



Voice/TDD (540) 373-3223 | Fax (540) 371-3753

NOTICE

To: Personnel Committee
Susan Gayle (Chair), Glenna Boerner, Claire Curcio, Sarah Ritchie, Greg Sokolowski, Carol Walker, Jacob Parcell, Ken Lapin, Melissa White

From: Joseph Wickens
Executive Director

Subject: Personnel Committee Meeting
December 12, 2023 1:00 PM
600 Jackson Street, Board Room 208, Fredericksburg, VA

Date: December 8, 2023

A Personnel Committee Meeting has been scheduled for Tuesday, December 12, 2023 at 1:00 PM. The meeting will be held at 600 Jackson Street, Board Room 208, Fredericksburg VA 22401.

We are looking forward to seeing you on Tuesday at 1:00PM.

RAPPAHANNOCK AREA COMMUNITY SERVICES BOARD

PERSONNEL COMMITTEE MEETING

*December 12, 2023 1:00 PM
600 Jackson Street, Room 208
Fredericksburg, VA 22401*

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|------|-----------------------------------------------------------------------|------------|
| I. | SUMMARY – NOVEMBER 2023 RETENTION AND
TURNOVER REPORT – | CARRINGTON |
| II. | SUMMARY – NOVEMBER 2023 EEO REPORT AND
RECRUITMENT UPDATE - | CARRINGTON |
| III. | OPEN POSITIONS REPORT | CARRINGTON |
| IV. | DRUG-FREE WORKPLACE POLICY (HANDOUT) | CARRINGTON |
| V. | PERFORMANCE EVALUATION POLICY (HANDOUT) | CARRINGTON |

Office of Human Resources
600 Jackson Street ■ Fredericksburg, VA 22401 ■ 540-373-3223
RappahannockAreaCSB.org

MEMORANDUM

To: Joe Wickens, Executive Director
From: Terri Carrington, Director of Human Resources
Date: December 5, 2023
Re: Summary – Retention Report – November 2023

Human Resources processed a total of thirteen (13) employee separations for the month of November 2023. Eight (8) of the separations were voluntary and five (5) were involuntary. Seven (7) of the employees were full-time, one (1) was part-time and five (5) were PRN.

Reasons for Separations

Personal Reasons	5
Abandonment	1
Other Employment	1
Retirement	1
Other <i>*PRN staff who did not meet PRN requirements not completed required trainings</i>	5
Total	13

Retention and Turnover Rates

According to the attached report, the retention rate for September was 97.53% and the turnover rate was 2.47%. Annualized turnover comparison is included.

RACSB RETENTION & TURNOVER REPORT

Nov-23

ORGANIZATIONAL UNIT	NUMBER OF TERMS	VOLUNTARY	INVOLUNTARY	EXPLANATION
Administrative		1		Personal Reasons
<i>Unit Totals</i>	1	1	0	
Clinical Services		1		Other Employment
<i>Unit Totals</i>	1	1	0	
Community Support Services		4		Personal Reasons
		1	5	Other *PRN did not meet PRN requirements/trainings
		1		Retirement
		1		Abandonment
<i>Unit Totals</i>	11	6	5	
Grand Totals for the Month	13	8	5	

Total Employees for the Month	526
Retention Rate	97.53%
Turnover Rate	2.47%

Total Separations	13
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RACSB Turnover 2020

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	2020 Year End
Employees	624	624	624	624	624	624	624	624	624	624	624	624	624
Average Total Positions	624	624	624	624	624	624	624	624	624	624	624	624	624
Monthly Terminations*	8	3	10	7	4	7	11	16	11	17	12	6	112
Turnover by Month YTD	1.28%	0.48%	1.60%	1.12%	0.64%	1.12%	1.76%	2.56%	1.76%	2.72%	1.92%	0.96%	17.95%
Cumulative Turnover YTD	0.16%	1.76%	3.37%	4.49%	5.13%	6.25%	8.01%	10.58%	12.34%	15.06%	16.99%	17.95%	17.95%
Average % Turnover per Month YTD	0.16%	0.88%	1.12%	1.12%	1.03%	1.04%	1.14%	1.32%	1.37%	1.51%	1.54%	1.50%	1.50%

*Monthly Terminations Do Not Include: Employee Retirements, Employees Not Able to Return from Disability Leave, Employees Not Completing NEO, Interns/Volunteers

