

GENERAL STATEMENTS

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Purpose of this Section:

The Audubon Area Community Services, Incorporated (AACS) Personnel Policies and Procedures Manual, adopted by the Board of Directors and Head Start Policy Council, communicates AACS employment "at-will" guidelines, regulations, employee rights and responsibilities.

The AACS assures to all its employees consistent, efficient, and fair personnel management.

The AACS personnel department is responsible for distributing an adequate number of the Personnel and Procedures Manual to each AACS location for employees' reference and use. An Employee Handbook summarizing these policies is provided to each employee.

Procedure:

- (1) Each AACS employee shall:
 - Read the manual or have the manual read to him/her
 - Review policy and procedure questions with a supervisor, the Personnel Manager, or Executive Director
 - Sign a Personnel Policies and Procedures (PP&P) Manual acknowledgment form confirming his/her manual review, reading and understanding. The acknowledgment form is retained in the employee's permanent personnel file.
- (2) AACS Personnel Policies and Procedures (PP&P) Manuals are agency property. Employment termination requires any manual in an employee's possession to be immediately returned to the Personnel Department. Any unreturned manual(s) in the employee's possession upon departure from the agency mandates a \$10.00 penalty to be assessed against the employee's vacation leave " buy-back", if any, which would be payable at termination.
- (3) These policies do not apply to enrollees or trainees of manpower development programs or similar programs, contractual employees, volunteers or consultants.
- (4) Enforcement of Guidelines. The agency will include grantors' minimum requirements in agreements with delegate agencies with respect to the degree of supervision, control and evaluation to be maintained by the grantee of project funds. The agency will, in any event, be held responsible for the successful execution of the programs and must exercise the degree of supervision and control commensurate with that responsibility.

Purpose of this Section:

The AACS Board of Directors, with the Head Start Policy Council's concurrence, may amend, alter, change, and/or repeal employment policies and procedures.

Procedure:

- (1) Personnel Policies and Procedures (PP&P) Manual changes require:
 - The Executive Director presenting proposed changes to the Board of Directors
 - Appropriate Board of Directors' action
 - The Board of Directors' majority vote of approval with a quorum present
 - The Executive Director communicating the Board's action to appropriate committees — including the Head Start Policy Council — and all agency personnel.
- (2) The AACS shall provide its employees with written personnel policy and procedure amendment statements. Those means shall include: the distribution of new pages for insertion (replacement) in the personnel manual; and publication of the new policy/procedure' statement(s) in the agency's monthly newsletter, The Curious Journal; or memorandums from the Executive Director.
- (3) AACS supervisors responsible for maintaining PP&P Manuals in each respective location shall:
 - Assure that each employee reads or has read to him/her, and signs a policy change acknowledgment form for the replacement of policy/policies
 - Remove old policy page(s) and replace them with new PP&P Manual information
 - Direct policy change questions to appropriate supervisor or personnel department.
- (4) AACS Amendment Procedure Disclosure Statement. No amendments are made without consideration of agency operation, programs, and employees. However, certain funding sources and regulations may supersede. These policies are adopted and endorsed by the Board of Directors and Head Start Policy Council.

All amendments to this manual must be dated and the effective date of all new or amended policies must be stated.
- (5) The Head Start Policy Council shall have authority to disapprove amendments to the AACS personnel policy manual, which shall remain invalid until both bodies concur. The Board of Directors usually initiates policy changes, but nothing shall prevent the Policy Council or management staff from initiating requested changes to the Board. No.

policy change can be approved by the Policy Council until it is first adopted/approved by the Board of Directors

- (6) The Board of Directors has ultimate authority over personnel policies, issues and matters within the agency.

Purpose of this Section:

The AACS Board of Directors originates and oversees agency policy and is the ultimate governing authority. It comprises three equally divided groups, representing the consumer, private, and public sectors.

