period. The timesheet is considered an official record. All paid and unpaid absences must be requested, used and/or reported according to Agency and department policy. Completed, signed forms must be received in the Business Office by the Friday before a scheduled pay date. Missing or incomplete timesheets may result in delayed payment.

All employees are required to have direct deposit. Pay is electronically deposited into the employee's designated bank account(s); pay stubs outlining payroll deductions are delivered to the employee at work or at home. CES reserves the right to issue pay stubs electronically instead of on paper. Payroll direct deposits will occur on the dates specified as payday unless otherwise authorized by the Executive Director.

Employment classification

CES employees generally fall into one of the following categories:

- **Regular full-time employee** - Employees who work a regular schedule of 28 or more hours/week are eligible for full employee benefits as outlined in this handbook.
- **Regular part-time employee with benefits** - Employees who work a regular schedule of at least twenty (20) hours per week, but less than 28 hours per week, are eligible for employee benefits as outlined in this handbook. Proration applies for sick, personal and vacation time, if eligible.
- **Regular part-time employee with no benefits** - Employees who regularly work a schedule of less than twenty (20) hours per week are not eligible for employee benefits, except as required by Federal or State law.
- **Contracted Days Employees** - Employees who are contracted a specified number of days will receive benefits according to the expected number of hours per week anticipated by their contract. At the conclusion of the contract period, the number of days actually worked will be reconciled with the number of days for which the employee was paid and the employee will receive additional pay if they worked for more days than they were paid for, or will be expected to repay an overpayment. Contracted Days employees do not earn vacation.
- **Temporary employee** - An employee who is hired for a limited period of time, to fill a specific need, is not eligible for employee benefits, except for workers' compensation benefits. Included in this category are summer-only staff, adjunct staff in licensure programs, substitutes who work on an as-needed basis, and employees hired for specific projects lasting a finite period of time.

In addition, each employee is classified as either "exempt" or "non-exempt" as required by the Federal Fair Labor Standards Act (FLSA). FLSA classification influences how employees are compensated.

Non-exempt employees with no regular schedule will be paid on an hourly basis for all hours worked and will be paid at a rate equal to one and one half times their regular rate (overtime) for all hours worked beyond forty in a work-week.

Non-exempt Employees with a regular schedule, will be paid for their regularly scheduled hours on a biweekly basis, and will be paid at a rate equal to one and one half times their regular rate (overtime) for all hours worked beyond forty in a work-week. In some unusual circumstances, these employees may also receive additional compensation for non-overtime hours worked beyond their regular schedule even if it does not constitute overtime.

Exempt Salaried Employees will be paid a regular salary every two weeks, regardless of the hours actually worked, unless the employee misses a full day of work for personal reasons other than illness or injury and the employee has no paid time off available. In this case, the employee's pay may be docked for the time missed. When exempt salaried employees work less than their scheduled hours, they are required to use vacation, personal, or sick time as appropriate to bring their paid hours up to their regularly scheduled hours.

Exempt Teachers will be paid a regular salary every two weeks, but their salary will be reduced or "docked" for any scheduled work time for which they are absent or tardy unless the time can be paid as personal time or sick time as allowed by CES policy. Teachers are paid on a "days" basis, and Teacher's salary is based on payment for all of the days the Teacher is expected to work, divided by the number of weeks in which the Teacher will be paid during the year. At the end of the school year, or when a teacher leaves employment prior to the end of the school year, their pay will be reconciled to the number of days actually worked and any overpayment or underpayment will be adjusted in the final paycheck.

TIME AWAY FROM WORK

There are many reasons why employees may miss scheduled work time. The following categories of paid and unpaid leave are intended to accommodate these needs.

PAID LEAVE

A. Vacation

Regular employees who work 20 hours or more per week are assigned to one of the following vacation schedules. Contracted Days employees are not eligible for vacation.

Management staff (Supervisors, Directors Coordinators and others who supervise 2 or more staff) are entitled to vacation based on the following schedule (prorated for less than 35-40 hours/week and less than 52-week employment**):

<u>Employment by fiscal year</u>	<u>Vacation Allowance</u>
Year one (start date to 6/30)	15 days (prorated for partial year)
Year two to seven	15 days
Years eight to twenty	20 days
Years twenty-one and above	25 days

Non-management staff (professional and support staff) are entitled to vacation based on the following schedule (prorated for less than 35-40 hours/week and less than 52-week employment**):

<u>Employment by fiscal year</u>	<u>Vacation Allowance</u>
Year one (start date to 6/30)	10 days (prorated for partial year)
Year two	12 days
Year three	13 days
Year four	14 days
Years five to ten	15 days
Years eleven and above	20 days

** Classroom employees follow the vacation schedules established in the school calendar. Other school-year staff are contracted to work a specific number of days for a specific annual salary; they do not have a 'vacation schedule'.*

*** Part-time regular employees will earn vacation days according to the schedule above, but the days will be pro-rated based on the employee's standard work day. The standard work day is the quotient of the employee's regularly scheduled weekly hours, divided by five. {For example, a 30-hour employee has a standard work-day of six hours (30/5=6) and a 20-hour employee has a standard work day of four hours (20/5=4).} This is true regardless of the schedule regularly worked by the employee; for example, the 20-hour employee may routinely work seven hours on Monday and Tuesday, and six hours on Wednesday, but will earn four-hour vacation days according to the schedule above.*

Vacation accrual

Inquiries can be sent to: Payroll@collaborative.org

Employees in year-round regular positions of twenty or more hours per week accrue vacation; classroom staff do not earn vacation. Vacation days accrue during the course of a fiscal year (July 1 to June 30), prorated to the number of days worked, until the maximum allowance is reached. *{Example: George is a support staff employee. On July 1 he begins his second fiscal year. He will have 12 days of vacation allowance, earning 1 day each month until the following June.}*

Employees should attempt to use all vacation time due them within the contracted period of service. If, at the end of the year, the employee has not used the vacation allowance earned, the unused time can be carried over to the next fiscal year. However, no employee may accrue or carry over more than one year's vacation allowance in addition to the current year's allowance. *{Example: If George doesn't use his full vacation allotment in the year earned, he MUST use those days during the next 12 months or lose them.}*

Employees may not use more vacation hours than they would normally work on the day in question. *{For example, if Sally is a part-time employee who normally works a six-hour day on Monday, Tuesday, Wednesday, and Thursday, and she takes a vacation day on Thursday, she will only be eligible for six hours vacation pay on that day.}* Likewise, employees may not use vacation time to be paid for more than their regularly scheduled total hours in any week.

Vacation time will be reconciled in the final check an employee who terminates employment during the fiscal year. Unused accrued vacation time will be paid out in a lump sum; used but unearned time will reduce the final check. *{Suppose George, in the example above, leaves employment on December 31. If he took NO vacation days during the first six months of the fiscal year, he will get the cash equivalent of 6 extra days of pay in his final check. If he took all 12 days of vacation during the first six months of the fiscal year, he will get the cash equivalent of 6 days of pay docked from his final check.}*

Vacation requests

Vacation days may be advanced with an approved Request for Time Off Form. Program Directors and Supervisors will schedule vacation time requested by employees under their supervision at periods convenient to their respective department functions. In order to ensure coverage and avoid confusion or misunderstanding, employees are expected to give Supervisors a month's notice of any time requested that exceeds one week, and two weeks' notice for time requested of up to one week. Individual vacation days can be requested two (2) working days in advance. All vacation time will be approved on a first-come, first-serve basis according to the operating needs of the department. Every effort will be made to equitably distribute time around the holidays from year to year.

B. Sick Leave

The sick leave benefit ensures that employees are able to perform their responsibilities at maximum efficiency and contributes to the health and safety of all students and staff. The sick leave benefit may be used for the employee's illness or to care for an ill or injured member in the immediate family of the employee or spouse. **Appointments with medical or dental professionals should be scheduled outside of normal working hours whenever possible.**

Sick leave accrual

Inquiries can be sent to: Payroll@collaborative.org

Regular full-time employees earn one and a half (1-1/2) days of sick leave for each month of employment, to a maximum of eighteen (18) days a year for twelve-month employees and fifteen (15) days for school-year employees. Sick leave is prorated for regular employees based on their schedule*. No sick leave accrues during periods of temporary employment – such as summer contracts.

Sick leave will accumulate to a maximum of one hundred eighty (180) days. Sick leave may be used to receive pay while an employee is absent due to family medical leave and it can also be used to supplement an employee's Short Term Disability, Long Term Disability or Worker's Compensation benefits.

** Part-time regular employees will earn sick days according to the schedule above, but the days will be prorated to the employee's standard work day. The standard work day is the quotient of the employee's regularly scheduled weekly hours, divided by five. For example, a 30-hour employee has a standard work-day of six hours (30/5=6) and a 20-hour employee has a standard work day of four hours (20/5=4). This is true regardless of the schedule regularly worked by the employee.*

Sick leave use

1. Employees taking a sick day must report personally to their immediate supervisor according to departmental policy, prior to the time they are supposed to report to work. In extreme circumstances such as a medical emergency, CES may accept notification by someone other than the absent employee.
2. Employees who are out on sick leave are required to call their immediate Supervisor on a daily basis.
3. A claim of illness/injury must be supported by a doctor's certificate if the illness exceeds three (3) consecutive working days. If such certificate is not furnished by the employee, sick leave shall not be paid for the entire period of absence.
4. Unexcused absences will be unpaid and patterns of abuse of sick leave will be cause for disciplinary action.
5. Generally, employees may be paid only for sick leave already accumulated. A **written** request to advance sick days for the current fiscal year may be considered by the Executive Director in extreme circumstances.
6. Employees who leave employment are not paid for accrued sick days and must reimburse the Agency for any advanced, unearned sick leave.

School year employees are allowed to use their accrued sick time during the school year. Summer hours are under a separate contract that does not include benefits.

C. Personal leave

Personal days are available for personal, legal, religious or family matters. Personal days are not intended to be used to extend a holiday weekend, school break (including summer break), or employee vacation.

Employees may take up to three (3) paid days off during the fiscal year. Personal days are prorated for employees hired after the start of the year, and for those who work 20 – 34 hours/week*. Personal days do not accrue.

** Part-time regular employees will earn personal days according to the schedule above, but the days will be pro-rated to the employee's standard work day. The standard work day is the quotient of the employee's regularly scheduled weekly hours, divided by five. For example, a 30-hour employee has a standard work-day of six hours (30/5=6) and a 20-hour employee has a standard work day of four hours (20/5=4). This is true regardless of the schedule regularly worked by the employee.*

D. Funeral/bereavement leave

In the event of the death of a regular employee's current spouse/partner or child, or minor child living in the employee's home and being raised effectively as the employee's child, the employee shall be allowed paid leave at their standard rate for up to five (5) working days.

In the event of the death of a parent, sibling, grandparent, parent-in-law, son-or-daughter-in-law, or grandchild of a regular full-time or regular part-time employee, the employee shall be allowed paid leave for up to three (3) working days at their standard rate.

E. Jury Duty

All employees who miss regularly scheduled work due to Jury Duty will receive their regular pay for the missed work for the first three (3) days of jury service. It is the obligation of the employee to show the Program Coordinator the summons or notification to serve on a jury within seven (7) days of the employee's receipt of the summons or notification to serve. An employee who reports for jury duty and is excused from such duty for all or part of the day must report to the work site whenever the interruption of said service will permit four (4) or more consecutive hours of employment during the regularly scheduled work day.

F. Military leave

Leave of absence for performance of duty with the Armed Forces of the United States or with a reserve component thereof shall be granted in accordance with applicable law. Those employees who are members of the Armed Forces Reserve and National Guard units will be paid the difference between their military pay and their regular pay from CES during an absence for a single period up to seventeen (17) consecutive days for active duty in each calendar year. Evidence of service orders shall be filed with the Program Supervisor and the Human Resources Department upon receipt and followed with documentation of time served and pay schedule.

G. Holidays

CES is closed on the following observances:

Independence Day	Christmas Holiday
Labor Day	New Year's Holiday
Indigenous People's Day	Martin Luther King Day
Veterans Day	Presidents Day
Thanksgiving Day	Patriots Day
Day after Thanksgiving	Memorial Day

Holidays do not count as days worked for employees contracted to work a specific number of days at a set salary. Eligible employees will be paid at their regular rate for holidays they would otherwise have worked. Holiday pay is pro-rated for part-time employees*.

** Part-time regular employees will earn holidays according to the schedule above, but the days will be pro-rated to the employee's standard work day. The standard work day is the quotient of the employee's regularly scheduled weekly hours, divided by five. For example, a 30-hour employee has a standard work-day of six hours (30/5=6) and a 20-hour employee has a standard work day of four hours (20/5=4). This is true regardless of the schedule regularly worked by the employee.*

UNPAID LEAVE

This section outlines employee options for excused extended absences. To be paid for these absences, employees must note their accrued paid time off (vacation, sick or personal) on the biweekly timesheet.

A. Family and Medical Leave Act (FMLA)

CES will comply with all applicable requirements of the Family and Medical Leave Act of 1993 and all of its subsequent amendments. Any employee who meets the qualifications and is eligible for FMLA should address

all questions regarding this policy, and any related State or Federal laws to the Human Resources Department.

Basic leave entitlement

The FMLA provides up to 12 weeks of unpaid, job protected leave to eligible employees for the following reasons:

- For incapacity due to pregnancy, prenatal medical care or child birth;
- To care for the employee's child after birth, or placement for adoption or foster care;
- To care for the employee's spouse, son or daughter, or parent, who has a serious health condition; or
- For a serious health condition that makes the employee unable to perform the employee's job.

Military family leave entitlements

Qualified exigency leave

Eligible employees with a spouse, son, daughter, or parent on active duty or who has been notified of a call to covered active duty in the US Armed Forces, whether as a member of a regular component of the Armed Forces or as a member of the National Guard and Reserves may use their 12-week leave entitlement to address certain qualifying exigencies that arise from the military member's covered active duty. Qualifying exigencies may include attending certain military events, arranging for alternative childcare, care for the military member's parent who is incapable of self-care, addressing certain financial and legal arrangements, attending certain counseling sessions, rest and recuperation, and attending post deployment reintegration briefings.

Military caregiver leave

FMLA also includes a special leave entitlement that permits eligible employees to take up to 26 weeks of leave to care for a covered service member during a single 12-month period. For purposes of this leave, an eligible employee includes the service member's parent, spouse, son or daughter, nearest blood relative, or individual designated as next of kin in writing by the service member.