RACSB Turnover 2021

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	2021 Year End
Employees	601	601	601	601	601	601	601	601	601	601	601	601	601
Average Total Positions	601	601	601	601	601	601	601	601	601	601	601	601	601
Monthly Terminations*	10	4	6	13	13	13	13	6	13	11	11	15	128
Turnover by Month YTD	1.66%	0.67%	1.00%	2.16%	2.16%	2.16%	2.16%	1.00%	2.16%	1.83%	1.83%	2.50%	21.30%
Cumulative Turnover YTD	0.17%	2.33%	3.33%	5.49%	7.65%	9.81%	11.97%	12.97%	15.13%	16.96%	18.79%	21.29%	21.29%
Average % Turnover per Month YTD	0.17%	1.16%	1.11%	1.37%	1.53%	1.64%	1.71%	1.62%	1.68%	1.70%	1.71%	1.94%	1.94%

*Monthly Terminations Do Not Include: Employee Retirements, Employees Not Able to Return from Disability Leave, Employees Not Completing NEO, Interns/Volunteers

RACSB Turnover 2022

	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	2022 Year End
Employees	600	600	600	600	600	600	600	600	600	600	600	600	600
Average Total Positions	600	600	600	600	600	600	600	600	600	600	600	600	600
Average Number of PRN's	43	43	42	41	39	38	38	43	42	42	45	45	42
Monthly Terminations*	11	13	11	7	8	16	17	13	13	9	5	2	125
Turnover by Month YTD	1.83%	2.17%	1.83%	1.17%	1.33%	2.67%	2.83%	2.17%	2.17%	1.50%	0.83%	0.33%	20.83%
Cumulative Turnover YTD	0.17%	4.00%	5.83%	7.00%	8.33%	11.00%	13.83%	16.00%	18.17%	19.67%	20.50%	20.83%	20.83%
Average % Turnover per Month YTD	0.17%	2.00%	1.94%	1.75%	1.67%	1.83%	1.98%	2.00%	2.02%	2.19%	2.05%	1.89%	1.89%

*Monthly Terminations Do Not Include: Employee Retirements, Employees Not Able to Return from Disability Leave, Employees Not Completing NEO, Interns/Volunteers

RACSB Turnover 2023

	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	2023 Year End
Employees	600	600	600	600	600	600	600	600	600	600	519	519	519
Average Total Positions	600	600	600	600	600	600	600	600	600	600	519	519	519
Monthly Terminations*	11	9	12	6	12	12	13	15	9	7	13		119
Turnover by Month YTD	1.83%	1.50%	2.00%	1.20%	1.69%	2.27%	2.07%	2.86%	1.54%	0.96%	2.47%		20.39%
Cumulative Turnover YTD	0.17%	3.33%	5.33%	6.53%	8.22%	10.49%	12.56%	15.42%	16.96%	17.92%	20.39%		20.39%
Average % Turnover per Month YTD	0.17%	1.67%	1.11%	1.78%	1.63%	1.75%	1.79%	1.93%	1.88%	1.79%	1.85%		1.85%

*Monthly Terminations Do Not Include: Employee Retirements, Employees Not Able to Return from Disability Leave, Employees Not Completing NEO, Interns/Volunteers



Office of Human Resources
600 Jackson Street • Fredericksburg, VA 22401 • 540-373-3223
RappahannockAreaCSB.org

MEMORANDUM

To: Joe Wickens, Executive Director

From: Teresa McDonnel, Human Resources Coordinator

Date: December 5, 2023

Re: Summary – November 2023 EEO Report and Recruitment Update

RACSB received **92** applications through November 30, 2023. This is a **decrease** of **26.98%** compared to the month of October 2023, and an **increase** of **64.29%** when compared to the month of November 2022.

RACSB received **625** resumes and advertised **29** positions through Indeed for **November 2023**.

Of the applications received, 60 applicants listed the RACSB applicant website as their recruitment source, 20 stated employee referrals as their recruitment source, and 6 listed Indeed.com as their recruitment source.

According to the attached list, there are currently **96** open positions. New positions account for **8** of the open positions.

A summary is attached indicating external applicants hired, internal applicants moved, and actual number of applicants applying for positions in the month of **November 2023**.