Other policy advisory committees and groups are mandated throughout the AACS agency, including Head Start, Retired Senior Volunteer Program (RSVP), Senior Companion Program (SCP)/Foster Grandparent Program (FGP), Rolling Heights Family Development Center, Eastside Terrace Family Enrichment Center and their committees and councils. These project-specific groups may function in an advisory capacity to the Board.

Procedure:

The Board of Directors:

- Serves as the AACS governing body
- Approves agency operation — but does not implement or execute policies
- Directly manages the Executive Director — his/her employment, termination, compensation, and authority for daily agency administration
- Approves, by majority vote, agency programmatic and policy changes
- Administers the functions by group action, not by individual board member authority
- Supervises and assists program planning and assists the Executive Director with key personnel recruitment and selection
- Formulates agency goals, community programming plans, and fiscal policies
- Addresses the agency's mission responsibilities and community betterment obligations
- Participates through committees (including Finance, Personnel, Executive, Human Rights, and others) as required.

EXECUTIVE COMMITTEE

Objective and Responsibilities:

The AACS Executive Committee performs the Board of Directors' responsibilities between Board meetings. The committee's membership shall be identical to the Board of Directors' membership guidelines (tripartite structure) and composition, according to AACS bylaws.

Executive Committee actions require the Board of Directors' approval/ratification.

PERSONNEL COMMITTEE

Objectives and Responsibilities:

- (1) The AACS Personnel Committee meets periodically to assist, direct, review, and guide Personnel Department requirements.
- (2) The Personnel Committee:
 - May assist in the screening and selection of certain senior managerial candidates
 - Determines recruitment procedures
 - Monitors conflict resolution procedures
 - May supervise personnel functions upon a vacancy in the position of the Executive Director
 - Screens, interviews, and reviews Executive Director candidates.

OTHER BOARD COMMITTEES

The AACS Board of Directors may maintain other required, mandated, and/or needed committees. Information regarding these committees, their purposes, responsibilities, and membership guidelines is available in the Board's by-laws.

POLICY COMMITTEE (Program-level, project-specific)

- (a) Head Start Policy Council

OTHER ADVISORY COMMITTEES

- (a) Head Start Health Services Advisory Committee [*Added August 2004*]
- (b) Head Start Family Services Advisory Committee [*Added August 2004*]
- (c) Counseling Services Management [*Added August 2004*]

Purpose of this Section:

The Audubon Area Community Services Executive Director administers all agency programs and operations on a day-to-day basis. The Executive Director's primary goal is to assure that agency benefits and opportunities reach agency consumers, particularly the poor, and help alleviate barriers to self-sufficiency.

Responsibilities:

- (1) The Executive Director's role and authority:
 - Manages under the Board of Directors' delegation of authority; he/she has the authority to enforce the policies of the Board of Directors
 - Implements Board directives and coordinates AACS programs assuring efficient agency operation
 - Supervises budget and finance requirements
 - Directs all other agency staff, directs and controls personnel hiring and termination requirements, and assigns and defines job requirement (hires, disciplines, and fires all staff) assuring quality personnel performance
 - Supervises and orders personnel promotion, status changes, wage/salary adjustments, and other mandated employee-related responsibilities
 - Communicates the needs and status of agency programs to the Board of Directors
 - Defines agency systems, requirements, procedures, and needs to supervisors and employees; he/she confirms all position assignments, line authority, and responsibilities
 - Communicates agency goals and expectations to staff
 - Corrects any organizational faults which may be present
 - Mandates and confirms that all agency personnel, including enrollees in work/training programs, adhere to and abide by agency policies, procedures, and guidelines
 - Authorizes and implements standards related to programs and guidelines, service areas, service center locations, community resource contributions, policy group composition, and complaint resolution
 - Approves for policy group action all AACS funding requests, needed budget program changes, and pre-reviews Board of Directors and Policy Council presentations
 - Recommends and implements all staff personnel policies, procedures, and guidelines and monitors career development programs
 - Administers additional federal/state/local and Board of Directors guidelines mandated by law or agency requirement.