A covered service member is

- 1) a current member of the Armed Forces, including a member of the National Guard or Reserves, who has a serious injury or illness incurred in the line of duty on active duty that may render the service member medically unfit to perform his or her duties for which the service member is undergoing medical treatment, recuperation, or therapy; or is in outpatient status; or is on the temporary disability retired list; or
- 2) a veteran who is undergoing medical treatment, recuperation, or therapy for a serious injury or illness; if the veteran was discharged or released from the Armed Forces under circumstances other than a dishonorable discharge at any time during the period of 5 years prior to the first day that the eligible family member needs to take leave, exceeding the date on which the veteran undergoes that medical treatment, recuperation, or therapy.

For the purposes of Military Caregiver Leave, a serious injury or illness means any of the following:

- 1) A serious injury or illness that was incurred by the member in line of duty on active duty
- 2) A serious injury or illness that existed before the beginning of the member's active duty, and was aggravated by service in line of duty on active duty in the Armed Forces; and that may render the member medically unfit to perform the duties of the member's office, grade, rank, or rating
- 3) A continuation of a serious injury or illness that was incurred or aggravated when the covered veteran was a member of the Armed Forces and rendered the service member unable to perform the duties of the service member's office, grade, rank, or rating
- 4) A physical or mental condition for which the covered veteran has received a VA Service Related Disability Rating (VASRD) of 50 percent or greater and such VASRD rating is based, in whole or in part, on the condition precipitating the need for caregiver leave

- 5) A physical or mental condition that substantially impairs the veteran's ability to secure or follow a substantially gainful occupation by reason of a disability or disabilities related to military service, or would do so absent treatment
- 6) An injury, including a psychological injury, on the basis of which the covered veteran has been enrolled in the Department of Veterans Affairs Program of Comprehensive Assistance for Family Caregivers

Benefits and protections

During FMLA leave, CES will maintain your health insurance coverage as if you continued to work (if you have indicated your intent to return to work at the end of your FMLA leave). Arrangements to pay the employee share of such benefits must be made by contacting the Human Resources department. If you do not return to work upon the completion of your FMLA leave, the Agency may recover the cost of any payments made to maintain your health insurance coverage, unless the failure to return to work was for reasons beyond your control. Use of FMLA leave will not result in the loss of any employment benefit that accrued prior to the start of FMLA leave.

Employees who return to work on or before the expiration of their FMLA leave will be restored to their original or an equivalent position with equivalent pay, benefits, and other employment terms. Employees on FMLA leave are, however, not entitled to any greater rights than they would otherwise have been entitled, had they continued as active employees at the Agency. Some key employees may not be entitled to reinstatement at the conclusion of their FMLA leave. Key employees will be notified of their status as such at the time of their leave request.

Eligibility requirements

Employees are eligible for FMLA if they have worked for the Agency for at least one year and have worked at least 1,250 hours during the 12 months prior to the start of the requested leave; and if at least 50 employees are employed by CES within 75 miles of the location where you work.

Definition of serious health condition

A serious health condition is an illness, injury, impairment, or physical or mental condition that involves either an overnight stay in a medical care facility; or continuing treatment by a health care provider for a condition that either prevents the employee from performing the functions of the employee's job, or prevents the qualified family member from participating in school or other daily activities.

Subject to certain conditions, the continuing treatment requirement may be met by a period of incapacity of more than 3 consecutive calendar days combined with at least two visits to a health care provider or one visit and a regimen of continuing treatment, incapacity due to pregnancy, or incapacity due to a chronic condition. Other conditions may also meet the definition of continuing treatment.

Use of leave

An employee does not need to use this leave entitlement in one block. Leave can be taken intermittently or on a reduced leave schedule when medically necessary.

Employees must make reasonable efforts to schedule leave for planned medical treatment so as not to unduly disrupt the employer's operations. Intermittent leave is not, however, available to care for a child during the first 12 months after the birth, adoption, or placement in foster care. Leave due to qualifying exigencies may also be taken on an intermittent basis.

If you use intermittent leave, you must comply with the regular call-out procedure for each day on which you are absent, including specifically referring to your approved FMLA leave as the reason for the absence.

Substitution of paid leave for unpaid leave

Employees eligible for FMLA leave must use accumulated paid leave concurrently with their FMLA leave until all such paid leave is exhausted unless the employee is receiving Short-Term Disability or Workers' Compensation income replacement benefits. Employees must comply with the Agency's normal paid leave policies.

The leave year

The Agency has designated a rolling leave year, which determines FMLA leave eligibility by reference to the amount of FMLA leave taken during the twelve months immediately preceding the request for FMLA leave.

This rolling leave year does not apply to Military Caregiver Leave. The leave year for Military Caregiver Leave is a single 12 month period that begins on the first day of the employee's leave.

Employee responsibilities

Employees must provide 30 days advance notice of the need to take FMLA leave when the need is foreseeable. When 30 days notice is not possible, the employee must provide notice as soon as practicable and generally must comply with the normal call-in procedures.

Employees must provide sufficient information for the Agency to determine if the leave may qualify for FMLA protection and the anticipated timing and duration of the leave. Sufficient information may include that the employee is unable to perform job functions, a covered family member is unable to perform daily activities, the need for hospitalization or continuing treatment by a health care provider, or circumstances supporting the need for the leave.

Employees also may be required to provide a certification and periodic recertification supporting the need for leave.

Employees may be required to provide a fitness for duty statement before they return after an FMLA leave for their own serious health condition. If you will be required to provide this statement, you will be notified at the time that your leave is approved.

Additional employer responsibilities

CES will also comply with the FMLA by not:

- Interfering with, restraining, or denying the exercise of any right provided under FMLA
- Discharging or discriminating against any person for opposing any practice made unlawful by FMLA or for involvement in any proceeding under or relating to FMLA

FMLA question and concerns

If you have any questions about your FMLA rights or responsibilities or if you disagree with a decision we make regarding FMLA leave entitlement, please contact Human Resources to resolve your concerns as soon as possible,

Enforcement

To enforce rights under the FMLA, an employee may file a complaint with the U.S. Department of Labor or may bring a private lawsuit against an employer.

FMLA does not affect any Federal or State law prohibiting discrimination, or supersede any State or local law or collective bargaining agreement that provides greater family or medical leave rights.

Please consult Human Resources for any additional information relating to FMLA leave.

B. The Small Necessities Leave Act (SNLA)

CES will comply with all applicable requirements of the Massachusetts Small Necessities Leave Act (SNLA.) Under the SNLA, eligible employees are entitled to unpaid leave of 24 hours each 12-month period for certain family obligations. Qualified purposes include:

- 1) To participate in school activities directly related to the educational advancement of the employee's son/daughter (e.g., attending parent-teacher conferences; enrolling child in school; interviewing for a new school) "School" is broadly defined to include any public/private elementary/secondary school, Head Start programs, and licensed day care facilities.
- 2) To accompany employee's son/daughter to routine medical appointments, including visits for check-ups, vaccinations, etc.
- 3) To accompany an "elderly" relative of the employee (i.e., a person at least 60 years of age, related by blood or marriage to the employee, including the employee's parents) to routine medical/dental appointments, appointments for other professional services related to the elder's care (e.g., interviews at nursing or group homes)

C. The Massachusetts Parental Leave Act

In accordance with Commonwealth laws Mass. G.L. c. 149 § 105D, and Mass. G.L. c. 151B § 4 (11A) as amended, employees may be entitled to parental leave under the Massachusetts Parental Leave Act (MMLA) for the birth or adoption of a child. The MMLA provides eight weeks of job-protected leave to employees who have completed their conditional employment period or three months of employment (whichever is less). If both parents of the child are eligible CES employees, the couple is entitled to a total of eight weeks parental leave between them. If an employee is eligible for both Massachusetts Parental Leave and Family Medical Leave, the two leaves will run concurrently. Unless there are circumstances that are beyond the employee's control, employees are required to provide at least two weeks notice in advance of an anticipated parental leave, and before returning from that leave.

D. Domestic violence leave

CES recognizes the potential for domestic violence to have a devastating and lasting physical and emotional impact on victims and their family members, and is committed to supporting healthy constructive family relationships. Therefore, in accordance with Commonwealth law (M.G.L. c. 260 "An Act relative to domestic violence), any employee who is a victim of domestic violence or who has a family member that is a victim of domestic violence, is entitled to take up to fifteen days of unpaid leave in any rolling twelve-month period to address issues directly related to the domestic violence.

An employee is entitled to leave if

- the employee, or a family member of the employee, is a victim of domestic violence;
- the employee is using the leave from work to address issues directly related to the domestic violence against the employee or family member of the employee; and
- the employee is not the perpetrator of the domestic violence against such employee's family member.

There is no minimum service requirement for Domestic Violence Leave, and no restriction based on the employee's full-time or part-time status.

E. Discretionary Leave

At the sole discretion of management, CES may provide unpaid leave of a limited duration to employees may who have a compelling need or wish to be away from work. Discretionary Leave may be provided on an ongoing or intermittent basis, and will generally not exceed the equivalent of 12 work-weeks. Discretionary Leave may be granted for compelling medical or personal circumstances; if Discretionary Leave is requested for medical reasons. CES may require supporting medical certification.

Examples of the compelling circumstances that may justify a request for Discretionary Leave may include but are not limited to the following:

- An employee has a serious health condition, but is not covered by other policies such as Family Medical Leave.
- An employee needs to care for a sick or injured family member, but is not covered by the Family Medical Leave Act.
- An employee who has exhausted Family Medical Leave requires a reasonable amount of additional time for recovery.
- To perform important humanitarian service work
- To complete a program of higher education
- To recover from a natural disaster or personal crisis

If an employee is eligible for leave under the Family Medical Leave Act, The Massachusetts Family Leave Act, or the Small Necessities Leave Act, all leave entitlements under those laws must be exhausted before requesting Discretionary Leave.

Requests for Discretionary Leave will be considered in the context of the employee's employment history, and the staffing needs of the department. The employee's supervisor should consult with Human Resources prior to granting or denying a request for Discretionary Leave. Requests should be made in writing and as far in advance as the need can reasonably be anticipated and submitted to the Director of Human Resources.

Decisions to grant or deny Discretionary Leave are made at the CES sole discretion of management and are not subject to appeal.

All employees, regardless of length of company service or employment status, are eligible to apply for Discretionary Leave. Discretionary Leaves will be unpaid and employees will be expected to use accrued vacation and personal time to maintain their regular biweekly compensation until such time is exhausted.

When approved Discretionary Leaves require sustained periods of absence, the Agency will inform the employee whether or not Health and Dental insurance will be continued at the regular employee cost. If covered, the employee is responsible for ensuring that his or her contribution to the cost of insurance is paid timely.

SUMMARY OF BENEFITS

(More info at www.collaborative.org)

CES employees who work twenty hours or more per week are generally eligible for a wide array of contributory, supplemental, and employer-sponsored benefits including health, dental, life & disability insurance, vision insurance, accident insurance, retirement plans, employee assistance program, and more. Most of these benefits are described in detail on the Agency's website at www.collaborative.org. While every attempt has been made to ensure the accuracy of this summary, the legal documents, policies or certificates pertaining to the various benefits prevail in the event of any discrepancy. For complete information on a particular plan, please contact the Human Resources Department.

The Agency's employee benefit offerings comprise a significant component of an employee's total compensation package. The cost of many benefit options is paid in part or in full by the employer. Benefits help individuals and families to achieve financial stability and personal security. Benefit plans at CES are designed to help attract and retain well qualified staff, to comply with regulatory requirements, and to offer valuable protections to staff and their families while minimizing costs to both employees and the employer. Benefit programs are designed in recognition of the fact that every individual has unique needs and interests based on their age, health, family status, and financial position.

Benefit plans may be modified or terminated at the discretion of the Agency.

Some of the benefits that are not described on the website are listed below.

A. **Retirement Plans**

All regular CES employees must participate in and contribute to one of the following Massachusetts Retirement Plans. Which plan an employee is enrolled in depends on the employee's position and employment status:

- Massachusetts Teachers Retirement
- Massachusetts State Employees Retirement
- Massachusetts OBRA

When hired or changing positions, employees will receive details about the plan in which they are enrolled, including contribution requirements, vesting periods, and benefits.

B. **Tax-Deferred Salary Plan for Retirement Savings / SMART Plan**

Regular employees are encouraged to put money aside, through payroll deduction, in order to prepare for their future financial security. **The Commonwealth of Massachusetts IRC Section 457 Deferred Compensation Plan**, also known as the Smart Plan, has a number of different investment choices. Contributions in these plans are subject to IRS limitations, are made pre-tax and accumulate tax deferred until withdrawn. Support is available to help identify an investment strategy appropriate to your age, goals and risk tolerance. Employees interested in this type of coverage should go to www.mass.gov/smartplan or contact Human Resources for further information.

C. **Employee Assistance Program (Educators' EAP)**

1-800-666-5327 or 1-800-252-4555

www.EducatorsEAP.com.

All employees of the Agency and members of their immediate families are eligible to participate in the Employee Assistance Program at no cost. This program provides free, confidential, short-term counseling on personal problems that may be affecting your work, information and referral for a variety of issues (such as child care, elder care, budgeting tips, depression, substance abuse, etc.), conflict mediation, management and supervisor consultation on workplace concerns, financial counseling, legal consultations, etc.

Examples of when someone may wish to call the EAP include:

- A problem takes up considerable time in your thoughts, affecting your mood, concentration, productivity or relationships.

- A problem affects your physical health or makes you unusually irritable.
- You feel a workplace or supervisory issue could be improved through professional consultation.
- You struggle with difficult feelings such as depression, anxiety, anger, panic or stress.

The EAP maintains complete client confidentiality; records will not become part of your personnel file. In some cases, when discussing job performance difficulties, a Supervisor may refer you to the EAP. However, the final decision to use the EAP is the employee's.

The EAP website also offers a full spectrum of behavioral healthcare solutions and resources – whatever the challenge, support is available 24-7.

D. **Health Care Insurance Continuation (COBRA)**

If a participant in a health or dental plan separates from service or has work hours reduced below 20 hours/week, eligibility to participate in the benefit plan(s) ceases. This loss of coverage for the employee and any participating dependents can be remedied by electing COBRA coverage. COBRA provides the right of the participant to continue the same coverage for up to eighteen (18) months by paying the entire premium plus an administrative charge.