EEO Report 2023

APPLICANT DATA	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23
Female	25	22	46	33	51	65	60	48	47	70	39	53	46
Male	2	8	5	27	6	11	23	8	7	11	11	12	10
Not Supplied	29	41	54	39	49	68	72	54	58	54	38	61	36
Total	56	71	105	99	106	144	155	110	112	135	88	126	92
<u>ETHNICITY</u>													
Caucasian	17	9	39	27	31	44	42	24	29	42	23	25	25
African American	7	19	18	26	25	32	37	24	23	33	25	29	27
Hispanic	1	2	8	7	7	3	3	5	6	6	6	9	3
Asian	2	1	1	3	2	1	1	3		4	1	1	3
American Indian							1	1		1	1	2	
Native Hawaiian				2				2		1	1	2	
Two or More Races													
<u>RECRUITMENT SOURCE</u>													
Newspaper Ads		4	2	3		1	2	1	1	1	1	2	
RACSB Website	25	27	48	53	45	42	81	50	47	74	24	58	60
RACSB Intranet	1	2	2	7	4	5	11		6	5	3	4	3
Employee Referrals	19	22	37	26	35	48	32	38	39	43	44	41	20
Radio Ads	1					2	2						
Indeed.com	9	16	19	9	22	31	28	15	12	21	10	12	6
VA Employment Commission	2	4		2	2		1			6	4	3	2
Monster.com													
Other -	2	2	1	6	1	4	5	3	3	4	3	1	
VA Peer Recovery Specialist Site												2	
Colleges/Handshake					1							5	1
Facebook			1										
Multi Site Search					1	1	1	3	2		1	1	3
NHSC													
Linked In												1	
Goodwill referral													
Zip Recruiter	1		2	5	3	3	5	1	4	1	2	1	2
Job Fair	2	2	2	2	1	2	1	1	1		1	1	
Total # of Applicants	42	60	75	62	83	115	110	80	89	102	67	100	60