(2) Operational Memorandums. Within the policy framework established by the Board of Directors, a series of "Operational Memorandums" have been promulgated by the Executive Director. These primarily elaborate on specific contractual/regulatory obligations and administrative procedures. These are endorsed by the Board of Directors and are valid insofar as they shall not conflict with or negate the policies adopted by the Board of Directors.

See the Appendix (Tab 27) for a listing of the Operational Memorandums. Those guidelines are located in the agency's Operations Manual. A copy of that manual is located in each county at the designated county office or center.

Purpose of this Section:

The AACS Personnel and Orientation Director administer assigned personnel procedures, documentation, and orientation services of the agency's personnel policies and procedures. The personnel director also provides assistance to supervisors, department heads, and employees regarding all human resources/personnel related requirements.

RESPONSIBILITIES

The Personnel and Orientation Director:

- Directs and administers the personnel department's responsibilities
- Formulates personnel policies for the Executive Director's consideration for presentation to the Board
- Implements employee disciplinary and grievance procedures
- Manages and maintains current and accurate personnel records
- Provides orientation for new employees familiarizing them with policy, agency, benefits and other pertinent information
- Assumes responsibility for advertising vacancies in accordance with set guidelines
- Monitors employee performance appraisals, improvement plans, transfers and demotions
- Assumes all other personnel department responsibilities assigned by the Executive Director and/or mandated by the Board of Directors
- Advises the Executive Director on the status of all personnel management and monitoring functions within the agency
- May propose to the Executive Director policy and procedure changes as deemed appropriate
- Assures that all required personnel documentation is obtained and on file.

Purpose of this Section:

AACS employees are assigned to, directed by, responsible to, and have their performance evaluated by supervisors, who have been delegated appropriate authority and responsibility to conduct their jobs.

Procedure:

Supervisors shall:

- Enforce the agency's rules and regulations as set forth in the PP&P Manual
- Communicate program goals, needs, and policies to their employees
- Communicate employee attitudes, suggestions, and complaints to their management
- Manage quality completion of employee assignments and duties
- Treat employees respectfully and individually
- Recognize superior employee performance
- Correct employee errors with compassion, dignity, and guidance
- Confirm subordinate staff understanding and implement workplace schedules, policies, and procedure changes
- Develop and encourage teamwork
- Acknowledge errors — theirs and their employees
- Explain unpopular decisions as warranted
- Manage by example, encourage goal attainment, demonstrate quality work, and exhibit exceptional ethical and leadership abilities
- Advise employees of advancement opportunities
- Recommend additional employee training for enhancing employees' work performance and possible advancement
- Evaluate employee performance accurately, fairly, and objectively
- Verify employee time sheets and/or payroll records
- Recommend employee promotions and salary adjustments
- Approve subordinate employees' leave requests and may forward the requests to the Executive Director for approval
- Encourage employees through guidance, direction, and instruction
- Communicate AACS' mission encouraging staff dedication and commitment to quality service
- Assume additional responsibilities assigned by the Executive Director and/or other direct line management.

See also: Section 8.1, "Employee Suspension Policy"

Objective and Procedure:

At no time shall an employee ignore prescribed procedures and go directly to the Board of Directors, the Executive Committee or other policy/policy-advisory committees of the Board or agency projects with a grievance. This limitation also precludes a staff member going to a Board member, a member on any committee sponsored by the agency, a Federal Regional Office, State Agency Office, or any other funding agency concerning a grievance or difference without first conferring with the Executive Director. If an employee violates this policy, he/she shall receive disciplinary action. Any action shall become part of the employee's personnel records.

If a staff member is approached by a member of the Board or a policy/policy-advisory committee concerning an employee's dissatisfaction and an administrative redress has not already been sought by the employee, the employee shall refer the policy member to the above-stated employee limitation policy.

This policy pertains to personnel, management and employment issues. This policy does not pertain to fraud, abuse, inappropriate conduct, and other financially related items. See Section 10.2 for policy pertaining to preventing fraud, waste, and abuse. (Added August 2008)

Employees shall assure that only eligible applicants for service are enrolled or assisted. Requests and/or pressure from policy-level persons to enroll or assist anyone not eligible for service shall promptly be reported to the Executive Director.