Eligible dependents may extend coverage in the group health or dental insurance plans for up to thirty-six (36) months in the event of the employee's death, divorce, legal separation, or entitlement to Medicare benefits or when a child ceases to be eligible for coverage to an individual policy with our insurance carriers at the end of the continuation period.

Continuation of COBRA coverage may end, if any of the following occurs:

- Failure to make timely payments of all premiums and administrative fees
- Availability of coverage under another group plan that has no pre-existing conditions exclusions or entitlements to Medicare
- Termination of the CES group health or dental plans

The Agency will provide details concerning these options as well as written notification of this benefit. Written notification will be sent to an eligible individual at the last address on file in the Business Office.

E. **Paid Time Off**

Regular CES employees earn a combination of sick, vacation, and personal paid time off. The specific allocation of paid time off depends on the employee's position, employment classification, and length of service. The details of paid time off benefits are described in the "Paid Leave" section this Handbook.

UNIQUE SITUATIONS

This section of the Handbook provides guidance on various miscellaneous processes such as reporting a change of status, getting reimbursed for business-related expenses, and what will happen when you leave CES. Any questions about these situations, or similar procedures, should be directed to Human Resources.

Reporting a Change of Status

In order to keep employees' personnel records current, it is the employee's responsibility to notify the Human Resources Department, in writing, whenever there is a change in the employee's status. The Human Resources Department will be responsible for notifying Payroll, Insurance companies, Program contact, etc. of the change. Examples of changes may include:

- Name (copy of updated Social Security Card required)
- Home Address
- Home Telephone
- Family Status (marriage, divorce)
- Emergency Contact information

- Beneficiary update
- Tax exemptions (attach copy of updated federal or state withholding form)
- Benefit elections based on an event – change in marital status, birth or adoption of child, etc. **Note that children born or adopted during the plan year are not automatically covered by the employee's insurance elections and must be enrolled through Human Resources.**
- Licensure, certification or degree changes (attach documentation)

Access to Personnel Files

You are entitled to review your individual employee file. We ask that you make arrangements to do so in advance with the Human Resources Department. With reasonable advance notice, employees may review their own personnel files in the Human Resources Office and in the presence of an individual appointed by CES to maintain the files.

Business Travel and Expense Reimbursement

A. Routine Business Travel – Use of Personal Vehicles

- Authorized use of personal vehicles for business travel to a location other than the employee's regular work site will be reimbursed at the rate designated by the Commonwealth of Massachusetts. If an employee is required to report to their regular work location before proceeding to another work-related destination, then mileage will be reimbursed based on the distance from the work location to the secondary destination. If the employee is not required to report to their regular work location first, the employee is entitled to reimbursement for the lesser of the distance from the employee's home to the day's location or the employee's regular worksite to the day's location. On business trips, travel between place of lodging and work/meeting site, plus other necessary and reasonable inter-city business travel, is reimbursable.
- Employees can track actual mileage or use an online program such as MapQuest to establish mileage; the record of starting and ending mileage, or a printout of the directions from the online program must be submitted with the request for reimbursement.
- Receipts are required for the reimbursement of parking and toll charges.
- Routine commuting to/from a job site is not reimbursable.
- Employees are not reimbursed for speeding or parking tickets, or for any other vehicle violation.

B. Other Travel Arrangements

- Travel arrangements made to attend outside conferences, training or workshops, or to conduct non-routine business of the Agency must be approved – in advance – by the employee's Program Director or designee.
- Out-of-state travel must also be approved in advance by the Executive Director or her designee.
- In requesting approval, employees must provide (in memo or e-mail): the purpose of the trip, timing, cost, expectations for attending, and if personal travel is planned contiguous with business travel. (Any deviation for personal travel will be the responsibility of the employee.)
- Managers approving the travel will respond in writing (initialing the memo or acknowledging the e-mail) within 48 hours.
- Rail travel may be used if satisfactory for relatively short distances.
- Every effort should be made to obtain the lowest rate possible for all business travel and accommodations.
- Cancellation of non-refundable tickets without prior approval of the Program Director or Executive Director will be the responsibility of the employee and will not be reimbursed by the Agency.

C. Lodging and Meals

- Employees are allowed reasonable and actual lodging expenses during business travel lasting longer than one day.
- Employees, while on approved out-of-town business travel lasting longer than one that extends beyond the regular work day may be reimbursed for reasonable and actual expenses for meals (including tax and tips). Reimbursement must not exceed \$30 for dinner, \$20 for lunch and \$15 for breakfast.
- There will be no reimbursement for meal expenses without prior supervisor approval on business travel lasting one day or less.
- Employees will not be reimbursed for liquor or personal need items.
- Employees will not be reimbursed for meals, entertainment, or lodging expenses incurred during personal time of a trip that is both business and personal.
- Dated receipts and completion of an approved expense report are required for reimbursement.
- With justification and prior approval from the supervisor, reasonable additional reimbursements may be approved. Any questions about what is reasonable regarding lodging and meal reimbursement should be reviewed in advance with the employee's supervisor.

D. Expense Reimbursement

Employees must pay business travel expenses out-of-pocket as they are incurred, and acquire original receipts or itemized invoices in order to be eligible for reimbursement.

The **Travel and Expense Statement (Expense Report)** is used to track out-of-pocket expenses (mileage, tolls, parking, transportation costs, registration fees, lodging, meals, etc.), and must be submitted with receipts (and signed memo authorizing travel, if applicable) to the Business Office, Attn: Accounts Payable, to obtain reimbursement.

- 1) The Expense Report must be submitted at least once a month*. There is a 30-day turnaround for reimbursement.

**Employees who have received an advance prior to traveling are responsible for turning in an itemized expense report, with receipts for all expenses claimed, within two working days of return. All unused funds must be returned to CES. Any expenses that cannot be documented must be reimbursed to CES.*

- 2) When personal travel is combined with business travel and results in reduced rates, only the resulting rate for the business portion of the travel will be charged on the Travel and Expense Statement.
- 3) **Department /Grant numbers must be complete.** If there are items on the report that are to be charged to two different funding sources, the sources and amounts must be listed on the bottom left of the form.

The **Purchase Order Report** is used to reimburse employees for purchases and to pay outside vendors. A Purchase Order should be completed and co-signed by the employee's Supervisor **BEFORE** ordering from a vendor.

- 1) The P.O. # is completed as follows: your first and last initials, the month, day and year (mm/dd/yy). If you are doing more than one Purchase Order on a given day, number each consecutively in the # column to differentiate.

M	K	0	9	0	2	1	1	1
INITIALS		MONTH		DAY		YEAR		#

- 2) **Department /Grant numbers must be complete.** If there are items on your purchase order to be charged to two different funding sources, the sources and amounts for each must be listed in the description area of the form.
- 3) After placing the order, keep the Purchase Order form until the item(s) are received. Attach the packing slip (or the receipt) to the Purchase Order and forward to the Business Office, Attn: Accounts Payable.

On-site Visitors

Visitors to CES programs are generally welcome, subject to confidentiality and security requirements. To maintain an orderly environment, the program site should be notified of an upcoming visit at last twenty-four hours in advance. Visitors are required to sign in at the building's reception area.

Work-Related Accidents and Injuries – If You Are Hurt at Work

CES Employees are covered by Workers' Compensation Insurance. This insurance provides medical and wage replacement benefits in cases of personal injury (bodily injury or disease) or death arising out of and in the course of fulfilling a work contract with CES.

The following procedure is required for all work-related injuries or accidents:

- 1) If an injury occurs, immediately notify the Supervisor and complete an Accident/ Incident Report Form. This form must be hand delivered or sent to the Human Resources Department on its confidential fax line: 413 584-8217 **within 24 hours**. Timely reporting is a state requirement.
- 2) If medical evaluation or treatment is required,
 - Proceed directly to the nearest Occupational Health Center or, in an emergency, the nearest hospital. CES has contracted with AEIOU as the occupational health provider of choice. AEIOU has offices in Amherst and Greenfield. **Wherever you seek treatment, be sure to inform the provider that you are there because of a workplace injury.**
 - Request that the treating physician fax a status report (care provided, plan for returning to work) to the Human Resources Department (413 584-8217).
 - Request that the bill for medical evaluation or treatment be sent to the Human Resources Department, 97 Hawley Street, Northampton, MA 01060. Once a claim number has been established, subsequent medical bills for treatment resulting from the work-related injury can be forwarded directly to our Workers' Compensation carrier.
 - Promptly deliver any work status notes or return to work documentation created by the medical provider.
- 3) If an on-the-job injury prevents an employee from being able to work for up to 5 days, the employee may be paid from accrued or advanced sick leave. Should the incident require a work absence of 6 or more days, our Workers' Compensation carrier will begin to pay a portion of the employee's wages. Lost wages can be collected retroactive to the first day of injury if an employee is disabled (cannot work) for twenty-one (21) calendar days or more. An employee under Workers' Compensation may continue to receive full pay to the extent that the employee submits a timesheet for the period requesting to draw on accumulated sick leave (in quarter day increments) to make up the difference between our Workers' Compensation benefits and the employee's normal full-time pay. If and when sick leave benefits are exhausted, the employee will be eligible to receive Workers' Compensation benefits only.
- 4) If an employee is released to work with medical restrictions, CES will determine whether or not the restrictions can be accommodated, and may choose to modify the employee's duties to facilitate the timely return to work (i.e. light duty, modified duty, or reassignment).

Separation of Service

Departing employees should submit, in writing, their intent to terminate employment to their Supervisor, at least two weeks in advance. The Supervisor will forward final time sheets and separation documentation to Human Resources for processing of final pay. The exit process will include:

- 1) An exit survey asking departing staff for suggestions and recommendations concerning CES and its programs
- 2) Confirmation of the employee's official last day of work

- 3) Clearance of all outstanding obligations to the Agency and the return of all the Agency property, and clearance of any outstanding debts that are to be paid from the employee's final pay and the clearance of all unpaid vouchers, petty cash, etc. due to the employer
- 4) Instructions regarding distribution of the employee's final check, which will include a reconciliation of money owed to employee and to the Agency (e.g., payment for all work performed and any accrued vacation leave; deduction for vacation, sick or personal time taken, but not yet accrued) (Terminated staff will not be paid for accumulated sick time or personal days.)
- 5) Information regarding unemployment benefits
- 6) For eligible employees, an explanation of their rights under federal COBRA laws, with regards to continuation of health and/or dental insurance plans (The corresponding COBRA paperwork will be sent directly to the employee's home.)

Validity

It is understood that all procedures are subject to all applicable laws now or hereafter in effect; and to all lawful regulators, funding sources, rulings and orders or regulatory commissions or agencies that have jurisdiction.

MANDATORY POSTERS

The Federal and State Departments of Labor require that legal notices be posted in the workplace for employees to view. A list of the posters/ notices follows and includes links to the posters, thus providing employees with additional access to this information.

Employee Polygraph Protection Act (EPPA) Notice - Prohibits most private employers from using lie detector tests, either for pre-employment screening or during the course of employment. The EPPA is administered and enforced by the Wage and Hour Division.

<https://www.dol.gov/whd/regs/compliance/posters/eppa.htm>

En Español: <https://www.dol.gov/whd/regs/compliance/posters/displacedSp.htm>

Executive Order 11246 (Equal Employment Opportunity) - Prohibits federal contractors and subcontractors and federally assisted construction contractors and subcontractors that generally have contracts exceeding \$10,000 from discriminating in employment decisions on the basis of race, color, religion, sex, or national origin; and it requires them to take affirmative action to ensure that equal opportunity is provided in all aspects of their employment. Executive Order 11246 is administered and enforced by the Office of Federal Contract Compliance Programs.

<https://www.dol.gov/ofccp/regs/compliance/posters/ofccpost.htm>

En Español: <https://www.dol.gov/ofccp/regs/compliance/posters/ofccpost.htm>

Fair Labor Standards Act (FLSA) Notice - Establishes minimum wages, overtime pay, record keeping and child labor standards for private sector and government workers. The FLSA is administered and enforced by the Wage and Hour Division. <https://www.dol.gov/whd/regs/compliance/posters/wh1385State.pdf>

En Español: <https://www.dol.gov/whd/regs/compliance/posters/flspan.htm>

Family and Medical Leave Act (FMLA) Notice - Provides an entitlement of up to 12 weeks of job-protected, unpaid leave during any 12-month period to eligible, covered employees for the following reasons: 1) birth and care of the eligible employee's child, or placement for adoption or foster care of a child with the employee; 2) care of an immediate family member (spouse, child, parent) who has a serious health condition; or 3) when the employee is unable to work due to his or her own serious health condition. The FMLA is administered and enforced by the Wage and Hour Division.

<https://www.dol.gov/whd/regs/compliance/posters/fmla.htm>

En Español: <https://www.dol.gov/whd/regs/compliance/posters/fmlspan.htm>

The Uniformed Services Employment and Reemployment Rights Act (USERRA) Notice - Protects job rights of person on military leave and prohibits discrimination against past and present members of uniformed services. USERRA is administered by the Veterans Employment and Training Service (VETS).

https://www.dol.gov/vets/programs/userra/USERRA_Private.pdf

Massachusetts Posters

Fair Employment Law - Notice that it is illegal to discriminate on the basis of race, color, religious creed, national origin, sex, sexual orientation, genetic information, military service, age, ancestry or disability
<http://www.mass.gov/mcad/docs/posters/fairemploymentlawposter.pdf>

Parental Leave – Details rights of employees to take up to eight weeks of leave to give birth or adopt a child
<http://www.mass.gov/mcad/docs/posters/fairemploymentlawposter.pdf>

Right to Know Workplace Poster - Provides rights to Public Sector employees* regarding the communication of information on toxic and hazardous substances. * *Private sector employees in Massachusetts are covered by a similar regulation, the Hazard Communication Standard, enforced by the Federal Occupational Safety and Health Administration*

<http://www.mass.gov/mcad/docs/posters/fairemploymentlawposter.pdf>

No smoking sign - It is illegal to smoke in this establishment.
<http://www.mass.gov/eohhs/docs/dph/tobacco-control/no-smoking-sign-6x8.pdf>

Unemployment - Provides information on employee rights and how to file for unemployment benefits
<http://www.mass.gov/lwd/docs/dua/2553a-508.pdf>

Wage and Hour - Massachusetts laws provides a minimum set of standards for when, how and how much employees must be paid. This poster also covers **Small Necessities Leave Act**, meal breaks, enforcement authority and employee's right to sue. <http://www.mass.gov/ago/docs/workplace/wage/wagehourposter.pdf>

Workplace Safety - Provides employees with information on the employer and employee obligations to maintain a safe work environment.
<http://www.mass.gov/lwd/labor-standards/massachusetts-workplace-safety-and-health-program/safety-poster.pdf>

APPENDICES

APPENDIX A

POLICY PROHIBITING FRAUD, WASTE AND ABUSE

<i>Approval Date:</i>	November 16, 2016	<i>Category:</i>	Employment
<i>Effective Date:</i>	December 1, 2016	<i>Replaces:</i>	N.A.
<i>Revision Date:</i>	N.A.	<i>Author:</i>	Cynthia Miller, Director Human Resources
		<i>Owner:</i>	Human Resources

Purpose

The Collaborative for Educational Services (CES) exists to serve its member school districts, client school districts, and client agencies. To achieve its mission, CES is entrusted with public funds and resources, and every employee shares in the responsibility to see that those funds and resources are used efficiently for their intended purposes, and that there is clarity, transparency and accuracy in reporting to members, clients, and funders.

Policy statement

CES will not tolerate fraud, waste, or abuse of any kind and has an established system for the reporting of suspicious activities.

Definitions

Fraud is a false representation of a matter of fact, whether by words or by conduct, or by concealment of that which should have been disclosed, that is used for the purpose of misappropriating property and/or monetary funds from local, State, or Federal grants and funds.

Waste is the intentional or unintentional, thoughtless or careless expenditure, consumption, mismanagement, use, or squandering of local, State, or Federal resources to the detriment or potential detriment of the CES mission. Waste also includes incurring unnecessary costs as a result of inefficient or ineffective practices, systems, or controls.

Abuse is the excessive or improper use of a thing, policy or procedure, or to employ something in a manner contrary to the natural or legal rules for its use. It is also the intentional destruction, diversion, manipulation, misapplication, maltreatment, or misuse of resources. Abuse can also occur through the extravagant or excessive use of one's position or authority. Abuse can occur in financial or non-financial settings.

Examples of fraud, waste, and abuse (not all-inclusive)

- Falsification of official documents (timesheets, expense reimbursement requests, activity reports, etc.)
- Personal use of CES owned supplies or equipment
- Excessive or unnecessary purchases
- Contract fraud
- Inappropriate expenditures
- Embezzlement
- Falsification of achievements or outcomes
- Coercion of others to act in violation of policy or law
- Unauthorized alteration or destruction of CES property or public property
- Misrepresentation of personal qualifications, licensure, experience, or education
- Misrepresentation of expenditures, revenues, assets or liabilities
- Use of CES resources for the promotion of a political candidate or agenda
- Fraudulent billing, or fraudulent recording of billable services
- Misuse of confidential information gained through affiliation with CES

Response to allegations of fraud, waste, and abuse

CES will not tolerate fraud, waste, or abuse of any kind, and any reported cases of suspected fraud, waste, or abuse will be investigated to determine if disciplinary, financial recovery, and/or criminal action should be taken.

Procedures and responsibilities

The Director of Finance will be responsible for identifying and prioritizing risks and exposures that expose CES to risk of fraud, waste and abuse, and for establishing policies, procedures, and internal controls to mitigate those risks.

Anyone suspecting fraud, waste, or abuse, shall report his or her concerns to the Executive Director, Director of Finance, or Director of Human Resources. Any employee or agent of CES (temporary staff, full-time staff, and contractors) who receives a report of suspected fraudulent activity MUST report this information within the next business day. Employees have the responsibility to report suspected fraud, waste, or abuse. Anyone making a report in good faith will be protected from retaliation. A report shall be made to the Chair of the CES Board of Directors if the Executive Director is suspected of or fraud, waste, or abuse.

CES shall investigate reports of suspicious activity. All investigations shall be thorough and complete in nature and shall occur in a prompt manner after the report is received.

APPENDIX B CRIMINAL AND OFFENDER RECORD INFORMATION (C.O.R.I) POLICY

<i>Approval Date:</i>	November 16, 2016	<i>Category:</i>	Employment
<i>Effective Date:</i>	December 1, 2016	<i>Replaces:</i>	N.A.
<i>Revision Date:</i>	N.A.	<i>Author:</i>	Cynthia Miller, Director Human Resources
		<i>Owner:</i>	Human Resources

The Human Resource Director, or his/her designee of the Collaborative for Educational Services (CES), will obtain from the Criminal History Systems Board and will have access to all available criminal offender record information (CORI) of current or prospective employees, interns, any individual who regularly provides school related transportation to children, and any volunteer who regularly has direct and unmonitored contact with children.

A CORI check will be conducted on every employee and every such volunteer at the time of employment application or commencement of volunteer service. Requests for data will be made to the State Criminal History Systems Board. Any prospective employee, whether full time or part time, or volunteer who regularly may have direct and unmonitored contact with children, will be required to sign a form acknowledging the request of such information and will be advised in advance that a record check will be done. CORI checks will be conducted on all of these individuals at least every three years, and may also be done at any point during an individual's employment by CES at the discretion of the Human Resource Director or his/her designee.

Recognizing the confidential and sensitive nature of the information involved, only the Human Resource Director or his/her designee will have access to such data and only to the extent such information is needed for the performance of his/her duties, as follows; for the purpose of considering and making decisions regarding otherwise qualified applicants for employment or volunteer status, and in considering and making decisions concerning the retention of current employees, interns or volunteers. Any such information gained will be treated in a confidential manner and retained in secured files with access only by the Human Resource Director or his/her designee. Only one copy of an individual's CORI record will be kept on file.

The Human Resource Director, or his/her designee, will adhere to the following State Criminal History Systems Board procedures to determine eligibility for employment or volunteerism:

Where Criminal Offender Record Information checks are part of a general background check for employment or volunteer work, the following practices and procedures will generally be followed:

I. CORI checks will only be conducted as authorized by CHSB. All applicants will be notified that a CORI check will be conducted. If requested, the applicant will be provided with a copy of the CORI policy.

II. An informed review of a criminal record requires adequate training. Accordingly, all personnel authorized to review CORI in the decision-making process will be thoroughly familiar with the educational materials made available by CHSB.

III. Unless otherwise provided by law, a criminal record will not automatically disqualify an applicant. Rather, determinations of suitability based on CORI checks will be made consistent with this policy and any applicable law or regulations.

IV. If a criminal record is received from CHSB, the authorized individual will closely compare the record provided by CHSB with the information on the CORI request form and any other identifying information provided by the applicant, to ensure the record relates to the applicant.

V. If CES is inclined to make an adverse decision based on the results of the CORI check, the applicant will be notified immediately. The applicant shall be provided with a copy of the criminal record and the organization's CORI policy, advised of the part(s) of the record that make the individual unsuitable for the position, and given an opportunity to dispute the accuracy and relevance of the CORI record.

VI. Applicants challenging the accuracy of the policy shall be provided a copy of the CHSB's Information Concerning the Process in Correcting a Criminal Record. If the CORI record provided does not exactly match the identification information provided by the applicant, CES will make a determination based on a comparison of the CORI record and documents provided by the applicant. CES may contact CHSB and request a detailed search consistent with CHSB policy.

VII. If CES reasonably believes the record belongs to the applicant and is accurate, based on the information as provided in Section IV on this policy, then the determination of suitability for the position or license will be made. Unless otherwise provided by law, factors considered in determining suitability may include, but not be limited to the following:

- a. Relevance of the crime to the position sought;
- b. The nature of the work to be performed;
- c. Time since the conviction;
- d. Age of the candidate at the time of the offense;
- e. Seriousness and specific circumstances of the offense;
- f. The number of offenses;
- g. Whether the applicant has pending charges;
- h. Any relevant evidence of rehabilitation or lack thereof;
- i. Any other relevant information, including information submitted by the candidate or requested by CES.

VIII. CES will notify the applicant of the decision and the basis of the decision in a timely manner.

MGL [71:38R](#) , 151B, 276, 100A, St 2002, c. 385

APPENDIX C

Policy Governing Fingerprint-Based Criminal History Record Information (CHRI) Checks for Pre-Employment Screening

<i>Approval Date:</i>	September 23, 2014	<i>Category:</i>	Employment
<i>Effective Date:</i>	September 24, 2014	<i>Replaces:</i>	N.A.
<i>Revision Date:</i>	November 16, 2016	<i>Author:</i>	Cynthia Miller, Director Human Resources
		<i>Owner:</i>	Human Resources

CES is committed to hiring and retaining well-qualified professional staff, and to assuring the safety of those students and clients for whom we provide educational services. Therefore any offer of employment made by CES to an individual for a position in which the individual may have direct and unmonitored contact with students or other clients below the age of consent will be conditioned upon satisfactory completion of a fingerprint-based national criminal history record information (CHRI) check.

I. Requesting CHRI checks

Fingerprint-based CHRI checks will only be conducted as authorized by M.G.L. c. 71, §38R and 42 U.S.C. § 16962, in accordance with all applicable state and federal rules and regulations, and in compliance with M.G.L. c. 6, §§ 167-178 and 803 CMR §§ 2.00, *et seq.* If an applicant or employee is required to submit to a fingerprint-based state and national criminal history record check, he/she shall be informed of this requirement and instructed on how to comply with the law. Such instruction will include information on the procedure for submitting fingerprints. In addition, the applicant or employee will be provided with all information needed to successfully register for a fingerprinting appointment.

CES will require periodic fingerprint-based CHRI checks as a condition of employment for the following positions:

- Teaching Coordinator
- Teacher
- Learning Coach
- Literacy Specialist
- Instructional Coach
- Education & Career Counselor
- Artist in Residence
- Afterschool Program Worker
- Counselor
- Regional Coordinator
- Assistant Regional Coordinator
- Early Childhood Caregiver

- Any other position, including volunteers and subcontractors, which CES determines might have direct and unmonitored contact with children

Prospective employees who have received a conditional offer of employment from CES will be responsible for the cost of fingerprinting and the CHRI check. However, in the event that an applicant can demonstrate the existence of a previous suitability determination made by another employer resulting from a fingerprint-based CHRI check, if CES will not accept the previous determination, then CES will bear the cost of the fingerprinting and CHRI check.

II. Access to CHRI

Results of all CHRI checks will be directed to the Director of Human Resources or designee.

All CHRI is subject to strict state and federal rules and regulations in addition to Massachusetts CORI laws and regulations. CHRI cannot be shared with any unauthorized entity for any purpose, including subsequent hiring determinations. As an entity receiving CHRI, CES is subject to audit by the Massachusetts Department of Criminal Justice Information Services (DCJIS) and the FBI, and failure to comply with such rules and regulations could lead to sanctions. Title 28, U.S.C, § 534, Pub. L. 92-544 and Title 28 C.F.R. 20.33(b) provide that the exchange of records and information is subject to cancellation if dissemination is made outside of the receiving entity or related entities. Furthermore, an entity can be charged criminally for the unauthorized disclosure of CHRI.

III. Storage of CHRI

CHRI shall only be stored for extended periods of time when needed for the integrity and/or utility of an individual's personnel file. Administrative, technical, and physical safeguards, which are in compliance with the most recent CJIS Security Policy, have been implemented to ensure the security and confidentiality of CHRI. Each individual involved in the handling of CHRI is to familiarize their self with these safeguards.

In addition to the above, each individual involved in the handling of CHRI will strictly adhere to the policy on the storage, retention and destruction of CHRI.

IV. Retention and destruction of CHRI

Federal law prohibits the repurposing or dissemination of CHRI beyond its initial requested purpose. Once an individual's CHRI is received, it will be securely retained in internal Agency documents for the following purposes **only**:

- Historical reference and/or comparison with future CHRI requests
- Dispute of the accuracy of the record
- Evidence for any subsequent proceedings based on information contained in the CHRI

CHRI will be kept for the above purposes in a secure electronic file.

When no longer needed, CHRI and any summary of CHRI data must be destroyed by shredding paper copies and/or by deleting all electronic copies from the electronic storage location, including any backup copies or files.

V. CHRI training

An informed review of a criminal record requires training. Accordingly, all personnel authorized to receive and/or review CHRI at CES will review and become familiar with the educational and relevant training materials regarding SAFIS and CHRI laws and regulations made available by the appropriate agencies, including the DCJIS.

VI. Determining suitability

In determining an individual's suitability, the following factors will be considered:

- a) Degree of satisfaction of any parole or probation conditions
- b) Conviction and/or completion of the sentence
- c) Seriousness and specific circumstances of the offense

- d) The nature and gravity of the crime and the underlying conduct
- e) Relationship of the offense to the nature of work to be performed
- f) The number and frequency of offenses
- g) The nature of the work to be performed or position to be held or sought
- h) The date of the offenses and dispositions thereof
- i) The time that has passed since the offense
- j) Any relevant evidence of rehabilitation or lack thereof
- k) Whether the applicant has pending charges

- l) The extent of the individual's voluntary disclosure of CHRI or the lack thereof
- m) Any other demonstrated mitigating or aggravating factors

A record of the suitability determination will be retained. The following information will be included in the determination:

- a) The name and date of birth of the employee or applicant
- b) The date on which CES received the national criminal history check results
- c) The suitability determination (either "suitable" or "unsuitable")

A copy of an individual's suitability determination documentation must be provided to another school employer, or to the individual, upon request of the individual for whom the school employer conducted a suitability determination.

VII. Relying on previous suitability determination

CES will generally rely on a suitability determination made by a previous Massachusetts school employer or the department of elementary and secondary education on a suitability determination made by a previous Massachusetts school employer or the department of elementary and secondary education, if the applicant has been fingerprinted within the preceding year. CES will also accept and rely on previous suitability determinations for individuals working in an afterschool program associated with a specific school or facility if the suitability determination is provided by the school or facility employer associated with the program in which the individual will work.