Purpose of this Section:

The AACS communicates and confers both employment rights and obligations to its employees.

Procedure:

(1) The AACS pledges to its employees to:

- Maintain a safe and healthful workplace
- Provide fair and competitive wages (within respective agency programmatic budgets)
- Provide benefits for qualified/designated employees (within respective agency programmatic budgets)
- Schedule self-improvement training to enhance employee work performance, self-esteem, and workplace morale
- Welcome constructive suggestions regarding workplace procedures, conditions, and policies
- Employ qualified people
- Assure equal opportunity and treatment regardless of race, color, creed, religion, sex, age, national origin, or disability. Some grantors also require one or more of the following to be included with respect to their funded projects: citizenship, lifestyle, ancestry, veteran status, sexual orientation, political affiliation, and belief. Past participation in any agency or civil rights complaint process is also covered in this assurance.

(2) The AACS requires all employees to:

- Provide quality work and practice agency loyalty
- Maintain a considerate, cooperative, professional, and friendly attitude toward fellow employees, clients, and vendors
- Adhere to AACS policies and procedures in the workplace and while representing the agency during outside activities
- Wear or display the AACS agency ID badge where required.

(3) The AACS may:

- Assign, reassign, supervise, discipline, or dismiss employees with or without reason and without prior notice
- Determine and assign work schedules and/or changes
- Transfer employees within the agency when necessary or required
- Assign duties according to AACS needs and/or requirements.

Purpose of this Section:

The Audubon Area Community Services Personnel Policies and Procedures Manual uses specific words to communicate certain meanings and acronyms to identify certain agencies and terms frequently used.

Procedure:

(1) Key word definitions are:

- "Shall," "will," and "must" mean mandatory; and "may" means optional
- "Supervisor" is an authorized person assigning, directing, and reviewing employee work
- "Immediate family" includes a spouse, parent, child, brother, sister, in-laws, step-parents, step-children, siblings, aunt, uncle, grandparents, and/or other individuals residing with the employee
- "Serious crime" is any crime or crimes for which the Courts have imposed a term or terms of imprisonment for an offense classified as a felony.
- "Protected class(es)" is/are those groups for which discrimination is prohibited by law. There are eight such prohibitions: race, color, creed, religion, national origin, sex, age, and disability.

(2) Frequently used AACS terms and acronyms are:

- AACS Audubon Area Community Services, Inc.
- AAHS Audubon Area Head Start
- ACF Administration of Children and Families
- ACTION ACTION (The Federal Volunteer Agency)
- ADA Americans with Disabilities Act
- AIDS Acquired Immune Deficiency Syndrome
- CAA Community Action Agency
- CAK Community Action in Kentucky
- CAP Community Action Program
- CDA Child Development Associate Credential
- CD Commercial Driver's License
- CERS County Employees' Retirement System
- CHR Cabinet for Human Resources (Kentucky)

- COBRA Consolidated Omnibus Budget Reconciliation Act of 1985
- CSBG Community Services Block Grant
- DC Day Care
- DES Department for Employment Service
- DHHS U.S. Department of Health and Human Services

- DOE Department of Energy (U.S.) or Department of Education (Kentucky)
- DOL Department of Labor (U.S.)
- DOT Department of Transportation (U.S.)
- DSI Department for Social Insurance (Kentucky)
- DSS Department for Social Services (Kentucky)

- EAP Employee Assistance Program
- EEOC Equal Employment Opportunity Commission
- EFRA Employee Fund Raising Account
- EOE Equal Opportunity Employer
- EOO Equal Opportunity Officer
- ERISA Employee Retirement Income Security Act

- FEMA Federal Emergency Management Agency (U.S.)
- FFY Federal Fiscal Year
- FGP Foster Grandparent Program
- FMLA Family and Medical Leave Act
- FPP Family Preservation Program
- FY Fiscal Year
- FYE Fiscal Year End