VIII. Adverse decisions based on CHRI

If inclined to make an adverse decision based on an individual's CHRI, CES will take all of the following steps prior to making a final adverse determination:

- Provide the individual with a copy of their CHRI used in making the adverse decision
- Provide the individual with a copy of this CHRI Policy
- Provide the individual the opportunity to complete or challenge the accuracy of their CHRI
- Provide the individual with information on the process for updating, changing, or correcting CHRI

A final adverse decision based on an individual's CHRI will not be made until the individual has been afforded a reasonable time depending on the particular circumstances to correct or complete the CHRI.

IX. Secondary dissemination of CHRI

If an individual's CHRI is released to another authorized entity, a record of that dissemination must be made in the secondary dissemination log. The secondary dissemination log is subject to audit by the DCJIS and the FBI.

The following information will be recorded in the log:

- 1) Subject name
- 2) Subject date of birth
- 3) Date and time of the dissemination
- 4) Name of the individual to whom the information was provided
- 5) Name of the agency for which the requestor works
- 6) Contact information for the requestor

- 7) The specific reason for the request

X. Reporting to Commissioner of the Department of Elementary and Secondary Education (ESE)

Pursuant to M.G.L. ch 71, § 71R and 603 CMR 51.07, if CES dismisses, declines to renew the employment of, obtains the resignation of, or declines to hire a licensed educator or an applicant for a Massachusetts educator license because of information discovered through a state or national criminal record check, CES shall report such decision or action to the Commissioner of Elementary and Secondary Education in writing within 30 days of the employer action or educator resignation. The report shall be in a form requested by ESE and shall include the reason for the action or resignation as well as a copy of the criminal record check results. CES shall notify the employee or applicant that it has made a report pursuant to 603 CMR 51.07(1) to the Commissioner.

Pursuant to M.G.L. ch 71, § 71R and 603 CMR 51.07, if CES discovers information from a state or national criminal record check about a licensed educator or an applicant for a Massachusetts educator license that implicates grounds for license action pursuant to 603 CMR 7.15(8)(a), CES shall report to the Commissioner in writing within 30 days of the discovery, regardless of whether CES retains or hires the educator as an employee. The report must include a copy of the criminal record check results. The school employer shall notify the employee or applicant that it has made a report pursuant to 603 CMR 51.07(2) to the Commissioner and shall also send a copy of the criminal record check results to the employee or applicant.

APPENDIX D

POLICY FOR DOMESTIC VIOLENCE LEAVE

<i>Approval Date:</i>	September 23, 2014	<i>Category:</i>	Benefits
<i>Effective Date:</i>	September 24, 2014	<i>Replaces:</i>	N.A.
<i>Revision Date:</i>	N.A.	<i>Author:</i>	Cynthia Miller, Director Human Resources
		<i>Owner:</i>	Human Resources

CES recognizes the potential for domestic violence to have a devastating and lasting physical and emotional impact on victims and their family members, and is committed to supporting healthy constructive family relationships. Therefore, in accordance with Commonwealth law (M.G.L. c. 260 “An Act Relative to Domestic Violence), any employee who is a victim of domestic violence or who has a family member that is a victim of domestic violence, is entitled to take up to fifteen days of unpaid leave in any rolling twelve-month period to address issues directly related to the domestic violence.

Eligibility

An employee is entitled to leave if

- the employee, or a family member of the employee, is a victim of domestic violence;
- the employee is using the leave from work to address issues directly related to the domestic violence against the employee or family member of the employee; and
- the employee is not the perpetrator of the domestic violence against such employee’s family member.

There is no minimum service requirement for Domestic Violence Leave, and no restriction based on the employee’s full-time or part-time status.

Definitions

Domestic violence is defined as abuse against an employee or the employee’s family member by

- a current or former spouse of the employee or the employee’s family member;
- a person with whom the employee or the employee’s family member shares a child in common;
- a person who is co-habiting with or has co-habited with the employee or the employee’s family member;
- a person who is related by blood or marriage to the employee; or
- a person with whom the employee or employee’s family member has or had a dating or engagement relationship.

Further, abuse is defined as

- attempting to cause or causing physical harm;
- placing another in fear of imminent serious physical harm;
- causing another to engage involuntarily in sexual relations by force, threat or duress or engaging or threatening to engage in sexual activity with a dependent child;
- engaging in mental abuse, which includes threats, intimidation or acts designed to induce terror;
- depriving another of medical care, housing, food or other necessities of life; or restraining the liberty of another.

Finally, family member is defined as employee’s family member includes a spouse, domestic partner, individuals having a child in common, parent, child, sibling, grandparent or grandchild.

Domestic Violence Leave may be used to address needs directly related to the domestic violence, including to:

- seek or obtain medical attention, counseling, victim services or legal assistance;

- secure housing;
- obtain a protective order from a court;
- appear in court or before a grand jury;
- meet with a district attorney or other law enforcement official; or
- attend child custody proceedings or address other issues directly related to the abusive behavior against the employee or family member of the employee.

Scheduling domestic violence leave

Unless there is an imminent threat of harm, Domestic Violence Leave must be scheduled as far in advance as the need can be anticipated. In the event that Domestic Violence Leave cannot be scheduled in advance to the threat of imminent harm, the employee (or their representative,) must notify the employee's supervisor within three business days of the first absence that the employee is using Domestic Violence Leave pursuant to this policy.

CES reserves the right to require that an employee using Domestic Violence Leave, or their family member, is a victim of domestic violence. Such documentation will only be retained for as long as is required to determine whether the employee is eligible for leave.

Confidentiality

Information regarding Domestic Violence Leave is confidential and will be shared only with those who have a legitimate need to know – generally Human Resources and the employee's supervisor and/or Department Head.

Benefits while on domestic violence leave

Employees are required to use available vacation, personal, or sick time while on Domestic Violence Leave.

All employee benefits will continue without interruption at the regular cost for the duration of any Domestic Violence Leave.

Non-retaliation

CES will not retaliate in any way or in any way reduce an employee's benefits or employment status because the employee has exercised rights under this policy.

APPENDIX E
POLICY ON DISCRETIONARY LEAVE

<i>Approval Date:</i>	September 23, 2014	<i>Category:</i>	Employment
<i>Effective Date:</i>	September 24, 2014	<i>Replaces:</i>	N.A.
<i>Revision Date:</i>	N.A.	<i>Author:</i>	Cynthia Miller, Director Human Resources
		<i>Owner:</i>	Human Resources

CES recognizes that employees may need or wish to be away from work for reasons not covered by other policies on paid or unpaid leave of absence. Such reasons may include anything from a serious medical condition for an employee who is not eligible for FMLA Leave, to an opportunity to participate in a unique professional development program over an extended period of time. In these instances the employee may request a Discretionary Leave.

Requests for Discretionary Leave will be considered in the context of the reason(s) for the request, the employee's employment history, and the staffing needs of the department. The employee's supervisor must obtain approval from the Executive Director prior to granting or denying a request for Discretionary Leave. Decisions to grant or deny Discretionary Leave are made at CES's sole discretion and are not subject to appeal. Human Resources must be notified whenever Discretionary Leave has been requested and/or approved.

Eligibility

All employees, regardless of length of company service or employment status, are eligible to apply for Discretionary Leave. Discretionary Leaves will be unpaid and employees will be expected to use accrued vacation and personal time to maintain their regular biweekly compensation until such time is exhausted.

The leave provided for in this policy is supplemental to any leave that may be required under applicable laws such as the Family and Medical Leave Act (FMLA), Massachusetts Maternity Leave Act (MMLA), and the Uniformed Services Employment and Reemployment Rights Act (USERRA). Employees should review their leave rights under such policies before requesting Discretionary Leave.

Requesting discretionary leave

Any request for leave for one of the reasons stated above must be made in writing, must be for a specified period, and directed to your department manager with a copy provided the Human Resources and the Executive Director. Advance requests for leave with documentation supporting the leave will be given priority status in determining leave time available and approval.

Leave duration

Discretionary Leave may be taken in a continuous block of time or sporadically as dictated by the period specified in the documented leave request. Discretionary Leave will generally not be granted for a period of more than twelve weeks.

Benefit Plan continuation during discretionary leave

When an approved Discretionary Leaves require sustained periods of absence, the Agency will inform the employee whether or not Health and Dental insurance will be continued at the regular employee cost. The employee is responsible for ensuring that their contribution to the cost of insurance is paid timely. Otherwise, benefits may be terminated.

Out-processing prior to leave

Employees in active status will need to visit HR prior to leave commencement to:

- confirm approved leave dates and that required verification is on file; and
- to ensure that a health care payment schedule is arranged.

Employees in inactive status (on leave with no advance notice) are expected to respond to HR inquiries regarding the above-referenced issues in a prompt and expeditious manner and provide any requested verification data requested in the same fashion. Employees who fail to do so may have their leave request denied and face disciplinary action. Employees in active status must also consult with their department head in order to review project schedules in view of the absence, to return or confirm receipt of company property and to discuss any related operational issues.

Employees in inactive status are expected to contact their department head in a prompt and expeditious manner to resolve any department issues as noted above.

APPENDIX F

POLICY ON EMAIL MARKETING

<i>Approval Date:</i>	March 12, 2014	<i>Category:</i>	Marketing
<i>Effective Date:</i>	March 12, 2014	<i>Replaces:</i>	N.A.
<i>Revision Date:</i>	November 16, 2016	<i>Author:</i>	Kathy Levesque, Director Communications & Marketing
<i>Retirement Date:</i>	N.A.	<i>Owner:</i>	Communications & Marketing

The email marketing policy covers Agency practices and requirements when sending **commercial emails** to contacts outside the Agency staff on behalf of the Agency, its services, staff and programs.

Commercial emails are emails sent for the purpose of marketing or announcing of a CES service, event, or program; whether free or paid. If an email message contains both transactional/informational content and marketing content, it is considered commercial. These emails include, but are not limited to “bulk email” campaigns sent to multiple recipients at the same time. For more detail on Commercial v. Transactional emails, and some useful examples of each, please see the Email Marketing Procedures and FAQs.

Commercial emails are governed by the CAN-SPAM Act of 2003. Organizations or individuals found in noncompliance can be fined up to \$16,000 for each non-compliant act. In addition, email practices that are construed as spamming can result in CES being blacklisted by email service providers, and our emails blocked by those providers. In order to ensure compliance with CAN-SPAM, the CES email marketing program employs specific practices such as a standardized email template and opt-out (unsubscribe) functionality, for our **commercial emails**.

CES is also committed to email marketing best practices which are developed to maintain positive relationships with our customers and prospects. Careful and mindful management of our email programs and communications is a core part of our ability to reach out to our stakeholders in the community.

Therefore, **commercial emails may be sent only through the Agency email marketing program** (currently Constant Contact), by the Communications Department at CES. Emails sent through this channel should be scheduled through and requested from Communications.

Commercial emails may not be sent

- a) through Agency email or database programs other than Agency email marketing program;
- b) from other email addresses (e.g., personal) but on behalf of CES programs and services; or
- c) by partner organizations or outside vendors sending emails on behalf of CES products and services, unless authorized by Communications, to ensure that the emails are compliant with CES policy.

Email addresses are a part of customers’ and prospects’ Confidential Personal Information (CPI), as referenced in the CES Internet **Use Policy**. We will not sell or share emails (CPI) with any external groups or share emails (CPI) with third parties.

APPENDIX G

POLICY ON VIDEO

<i>Approval Date:</i>	July 26, 2012	<i>Category:</i>	Marketing
<i>Effective Date:</i>	July 26, 2012	<i>Replaces:</i>	N.A.
<i>Revision Date:</i>	November 16, 2016	<i>Author:</i>	Kathy Levesque, Director Communications & Marketing
		<i>Owner:</i>	Communications & Marketing

Policy overview

Producing and distributing videos offers the Collaborative for Educational Services (CES) an effective means of communicating with stakeholders. This policy describes the procedures that CES staff should follow in order to most effectively produce and distribute videos that align with CES’s mission and marketing strategy, and that provide a high quality product to users. This policy is accompanied by a Video Guidelines document that outlines the workflows and technical requirements involved in video production, review and approval. The Video Guidelines document will be updated when necessary and is available in the Communications shared Google folder.

When employees of CES, including staff in the Department of Youth Services (DYS) and Special

Education in Institutional Settings (SEIS) programs, produce videos to be made available to those outside CES, they are representing CES as a whole, in addition to the specific department, program or course depicted. As such, those producing videos have a responsibility to ensure that videos meet the guidelines outlined below regarding quality, consistency, presentation and delivery.

Definition of Collaborative Videos

In this document “CES Videos” refers to all videos produced as part of CES work, by either CES employees or individuals that may be perceived to represent CES. The latter category includes, but is not limited to, teachers or others employed on a contract basis by CES, and enrollees in CES programs who have CES accounts. “CES Videos” include videos produced for internal use, in addition to videos for external distribution.

Videos produced by students are not CES Videos. However, if student-produced videos are to be distributed by CES, they are subject to the Video Policy and associated guidelines.

CES employees responsible for oversight of relationships with non-employees (for example CES teachers or external contractors) to whom the Video Policy applies are responsible for ensuring that any videos are produced and used in accordance with the Video Policy and the associated Video Guidelines. The applicability of the Video Policy to videos produced as part of CES work done to fulfill an external contract depends on the language in the contract. Ownership of video materials produced will also be dependent on the language in the contract. Questions should be brought to the Communications Department.

Requirements

CES Videos must include the Agency logo and statement identifying CES as the source, unless otherwise specified in an employment contract.

All CES Videos are subject to review by the Executive Director or their assigned delegate, who will make decisions concerning their distribution. All communication activities are also subject to the policies outlined in CES Employee Handbook and the Network Services and Internet Acceptable Use Policy.

Any CES Videos produced prior to the adoption of the Video Policy are subject to review by the Communications Department.

Nothing in this policy is meant to be construed to prohibit or limit employees’ rights to engage in protected concerted activity as prescribed by the National Labor Relations Act, or any other rights protected under federal and state law.

Purposes

CES Videos fall into three broad categories:

- 1) Marketing: Videos that publicize, describe or market CES's services, or the services and offerings of specific departments and programs.
- 2) Training: Videos that provide guidance or training in the use of a specific service or product, such as software or online tools
- 3) Education: Videos produced by teachers as part of a CES educational program. This category may include videos produced by individuals who have collaborative.org accounts but are not CES employees

Procedures

CES employees or departments interested in producing or commissioning the external production of a video ("producers") should use the following process. Greater detail of each step is provided by the Video Guidelines.

Production

- 1) Review CES Video Policy and latest Video Guidelines.
- 2) Obtain signed media release forms for all subjects.
- 3) Record the video.
- 4) Edit the video.
- 5) Complete the Video Submission Form (link contained within Video Guidelines) that includes the proposed distribution channels, and submit the form and a copy of the video to the department director, supervisor and/or the Communications Department following the procedures in the Video Guidelines.

Review and Distribution

- 1) New videos will be reviewed to ensure that they meet the requirements of the Video Policy and Guidelines. Videos that do not meet the requirements will be returned to the producers with instructions for editing and resubmission.
- 2) In the case of videos to be made available outside CES, Communications will review the proposal for distribution and work with the producers to establish a plan for distribution, a copy of which will be kept on file by Communications.
- 3) Communications will make the video available as agreed with the producers.

Distribution

CES Videos will only be distributed (shared with others) using methods and channels approved by the Communications Team and in accordance with their response to the Video Review form. Due to the quickly changing nature of digital media distribution this policy does not attempt to name or define every platform or method of distribution. A list of distribution methods will be maintained and updated when necessary in the Video Guidelines.

In no case should CES employees open or maintain accounts with external video hosting services (such as YouTube or Vimeo) in relation to CES Videos. All video hosting will be managed by Communications and Technology.

Rights, Permissions and Copyright

All CES Videos and the material they contain must comply with copyright law and not infringe on others' copyrights and or trademarks. For all use of videos produced outside CES ("3rd party videos"), the owner's written permission must be obtained when possible, unless the video is in the public domain; and in every case, original sources must be cited.

In no case shall a 3rd party video be hosted on CES platforms or channels without express permission from the owner.

For CES Videos, signed Media Release Forms must be provided for everyone appearing in videos for retention by the Communications Department. Copies of the current Media Release Form are available from the Communications Department.

Policy Violation

Reporting Violations

CES urges employees to report any violations or possible/perceived violations to Supervisors, Managers or the HR Department.

Discipline for Violations

CES will respond to and investigate all reports of violations of the Video Policy and other related policies. Violation of CES Video Policy may result in disciplinary action, up to and including termination.

APPENDIX H

POLICY ON WORKPLACE ATTIRE AND APPEARANCE

<i>Approval Date:</i>	September 23, 2014	<i>Category</i>	Employment
<i>Effective Date:</i>	September 24, 2014	<i>Replaces:</i>	N.A.
<i>Revision Date:</i>	November 16, 2016	<i>Author:</i>	Cynthia Miller, Director Human Resources
		<i>Owner:</i>	Human Resources

CES employees contribute to the organization’s culture and reputation in the way they present themselves. A professional appearance is essential to a favorable impression with students, other educators, funders and host Agency personnel. Good grooming and appropriate dress reflect employee pride and inspire confidence on the part of the persons who work with us and learn from us.

To support our mission, management also strives to maintain a workplace that is free from unnecessary distractions and annoyances. As part of that effort, our organization requires employees to maintain a neat and clean appearance that is appropriate for the setting and for the work being performed. To that end, supervisors may determine and enforce guidelines for workplace-appropriate attire and grooming for their departments/locations. CES values and allows reasonable self-expression through personal appearance and adornment unless it

- a) conflicts with an employee’s ability to perform their position effectively or with their specific work environment, or
- b) is regarded as offensive or harassing toward co-workers or others with whom CES conducts business and has contact with employees, or
- c) can be considered unsafe or dangerous.

A safe, comfortable environment of mutual cooperation, respect, and fair and consistent treatment for all employees is our goal.

Policy

Supervisors are expected to communicate any department or setting-specific workplace attire and grooming guidelines to staff members during new-hire orientation and evaluation periods if relevant.

Supervisors exercise reasonable discretion to determine appropriateness in employee dress and appearance.

Employees with questions about the department’s guidelines for attire should discuss them with their supervisor.

Usually, CES employees are appropriately dressed when wearing attire considered “business casual.” In most circumstances, blue jeans, shorts, and athletic wear are not appropriate attire. For certain positions and/or occasions the work performed or the social expectations may allow or require an employee to dress to a different standard.

CES employees may wear jewelry and expose tattoos in accordance with self-expression guidelines above, and considering the following factors that may conflict with the job or work environment:

- 1) Personal safety of self or others, or damage to company property
- 2) Productivity or performance expectations
- 3) Offensiveness to co-workers, customers, vendors or others in the workplace based on racial, sexual, religious, ethnic, or other characteristics or attributes of a sensitive or legally protected nature
- 4) Parent, co-worker, vendor and/or host Agency complaints

If a manager or supervisor determines that an employee’s jewelry or tattoos present a concern, the employee will be encouraged, with the assistance of their supervisor, to identify appropriate options, such as removal of excess or offensive jewelry, covering of tattoos, or other reasonable actions.

Some individuals with environmental sensitivity can be adversely affected by the odors associated with cologne, perfume, and other scented personal care products. Certain CES work environments are designated as “fragrance free” and posted as such. Employees working in those areas should avoid wearing or using any scented products while at work, and all employees should be respectful of co-workers who are sensitive to fragrances by minimizing or avoiding the use of scented products.

Any staff member who does not meet the attire or grooming standards of their department, or fails to dress appropriately depending on position or work responsibilities, will be subject to corrective action and may be required to change their clothing. Employees should work with management to resolve any conflicts that may arise and are also encouraged to discuss any concerns they have with human resources.

When individuals do not comply with the established guidelines, or requests to alter their attire they are subject to corrective action.

Guidelines

Although it is difficult to establish an absolute dress and appearance code, CES will apply a reasonable and professional workplace standard on a case-by-case basis when considering the appropriateness of an individual's attire. Employees who are unsure of what is appropriate should discuss their concerns with their supervisor. Supervisors who are unsure of what is appropriate, or who have questions about judging appropriateness, should seek the advice of the Human Resources Director. Basic elements for professional business attire include clothing that is neat, clean and complete, and provides adequate coverage. Overly tight or short pants, tank tops, halter tops, crop-tops, low-cut blouses or sweaters are considered inappropriate.

Depending on the nature of their responsibilities or the location in which they work certain staff members may be required to meet unique standards of dress, grooming and personal hygiene. There may be circumstances, such as during unusually hot or cold weather or during special occasions, when staff members may be permitted to dress in a more casual fashion than is normally required, at the discretion of the Director/Manager. On these situations staff members are still expected to present a neat appearance, and not wear ripped, frayed or disheveled clothing or athletic wear, nor tight, revealing or otherwise workplace-inappropriate garments.

If a Supervisor or Manager determines that an employee's dress or appearance is not appropriate, they will take corrective action and may require the employee to leave work and make the necessary changes to comply with the request and/or expectations. Discussions of this nature can be sensitive and/or difficult; therefore, supervisors should feel free to reach out to Human Resources for guidance. If the problem persists, normal corrective action processes should be followed.

Accommodating religious beliefs

To the extent that an employee's religious beliefs have a bearing on workplace attire, CES Supervisors may permit reasonable accommodations that vary from standards and guidelines noted above.

However, such accommodation will not create safety issues or hardship for others. Employees and supervisors are encouraged to seek guidance from the Human Resources Director in responding to or addressing such concerns.

APPENDIX I
INFORMATION SECURITY PLAN FOR STAFF OF
THE COLLABORATIVE FOR EDUCATIONAL SERVICES

<i>Approval Date:</i>	June 9, 2010	<i>Category:</i>	Employment
<i>Effective Date:</i>	June 10, 2010	<i>Replaces:</i>	N.A.
<i>Revision Date:</i>	November 16, 2016	<i>Author:</i>	Cynthia Miller, Director Human Resources
		<i>Owner:</i>	Human Resources

I. Overview

This Information Security Plan (the "Plan") describes the safeguards taken by **the Collaborative for Educational Services ("CES")** to protect confidential personal information.

Confidential Personal Information ("CPI"), for purposes of this Plan, includes the following categories of information:

Personal Information as defined in Massachusetts General Law 93H, to include any data record (electronic or hard copy) that contains an individual's first name and last name or first initial and last name in combination with any of the following data elements that relate to the individual: a) Social Security number; b) driver's license number or government-issued identification number; c) financial account number (checking or savings); or d) credit or debit card number: with or without any required security code, access code, personal identification number or password, that would permit access to an individual's financial account; provided, however, that personal information shall not include information that is lawfully obtained from publicly available information, or from federal, state or local government records lawfully made available to the general public.

Personally Identifiable Information defined by the Family Educational Rights and Privacy Act (FERPA) as including, but not limited to, student records, IEPs, transcripts, etc. and the Fair Information Practices Act (FIPA) as including information concerning an individual which because of name, identifying number, mark or description can be readily associated with a particular individual.

Protected Health Information defined by the Health Insurance Portability and Accountability Act (HIPAA) as all "individually identifiable health information" held or transmitted by a covered entity or its business associate, in any form or media, whether electronic, paper, or oral. "Individually identifiable health information" is information, including demographic data, that relates to: a) the individual's past, present or future physical or mental health or condition; b) the provision of health care to the individual; or c) the past, present, or future payment for the provision of health care to the individual; and that identifies the individual or for which there is a reasonable basis to believe can be used to identify the individual.

These safeguards are provided in order to:

- Protect the security and confidentiality of CPI
- Protect against anticipated threats or hazards to the security or integrity of CPI
- Protect against unauthorized access to or use of CPI that could result in substantial harm or inconvenience to any individual

This Plan also provides for mechanisms to:

- Identify and assess the risks that may threaten CPI maintained by CES
- Develop written policies and procedures to manage and control these risks
- Implement and review the Plan
- Adjust the Plan to reflect changes in technology, the sensitivity of CPI and internal or external threats to information security

II. CPI Risk Management

CES recognizes that both internal and external risks may potentially exist. These risks include, but are not limited to:

- Unauthorized access of CPI by someone other than its owner
- Compromised system security as a result of system access by an unauthorized person
- Interception of data during transmission

- Loss of data integrity
- Physical loss of data in a disaster
- Errors introduced into the system
- Corruption of data or systems
- Unauthorized access of CPI by employees
- Unauthorized requests for CPI
- Unauthorized access through hardcopy files or reports
- Unauthorized transfer of CPI through third parties

CES recognizes that this may not be a complete list of the risks associated with the protection of CPI. Since technology growth is not static, new risks are created regularly. Accordingly, the Information Technology Department will actively participate and monitor advisory groups such as the Educause Security Institute, the Internet2 Security Working Group and SANS for identification of new risks.

A. Information Security Plan Coordinators

Angela Burke, the Director of Technology, and Barbara Siegel, Director of Finance, serve as the coordinators of this Plan. They are responsible for assessing the risks associated with unauthorized transfers of CPI and implementing procedures to minimize those risks to CES.

B. Design and Implementation of Safeguards Program

1) Employee management and training

Employees in departments that handle CPI, including certain confidential financial information, receive ongoing training on the importance of confidentiality of CPI. Employees are also trained in the proper use of computer information and passwords. Training further includes controls and procedures to prevent employees from providing confidential information to unauthorized individuals, including "pretext calling." ("Pretext calling" occurs when an individual attempts to improperly obtain personal information so as to be able to commit identity theft.) Employees are trained on how to properly dispose of documents that contain CPI. Each department responsible for maintaining CPI is instructed to take steps to protect CPI from destruction, loss or damage due to environmental hazards, such as fire and water damage or technical failures. These training efforts should help minimize risk and safeguard CPI security.

2) Physical security

CES has addressed the physical security of CPI by limiting access to only those employees who have a business reason to know such information. CPI is available only to CES employees with an appropriate business need for such information.

Student and employee files, account information and other paper documents containing CPI are kept in file cabinets or rooms that are locked each night. Only authorized employees know combinations and the location of keys. Unmonitored storage areas holding paper documents containing CPI are kept secure at all times. No paper documents containing CPI may be removed from the central office without the express authorization of a department manager. Paper documents that contain CPI are shredded at the time of disposal.

3) Information systems

Access to CPI via the Agency's computer information system is limited to those employees who have a business reason to know such information. Each employee is assigned a user name and password. Databases containing CPI, including but not limited to payroll and personnel information, accounts receivable and payable, balances and transactional information, are available only to CES employees in appropriate departments and positions.

CES takes reasonable and appropriate steps consistent with current technological developments to make sure that all CPI in electronic form is secure and to safeguard the integrity of records in storage

and transmission. All systems connected to the CES network are scanned for known vulnerabilities, allowing the Technology Department to identify systems where patches and updates are not applied in a timely fashion and to take appropriate steps to mitigate the risk. Passwords for all CES systems are required to comply with complexity rules and must be changed as described in the CES Technology Policy. When technically feasible, encryption technology is utilized for both storage and transmission. Legacy systems unable to support password policies or encryption will not be used. With regard to personal computers containing CPI, all memory components will be completely reformatted or otherwise erased for any new use. All CPI stored on laptops or other portable devices must be encrypted and the devices themselves should be locked when not in use.

4) Responding to system failures

CES maintains systems to prevent, detect, and respond to attacks, intrusions, and other system failures. The Information Security Plan Coordinators regularly review network access and security policies and procedures, as well as protocols for responding to network attacks and intrusions. Any security breaches or other system failures must be reported immediately to the Information Security Plan Coordinators. Information Security Plan Coordinators shall be responsible for documenting responsive actions taken in connection with any incident involving a breach of security, and mandatory post-incident review of events and actions taken, if any, to make changes in business practices relating to protection of CPI.

C. Service Provider Oversight

If CES chooses to retain a service provider that will maintain, process or regularly access CPI, CES will carefully review the service provider's information security programs or other measures used by the service provider to protect CPI. CES will assess the adequacy of the service provider's system of safeguarding information based upon CPI to which the service provider has access, the nature of services provided by the service provider, and the level of risk. The service provider will be required to have in place controls to assure that any subservicer (or subcontractor) used by the service provider will also be able to protect CES's CPI.

A clause will normally be included in all contracts with service providers having access to CPI related to CES that will require them to implement security measures consistent with 201 CMR 17.00 et seq. to safeguard such CPI and to assure that such CPI is used only for the purposes set forth in the contract.