- GRADD Green River Area Development District
- GRITS Green River Intra-Transit System

- HHS Department of Health and Human Services (alternative form)
- HRC Human Rights Commission (Kentucky, local)
- HS Head Start
- HSAK Head Start Association of Kentucky
- HSPC Head Start Policy Council

- IRCA Immigration Reform and Control Act of 1986

- JTPA Job Training Partnership Act

- KACA Kentucky Association of Community Action
- KERA Kentucky Education Reform Act
- KHSA Kentucky Head Start Association
- LIHEAP Low Income Home Energy Assistance Program

- LOE Letter of Employment
- M/F/D Male/Female/Disabled (used in job advertisements)

- NACAA National Association for Community Action Agencies
- NCAF National Community Action Foundation
- NHSA National Head Start Association

- OFCU Owensboro Federal Credit Union
- OSHA Occupational Safety & Health Administration (U.S.)
- OSPRI On-Site Program Review Instrument
- OTC Over-the-Counter

- PA Program Account
- PC Policy Council (alternative form)
- PO Purchase Order
- PP&P Personnel Policies and Procedures Manual
- PYE Program Year End
- PADD Pennyriple Area Development District

- RIF Reduction-In-Force
- RSVP Retired Senior Volunteer Program

- SCP Senior Companion Program
- SEACAA Southeast Association for Community Action Agencies
- SFY State Fiscal Year

- TDA Tax Deferred Annuity
- T/TAS Training/Technical Assistance Services (Head Start Regional Training Center)
- Title III Older Americans Act— Social and nutrition services for seniors
- Title V Older Americans Act/Senior Community Service Employment Program

- UI Unemployment Insurance

- WA Wrap-Around
- WC Worker's Compensation
- WKU Western Kentucky University
- WX Weatherization

(3) Other definitions:

"Purpose" (as in the heading of each section of this manual) means the reason, premise, intent and so forth for which the respective policy/procedure is issued.

"Procedure" (under each "Purpose"[above]) means both or either policy and/or procedure set forth as a requirement of the Board for agency personnel.

"Program Account" means a budgetary account representing a funding source or program.

NOTE: All staff are hired and funded under one or more specified program accounts. Each staff person is attached to his/her program account and personnel actions, such as salary/wage decisions, are integral to their designated account(s). Actions or benefits occurring in any other program account(s) have no bearing on an employee. His/her compensation and benefits— including equipment, travel and all other fund-oriented employee support— is limited to the availability of funding and budget in his/her designated account(s).

"Optional Benefits" are those fringe benefits which are not required by law but may be provided at the option of the agency. These may be limited by policy, budget or other administrative reasons.

"Critical Incidents" means those significant events, products, and/or results— both good or bad, positive or negative— which a supervisor will record and review with an employee. The purpose shall be to: 1) instruct, 2) correct, 3) commend, and/or 4) document employee action(s). These will usually be retained by the supervisor and be used in conjunction with the employee's periodic performance appraisal. Notations shall not be filed in the employee's personnel file, but are used for supervisors' own management files and reference only. This procedure does not infer that such incidents should not be recorded or referenced on employee's performance appraisals; they should, but supervisors should view these critical incidents — good and bad — over the term of the period evaluated to determine whether such incidents are significant.

Purpose of this Section:

The AACS PP&P Manual is not a contract between the agency and the employee. The PP&P Manual confirms that AACS provides only employment "at-will" and is strictly an employer "at-will" agency.

Procedure:

- (1) The employment "at-will" policy confirms that AACS employment is not guaranteed and is not assured for any definite period
- (2) Employment is "terminable-at-will" by the employee, or the AACS at any time with or without reason, notice or cause, except as may specifically be limited by law— as in the "reasonable accommodation" requirement of the ADA.
- (3) Only the Executive Director may authorize any binding agreement with any employee either consistent or contrary to AACS PP&P Manual terms and conditions. The agency will not honor any other "agreement" whether stated or implied in its behalf.