D. Computer System Security Infrastructure

CES maintains a computer security system that provides at a minimum, to the extent technically feasible:

- 1) Secure user authentication protocols including:
 - a. Control of user IDs and other identifiers
 - b. A reasonably secure method of assigning and selecting passwords, or use of unique identifier technologies
 - c. Control of data security passwords to ensure that such passwords are kept in a location and/or format that does not compromise the security of the data they protect
 - d. Restricting access to active users and active user accounts only
 - e. Blocking access to user identification after multiple unsuccessful attempts to gain access or the limitation placed on access for the particular system
- 2) Secure access control measures that:
 - a. Restrict access to records and files containing CPI to those who need such information to perform their job duties
 - b. Assign unique identifications plus passwords, which are not vendor supplied default passwords, to each person with computer access, that are reasonably designed to maintain the integrity of the security of the access controls
- 3) Encryption of all transmitted records and files containing CPI that will travel across public networks, and encryption of all data containing CPI to be transmitted wirelessly
- 4) Reasonable monitoring of systems, for unauthorized use of or access to CPI
- 5) Encryption of all CPI stored on laptops or other portable devices

- 6) For files containing CPI on a system that is connected to the Internet, reasonably up-to-date firewall protection and operating system security patches, reasonably designed to maintain the integrity of the CPI
- 7) Reasonably up-to-date versions of system security agent software which must include malware protection and reasonably up-to-date patches and virus definitions, or a version of such software that can still be supported with up-to-date patches and virus definitions, and is set to receive the most current security updates on a regular basis
- 8) Education and training of employees on the proper use of the computer security system and the importance of CPI security

The Information Security Plan Coordinators work with the appropriate CES departments to ensure that this security system infrastructure is appropriately maintained.

E. Retention Time

CPI will be retained only for as long as needed for reasonable business purposes of CES, including for the purpose of complying with any state or federal law. Each department that stores CPI will annually review the CPI it has retained for the purpose of determining which information may be purged.

F. Violations of this Policy

Any employee who violates this policy shall be subject to discipline pursuant to the disciplinary policy of CES.

G. Discontinuing Access upon Termination

Once an employee who has access to CPI concludes their employment, either voluntarily or involuntarily, such employee's access to CPI shall be terminated.

H. Continuing Evaluation and Adjustment

This Plan is subject to periodic review and adjustment. Adjustments might be necessary or advisable due to changes in technology, increases or decreases in the sensitivity of the information that is covered by this Plan, and the assessment of internal or external threats to the security and integrity of the covered information, among other reasons. Continued administration of the development, implementation and maintenance of the Plan will be the responsibility of the Information Security Plan Coordinators, who may designate specific responsibility for implementation and administration as appropriate.

Information Security Regulations – Sign Off

Office of Consumer Affairs & Business Regulation (OCABR) 201 CMR 17.00

CES is required by State law to create and implement a written information security plan and inform staff on how to protect the personal information of our employees, students and clients. Confidential Personal information (**CPI**) is generally defined as **a person's first name and last name or first initial and last name in combination** with any one or more of the following data elements that relate to them: **(a) Social Security Number; (b) driver's license number or state-issued identification card number; or (c) financial account number, or credit or debit card number**. Because of the nature of our business, CES also includes in this definition: student records, IEPs, and transcripts; individual identifiable health information; and other information that is not accessible to unauthorized persons.

- I have received a copy of the Information Security Plan for CES.
- I understand how Confidential Personal Information is defined.
- I understand that CPI should never be shared with unauthorized individuals.
- I am aware that there are legal and financial consequences for disclosure, even when unintentional.
- If I handle CPI as part of my job, I agree to collect, use, store and transmit CPI only as needed, according to the Information Security Plan.

I will report security incidents and concerns promptly to my senior manager or directly to an Information Security Plan Coordinator – Angela Burke or Chief Financial Officer.

APPENDIX J

NETWORK SERVICES AND INTERNET ACCEPTABLE USE POLICY

<i>Approval Date:</i> June 9, 2010	<i>Category:</i> Employment
<i>Effective Date:</i> June 10, 2010	<i>Replaces:</i> N.A.
<i>Revision Date:</i> November 16, 2016	<i>Author:</i> Cynthia Miller, Director Human Resources
	<i>Owner:</i> Human Resources

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Introduction

This policy governs the use of all Collaborative for Educational Services (CES or Agency) local area networks, wired and wireless, wide area networks, the Internet/Intranet/Extranet-related systems, all Agency Web sites, and all other similar networks. This policy also specifically applies to the use of Agency electronic resources, such as: computer equipment; software; operating systems; storage media; network accounts providing access to network services, such as email, Web browsing and file systems; and telecommunication technologies such as telephones, personal computers, cellular phones, Personal Digital Assistants (PDAs), facsimile machines, and all other wired or wireless telecommunication devices. To the extent this policy can apply to other information and telecommunication technologies, it shall be interpreted to apply to them as well. This document supersedes all previous Acceptable Use policies and regulations for the Collaborative for Educational Services.

The electronic resources at the Collaborative for Educational Services are provided by and in consonance with their mission to:

- Improve education for all students through access to unique resources and partnerships
- Improve learning and teaching through research, teacher training, collaboration and distribution of successful education practices, methods and materials

In addition, we seek to ensure a healthy and appropriate use of Internet resources by making provisions for:

- Prevention of access by minors to inappropriate matter on the Internet
- The safety and security of minors when using electronic mail, chat rooms, and other forms of direct electronic communications
- Prevention of unauthorized access, including “hacking” and other unlawful activities

- Prevention of unauthorized disclosure, use and dissemination of personal information regarding minors
- Prevention of a hostile environment for any user
- The design of measures to restrict minors' access to harmful materials

Acceptable Use

Our electronic resources allow users access to local, national, and international sources of information and collaboration vital to intellectual inquiry and democracy, and are intended solely for educational and administrative purposes. Every user has the responsibility to respect and protect the rights of every other user at CES and on the Internet. Users are expected to conduct themselves in a responsible, ethical, and legal manner, in accordance with Agency policies, rules, regulations and guidelines and the laws of the Commonwealth of Massachusetts and the United States. Users are expected to abide by the generally accepted rules of network etiquette that include, but are not limited to the following:

- Be polite. Use appropriate, non-abrasive language.
- Do not reveal personal information such as last names, addresses, phone numbers, photos, etc. that could identify the user or other students or staff.
- Do not use the network in such a way as to disrupt its use by others.
- Do not make defamatory remarks, sexual or racial slurs, or use obscene or profane language.
- Passwords should not be revealed or shared with anyone.

Technology is a valuable tool that supports and enhances CES's instructional programs by promoting problem solving, critical thinking, analytical, and decision making skills. Students and staff will access, process, and communicate information in a dynamic, integrated, and technological environment. The potential exists, outside the Agency network, for users to access inappropriate material. A user may intentionally or innocently access material inconsistent with our educational and administrative purposes. While violations of Agency policy are cause for concern, we maintain that the educational and administrative advantages of using the web outweigh the disadvantages. We respect each family's decision whether their child should or should not have access to the Internet. Minors at CES will be allowed access to the Internet unless a parent or legal guardian submits a signed Refusal Form.

Use of CES's computer networks and the Internet are revocable privileges dependent upon compliance with this policy, rules, regulations and guidelines and the laws of the Commonwealth of Massachusetts and the United States. A user's failure to comply with this policy may result in limited network/Internet access, suspension of access, and/or other disciplinary action.

Unacceptable Use

This policy does not attempt to articulate all required or prohibited behaviors by users of the network. In any specific situation, we rely upon each individual's judgment of appropriate conduct. To assist in such judgment, the following are examples of Unacceptable Use:

- Placing unlawful and/or inappropriate information on any system belonging to CES
- Using profane, vulgar, threatening, defamatory, abusive, discriminatory, harassing, or otherwise objectionable or criminal language in a public or private message
- Sending messages or posting information that would likely result in the loss of a recipient's work or system
- Sending "chain letters" or "broadcast" messages to lists or individuals, not related to CES
- Participating in other types of use which would cause unnecessary congestion of the network or interfere with the work of others (examples include but are not limited to streaming or broadcasting feature-length video for personal entertainment or other reasons unrelated to CES, downloading or posting large files for personal use, or disabling any network safety features)
- Using Agency computer and information technology resources in a manner that would violate any U.S. or MA state law includes, but is not limited to copyrighted materials, threatening or bullying material, pornography, and spreading of computer viruses, trojans or spam
- Accessing or transmitting materials that are obscene, sexually explicit, or accessing any prohibited sites on the Internet

- Revealing ones' password to anyone else, using anyone else's password, or pretending to be someone else when sending information over the computer and information technology resources
- Attempting to gain unauthorized access to system programs or computer equipment, including attempts to override or to encourage others to override any firewalls or filters established on the network
- Attempting to harm, modify, or destroy data of another user
- Exhibiting any other action whatsoever which would in any way subject the user or CES to any civil or criminal action
- Discussing highly sensitive or confidential information in email communication
- Sending identifiable confidential student or employee data through email
- Using CES's technology to buy, sell, or advertise anything not directly related to Agency work/activities
- Accessing discussion groups or "chat rooms" during working time or engaging in any other form of online conversation or communication during working time whose primary purpose is not educational or Agency-related
- Using CES's computer and information technology resources work for gambling
- Using the Agency's computer and information technology resources for political campaigning purposes, including attempts to influence ballot questions or to promote or oppose a candidate for public office
- Failing to log off the computer network at the conclusion of a work session or at the request of system administrators
- Installing software or data on computer and information technology resources without the permission of the Director of Technology or designated staff member

Note: The above rules apply to current and developing WEB 2.0, including but not limited to, social networking resources such as Blogging, Podcasting, etc. Students who "publish" on the Internet for school related projects must inform and involve a content sponsoring teacher.

General Provisions

The Collaborative for Educational Services has employed certain protocols to ensure the safety of users, the security of computer networks, and compliance with applicable law. All users should be aware of the following standard practices:

Filtering

In accordance with the Children's Internet Protection Act (CIPA), passed by the U.S. Legislature in January 2001 (Public Law 106-554), CES shall employ filtering software to block access to inappropriate content on all network computers with Internet access. CES certifies that this policy of Internet safety and technology protection measures shall be enforced. Users are restricted from accessing visual depictions of subject matter that is obscene, pornographic, child pornographic or harmful to minors. In compliance with CIPA, the Agency shall, in furtherance of this policy of Internet safety, monitor the online activities of minors.

Users should be aware that filtering software will not block ALL inappropriate web sites. Users shall report all inappropriate sites not blocked by filters to a teacher or CES's Technology Department for appropriate action.

CES cannot be held responsible for misuse of material downloaded from any online service, or for inappropriate or sexually explicit material being obtained through the network.

No expectation of privacy

Users have no expectation of privacy in their use of Agency computers, networks, and Internet systems, nor does the use of Agency computers, networks, and Internet systems create an open or limited forum under the First Amendment to the federal or state constitutions. CES retains the right to monitor all computer and Internet activity by users, and any information or communications on Agency computers and network services may be intercepted, recorded, read, copied, and disclosed by and to authorized personnel for official purposes, including criminal investigations. Use of Agency computers, networks, and Internet systems is a privilege, not a right, and can be withdrawn by the organization at any time.

Other Provisions

If a user finds materials that are inappropriate while using Agency computers, networks, and Internet systems they will refrain from downloading this material and shall not identify or share the material. It should be understood that the transfer of certain kinds of materials is illegal and punishable by fine or imprisonment.

Should a user, while using Agency computers, networks, and Internet systems, encounter any material that they feel may constitute a threat against the safety of fellow students, staff members, or the property of CES, that user is obligated to report their discovery of such materials to the Agency's Technology Department.

CES reserves the right to amend this policy at any time without prior notice.

CES reserves its right to seek restitution from any user for costs incurred by the Agency including legal fees, due to such user's inappropriate use of electronic resources or vandalism.

User-Specific Provisions

All users

Students, staff and faculty shall not:

- Use the network to access and/or transmit material in violation of any U.S. or Commonwealth law, including copyrighted material
- Access, download, display, transmit, produce, generate, copy or propagate any material that is obscene or pornographic; advocates illegal acts; contains ethnic slurs, or racial epithets; or discriminates on the basis of gender, national origin, sexual orientation, race, religion, ethnicity, handicap or age
- Degrade, damage or disrupt equipment or system performance
- Gain unauthorized access to network resources
- Delete or vandalize the files of another user
- Waste electronic storage space by saving unnecessary files or programs
- Download, install, load or use programs without written permission of a technology administrator
- Use the Internet for personal commercial purposes or for political lobbying
- Use inappropriate, offensive, foul or abusive language
- Harass or annoy any other party with obscene, libelous, threatening or anonymous messages, objectionable information, images or language
- Forward chain letters
- Forward e-mail messages of broad interest—including virus alerts and jokes—to the entire organization
- Knowingly make use of pirated software or violate software-licensing agreements
- Engage in the practice of "hacking" or knowingly engage in any other illegal activity using the network

Students, staff and faculty must:

- Use the Internet and other electronic resources only for legitimate educational and administrative purposes during work time
- Respect commonly accepted practices of Internet etiquette including, but not limited to, use of appropriate language and socially responsible behavior
- Be aware of potential security risks at all times and take all reasonable steps to minimize risks by, at minimum, logging off the network when a computer is unattended and reporting all unauthorized computer use to a technology administrator
- Forward all e-mails of broad interest, such as virus alerts, to a technology administrator for appropriate distribution to the entire organization
- Treat all computer areas and equipment with the utmost care and respect

Minors

Minors may access the Internet only with adult supervision, and must notify a teacher or technology administrator immediately if they come across inappropriate content. In addition, minors may not use the Internet to give out personal information (such as a home address, telephone number, or picture) about themselves or other students. Minors' use of electronic resources is restricted to teacher-approved projects and research. Minors are prohibited from using or accessing cellular phones, blackberrys, PDAs or other mobile devices issued to Agency staff members.

Confidential Personal Information

The collection, use, and dissemination of personally identifiable student or employee information shall be strictly limited to bona fide educational or administrative purposes. Photos and names of students and staff are allowed on Agency Web sites for the purpose of publicizing activities or student achievement, but such information must be used with caution and in accordance with state regulations.

Social security numbers shall not be collected, disseminated, or disclosed, unless authorized by law. Personal information, such as names, job titles and descriptions, telephone and fax numbers, email and other addresses, may be collected and used internally for Agency program/ seminar registration via the Internet or for participation in online programs or other legitimate Agency purposes. Such information shall not be sold or shared with any external groups nor disclosed to any third party outside CES.

Electronic data with Confidential Personal Information (CPI) must be stored on a secure server with access limited to specifically named Agency staff. Files containing confidential or sensitive data may not be stored on removable media or mobile devices taken off Agency property unless approved by the Technology Department and protected by an approved encryption solution. Individuals or companies under contract with CES may have access to information in the course of the service they provide to the Agency, but those entities are not permitted to use or re-disclose that information for unauthorized purposes and must sign a nondisclosure agreement prior to work being performed. No other entities are authorized to collect information through Agency sites.

Any user who happens upon CPI is responsible for notifying the owner of CPI, supervisor, or CES's Technology Department.

Electronic Mail and Direct Electronic Communication

Electronic mail, chat rooms, and other forms of direct electronic communications are a useful way of enhancing the means of communication for Agency staff members and students. CES's resources for electronic communication shall be used exclusively for educational and administrative purposes during an employee's working time. Incidental and occasional personal use of electronic mail may occur when such use does not generate a direct cost for the organization, but such messages will be treated no differently from other messages on the network. CES is a public, non-profit Agency, and as such, users of Agency e-mail accounts (whether they are hosted by CES's mail server (collaborative.org) or are paid for by CES but hosted on other third-party servers) are not entitled to privacy in their communications. Any electronic communication is subject to monitoring when necessary and users of Agency e-mail accounts should not expect their e-mail communications to be private. Prohibited electronic communications include, but are not limited to:

- 1) Use of electronic communications to send copies of documents in violation of copyright laws
- 2) Use of electronic communication systems to send messages, access to which is restricted by laws and regulations
- 3) Use of electronic communications to intimidate others or to interfere with the ability of others to conduct Agency business
- 4) Constructing electronic communications so they appear to be from someone else
- 5) Obtaining access to the files or communications of others for the purpose of satisfying idle curiosity, with no substantial educational or administrative purpose

Email is not secure. Every effort should be made to limit the combination of identifying information with an individual's name. If a user receives CPI in their email, they should not reply to or forward the email (as this resends the CPI). Instead, create a new email to the sender that explains information send via email is not secure and make arrangements to collect the necessary information via secure form or telephone. Any emails containing CPI should be deleted from the user's inbox and trash or deleted items. The user should notify support@collaborative.org to ensure the CPI is removed from the server.

Web Content and Publishing

The Executive Director or designee may select the person or persons ("the Webmaster") responsible for overseeing CES's web pages and maintaining the web pages in a manner consistent with this policy. The Webmaster will work with staff to make sure all links from Agency web pages to other sites on the Internet are appropriate. Staff members must ensure that the links are related to Agency's educational mission. Staff members may publish web pages related to their professional projects or departments on their web site. Staff members must submit their material to the Webmaster for approval before the material can be published. Staff members may not publish or link to personal web pages as part of the CES web site. Any evidence of such action by the staff may result in formal disciplinary actions by CES.

Software Policies

Supported software

Software which CES has standardized will be given priority in terms of installation, troubleshooting and training. A list of standardized and supported software, other software owned by CES, and authorized freeware will be updated periodically. All software installation, troubleshooting and training shall be conducted by the Agency's Technology Department, unless otherwise agreed and approved by CES's Chief Technology Officer or designated staff member.

Other software

Installation, troubleshooting and training for all other software used by faculty, staff and students will be supported as time permits. All software other than freeware must be owned by CES.

Unsupported software

All unauthorized freeware and all software not owned by CES should not be installed on any Agency computer and will not be supported. If discovered, this software will be removed and may result in disciplinary action.

APPENDIX K SOCIAL MEDIA POLICY

<i>Approval Date:</i> May 4, 2012	<i>Category:</i> Employment
<i>Effective Date:</i> July 26, 2012	<i>Replaces:</i> N.A.
<i>Revision Date:</i> November 16, 2016	<i>Author:</i> Cynthia Miller, Director Human Resources
	<i>Owner:</i> Human Resources

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General Policy Overview

Social media is a powerful tool for effectively disseminating information, listening to our constituents, and hosting conversations with the Collaborative for Educational Services' (CES) stakeholders. The benefits of creating **CES owned social media** content directly align with CES's mission, values, and organizational aspirations. Social Media on CES owned channels (these include any social media page, website, or outlet that has been established by and is owned and administered by CES) is a tool to:

- Build CES's reputation as a trusted curator of news, research, resources, and information
- Increase awareness of and access to CES and its staff as expert sources
- Help CES's clients build capacity by connecting them with services and fostering dialogue in a direct and immediate way
- Build CES's business with cost-effective communication with our audience through modes they are familiar with, increasing networking with current supporters and attracting new ones

Users of CES owned social media channels are expected to conduct themselves in a responsible, ethical, and legal manner, in accordance with Agency policies, rules, regulations and guidelines and the laws of the Commonwealth of Massachusetts and the United States. All communication via CES social media channels are subject to the CES Employee Handbook and Network Services and Internet Acceptable Use Policy as outlined in the CES Employee Handbook, in addition to the social media-specific policies outlined below. All content posted through CES owned social media channels is subject to review and/or deletion by the Executive Director or assigned delegate.

Due to the emerging nature of social media platforms this policy does not attempt to name every current and emerging platform. Rather, it applies to those cited and any other online platform available and emerging including social networking sites and sites with user-generated content.

Nothing in this policy is meant to be construed to prohibit or limit employees' rights to engage in protected concerted activity as prescribed by the National Labor Relations Act, or any other rights protected under federal and state law.

Rules of Engagement

For participating in social media on CES channels as part of your CES work

Image

Be transparent. Users must be honest about who they are and their professional associations. If asked to choose an avatar, users may choose to request artwork or graphics from Communications that best represents your department or program, or you may choose to use an avatar that represents a current photo image of yourself.

Be respectful. How users write on CES owned SM channels – not just what they write – affects their online reputations and credibility; and in turn, that of CES. All users should take ownership of what they post. Users should speak respectfully about current, former, and potential clients, partners, employees, competitors, vendors, and members, and not engage in name-calling or behavior that reflects negatively on an individual and/or the Agency.

Content

Be relevant. Social media sites are intended to be engaging, interactive, and current. Users should have strong audience awareness, post information that is interesting and relevant to their audience, and post regularly.

Add value. Users should make sure that what they post has value: social media content should help people improve knowledge or skills, do their jobs, solve problems, and more fully understand solutions.

Be accurate. Users should verify information with a source before posting. Citations and links to sources should be provided whenever possible. Users should not post unverified or broken links, or links that could send readers/followers to inappropriate sites.

Respect copyrights and fair use. Users should take care not to infringe on copyrights or trademarks. Users must secure permission for use of images and provide proper credit for other people's work by citing sources for information that is not original content.

Protect confidentiality. Users should not post any confidential or proprietary information about their place of work, coworkers, students, or clients online.

Correct errors quickly and visibly. Mistakes happen. If a user makes an error in posting, they should correct it quickly and visibly. Users should not attempt to cover mistakes by altering past posts without clearly indicating that they have done so.

Practice the basics of "good" writing. Character limits on social media channels shouldn't force users to abandon basic grammar and spelling (though sometimes they do require creative approaches to being succinct). It's good practice for users to draft anything they plan to post via social media channels and proof it for clarity and accuracy before posting. A colleague's opinion can be valuable when users are unsure about something they've written or feel they may benefit from additional proofreading.

Stop. Think. Ask. If at any time a user is unsure about the content they are about to post to social media channels, they should take the time to stop, think, and ask a colleague, supervisor, or the Social Media Advisory Panel. Common sense and sound judgment should always be the guiding principles.

Beware of over-promotion. Social media should not be used exclusively as a marketing vehicle, but should add value to the experience of our member districts and visitors to CES web sites.

Etiquette

Define acceptability. Users should make sure that they have policies on unacceptable posting in a place that is easily visible and accessible to the public. The policies should state explicitly what constitutes "unacceptable posting" and that anything deemed unacceptable is subject to deletion.

Monitor comments. Users should check social media channels regularly to ensure that followers are abiding by the established user acceptance policy. Comments that are in clear violation of that policy should be removed and replaced with text that indicates removal is due to failure to comply with stated guidelines.

Social Media Roles

The Executive Director will appoint an advisory panel of experienced technology, communications, and program staff to oversee all social media conducted on behalf of CES on CES-owned channels. This Social Media Advisory Panel will be able to answer staff questions on policy, monitor activity, coordinate between channels, and lead Agency-wide social media campaigns.

Departments or programs that wish to develop their own social media presence will be required to create a Social Media Plan and submit the plan for review to their own department head and to the SMAP.

Each program or department with a social media presence must designate at least one staff member to be the Social Media Specialist. Any program or department staff member may contribute information for posting to social media channels, but the acts of posting and maintaining the social media channels are the sole responsibility of the designated Social Media Specialist.

Topics

Communication over CES-owned social media outlets should be consistent with each department or program's individual communication goals. Individual departments or programs will determine the best outlets for information about their work under the guidance of the Social Media Advisory Panel. Social media content must align with current Agency standards relating to CES web content.

Privacy and Permissions

When posting photographs, videos and other visual media in social media outlets, do not infringe on copyrights or trademarks. Remember to cite the source for all content that is not original (i.e., not your own).

If posting original photographs of customers and contacts that are part of your work, please refer to our CES Image Release Policy and ensure that you have collected the appropriate image release form before posting.

Confidential client information must never be released to the public, and this includes information released via a department or program's social media outlets. Information sent out via social media outlets must adhere to CES's established policies with regard to Confidential Personal Information (CPI) and Student Confidential Information (SCI), including student work posted by adults.

Minors are prohibited from using Agency, department, or program-specific social media feeds, except under the direct supervision of a teacher or staff member, and only for teacher-approved projects and research that have a legitimate and direct connection to a stated educational goal. Minors may not use Agency social media feeds to give out personal information (such as a home address, telephone number, or picture) about themselves or other students.

Interacting with Students via Personal Social Media Channels

CES employees are prohibited from connecting with current students under the age of 23 in DYS, SEIS, HEC Academy, or other CES programs or projects via personal (non CES-owned) social media channels such as Facebook, Twitter, or Google+, unless approved in advance by the Social Media Advisory Panel for explicitly defined educational purposes. There are situations in which a CES employee may have an existing social media relationship to a student entering SEIS, DYS, HEC Academy, or other CES programs or projects. The CES employee must apply to the Social Media Advisory Panel for a waiver. Waivers must be approved by the employee's direct supervisor, the director of the student's program, and Human Resources and will be placed in the employee's personnel file.

Responding to the Public

Responding to comments and feedback on social media channels is an important element of building connections with followers.

Social Media Specialists are encouraged, and in some cases obligated, to respond to feedback and comments made on department or program (CES owned) social media channels; this may include responding to praise concerns or complaints, correcting misinformation, answering questions, or in cases where a commenter is in clear violation of stated posting guidelines (e.g., post is offensive or defamatory), removing the comment.

If department or program Social Media Specialists experience trolling or spamming of their CES owned social media channels, or if they encounter a situation in which they are unsure of specific protocol, they must refer to the CES Social Media Guidelines and contact the Social Media Advisory Panel before responding to and/or removing a post.

Policy Violation

Discipline for Violations

CES will respond to and investigate all reports of violations of the social networking policy and other related policies. Violation of the Agency's social media policy will result in disciplinary action, up to and including termination. Discipline will be consistent with CES's policy of progressive discipline as outlined in the CES Employee Handbook. Discipline or termination will be dependent upon the severity and the circumstances surrounding the violation. CES reserves the right to take legal action where necessary against employees who engage in prohibited or unlawful conduct.

APPENDIX L PAYROLL POLICY

<i>Approval Date:</i> June 9, 2010	<i>Category:</i> Employment
<i>Effective Date:</i> June 10, 2010	<i>Replaces:</i> N.A.
<i>Revision Date:</i> November 16, 2016	<i>Author:</i> Cynthia Miller, Director Human Resources
	<i>Owner:</i> Human Resources

Employees of CES are paid every two weeks.

Pay periods are one week in arrears. Deductions are made for the appropriate mandated retirement plans and Federal income taxes, Massachusetts income tax, Medicare tax, insurance payments, and other deductions authorized by the employee.

Because of the public nature of CES and its varied funding sources, timesheets are an essential component in the Agency's record-keeping system. All employees (exempt and non-exempt) are required to submit a timesheet form, properly filled out and hand signed, for each pay period. The timesheet is considered an official record. All paid and unpaid absences must be requested, used and reported according to personnel policy. Completed, signed forms must be received in the Business Office by the Friday before a scheduled pay date. Missing or incomplete timesheets may result in delayed payment.

All employees are required to have direct deposit.

Pay is electronically deposited into their bank account(s), and pay stubs outlining payroll deductions are mailed to their home. Free checking and savings accounts are available for employees.

Payroll direct deposits will occur on the dates specified as payday unless otherwise authorized by the Executive Director.

It is the practice of CES to establish and administer payroll processes in a manner that is fully compliant with both Federal and State wage and hour regulations relative to the payment of exempt employee salaries. In connection with these practices and administrative processes the Agency will make every reasonable effort to ensure that improper reductions in exempt salaried employee compensation do not occur. If an employee believes that an erroneous reduction in salary has occurred, the employee is asked to promptly notify the Agency's business office of their concern. It will be the responsibility of the Agency's Director of Finance to promptly research this payroll processing concern and report the findings to the employee as to the findings upon the completion of the investigation.

If, as a result of this inquiry, it is confirmed that an erroneous reduction in salary has occurred, any payment due the employee will be promptly issued - generally, within "two payroll cycles" following confirmation that an error has occurred. It is also the responsibility of the Agency's Director of Finance to identify the underlying cause of the reported error and take all reasonable steps to ensure corrective action is implemented to avoid the repetition of further mistakes of a similar nature.

Salary Policy

The Board of Directors is responsible for approving salaries of education staff in the Special Education Department for the upcoming fiscal year.

For staff members on salary schedules, placement on a higher step or salary schedule will be contingent on satisfactory completion of at least six months of service, exceptional performance evaluation and, if part of their development plan, successful completion of post-graduate studies.

For teachers, step increases for an advanced degree / licensure received during the year will be granted at the beginning of the following school year, providing notification of anticipated completion by September is received prior to the **January** meeting of the Board of Directors.



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