Open Positions Report		11/30/2023						
Date Posted	Position No.		Position Title	Location	RU		Full-time/ Part-time	Leadership/ Other
7/27/2023	146-2023	ADMIN	Accounting Specialist	Fredericksburg			1000 FT	Other
9/22/2023	191-2023	ADMIN	Benefits Specialist-Human Resources	Fredericksburg			1000 FT	Other
10/26/2023	209-2023	ADMIN	Internal Auditor	Fredericksburg			1000 FT	Other
					3			
11/18/2022	298-2022	CLINICAL	MH/SA Outpatient Therapist	Caroline			2210 FT	Other
1/26/2021	350-2021	CLINICAL	SA Therapist, Women's Services	Fredericksburg			4260 FT	Other
7/23/2021	200-2021	CLINICAL	Therapist/Office On Youth	Fredericksburg			4200 PT/FT	Other
1/10/2022	003-2022	CLINICAL	Psychiatrist	Fredericksburg			2201 FT	Other
7/20/2022	183-2022	CLINICAL	Emergency Services Therapist	Fredericksburg			2000/4000 FT	Other
1/20/2023	004-2023	CLINICAL	Child/Adolescent ES Therapist	Fredericksburg			2070 FT	Other
2/24/2023	030-2023	CLINICAL	MH Therapist - Intakes	Fredericksburg			6430 FT	Other
3/28/2023	076-2023	CLINICAL	Asst. Coordinator, Emergency Svcs - Comm Based	Fredericksburg			2000/4000 FT	Leadership
6/2/2023	114-2023	CLINICAL	Lead Therapist, Veterans & Families	Fredericksburg			2200 FT	Other
7/13/2023	138-2023	CLINICAL	Emergency Services Coordinator	Fredericksburg			2000/4000 FT	Leadership
8/29/2023	173-2023	CLINICAL	Therapist, Emergency Services	Fredericksburg			2000/4000 FT	Other
10/11/2023	198-2023	CLINICAL	Assistant Substance Use Coordinator, OBOT	Fredericksburg			4200 FT	Leadership
11/1/2023	210-2023	CLINICAL	Project LINK Specialist	Fredericksburg			4970 FT	Other
12/1/2022	306-2022	CLINICAL	Substance Abuse Therapist (P&P)	RRJ			4200 FT	Other
7/7/2023	133-2023	CLINICAL	Therapist, SA (Jail Based)	RRJ			4200 FT	Other
4/18/2023	092-2023	CLINICAL	Therapist - Jail Diversion	RRJ			5970 FT	Other
5/16/2023	006-2023	CLINICAL	SA Peer Specialist	RRJ			4290 FT	Other
7/27/2023	147-2023	CLINICAL	Therapist, MH (Jail Based)	RRJ			2200/4200/6430 FT	Other
9/19/2023	056-2021	CLINICAL	SA Therapist/Case Manager	RRJ			4296 FT	Other
9/21/2021	199-2021	CLINICAL	Family Support Peer	Spotsylvania			2500 PT	Other
8/17/2023	160-2023	CLINICAL	SA Therapist	Spotsylvania			4200 FT	Other
8/29/2023	162-2023	CLINICAL	Therapist, School Based	Spotsylvania			2200 FT	Other
1/28/2022	029-2022	CLINICAL	MH Therapist	Stafford			2250/6430 FT	Other
7/8/2022	269-2022	CLINICAL	Child/Adolescent MH Case Manager	Stafford			2500 FT	Other
8/29/2023	171-2023	ADMIN	Office Associate II	Stafford			1100 FT	Other
					25			
12/1/2022	303-2022	CSS	Cook	Crisis Stabilization			2770 FT	Other
2/17/2023	034-2023	CSS	MH Residential Specialist	Crisis Stabilization			2770 FT	Other
7/11/2023	139-2023	CSS	MH Residential Specialist	Crisis Stabilization			2770 FT	Other
7/14/2023	140-2023	CSS	Peer Recovery Specialist	Crisis Stabilization			2770 PT	Other
8/4/2023	157-2023	CSS	Therapist	Crisis Stabilization			2770 FT	Other
					5			
8/22/2023	170-2023	CSS	MH Residential Counselor II	Lafayette			2786 FT	Other
11/20/2023	218-2023	CSS	MH Residential Counselor I	Lafayette			2786 PT	Other
11/20/2023	222-2023	CSS	MH Residential Counselor I	Lafayette			2786 FT	Other
9/26/2023	194-2023	CSS	MH Residential Counselor I	Home Road			2778 FT	Other
8/1/2022	309-2021	CSS	Speech/Language Pathologist	PEID			3910 FT	Other
11/21/2023	215-2023	CSS	Office Associate II	PEID			3910 FT	Other
					6			
6/2/2023	112-2023	CSS	Direct Support Professional - Day Support	RAAI CA			3651 PT	Other
9/15/2023	186-2023	CSS	Direct Support Professional - Day Support	RAAI KG			3653 FT	Other
11/1/2023	212-2023	CSS	Direct Support Professional - Day Support	RAAI KG			3653 FT	Other
11/20/2023	220-2023	CSS	Direct Support Professional - Day Support	RAAI KG			3653 FT	Other
7/17/2023	196-2021	CSS	Direct Support Professional - Day Support	RAAI KH			3652 PT	Other
10/13/2023	111-2023	CSS	Direct Support Professional - Day Support	RAAI KH			3652 FT	Other
10/20/2023	203-2023	CSS	Direct Support Professional - Day Support	RAAI KH			3652 PT	Other
7/11/2022	174-2022	CSS	Direct Support Professional - ICF Team	RAAI KH			3656 PT	Other
5/19/2023	103-2023	CSS	Direct Support Professional - ICF Team	RAAI KH			3656 PT	Other
8/16/2023	164-2023	CSS	Direct Support Professional - Day Support	RAAI SP			3654 FT	Other
8/29/2023	177-2023	CSS	Direct Support Professional - Day Support	RAAI SP			3654 FT	Other
8/30/2023	179-2023	CSS	Direct Support Professional - Day Support	RAAI SP			3654 PT	Other
10/20/2023	204-2023	CSS	Direct Support Professional - Day Support	RAAI SP			3654 FT	Other
11/20/2023	219-2023	CSS	Direct Support Professional - Day Support	RAAI SP			3654 FT	Other
5/19/2023	101-2023	CSS	Direct Support Professional - Day Support	RAAI ST			3655 PT	Other
5/30/2023	007-2023	CSS	Direct Support Professional - Day Support	RAAI ST			3655 FT	Other
7/3/2023	131-2023	CSS	Direct Support Professional - Day Support	RAAI ST			3655 PT	Other
7/27/2023	145-2023	CSS	Direct Support Professional - Day Support	RAAI ST			3655 PT	Other
					18			
11/9/2020	196-2020	CSS	ICF Nurse - LPN	ICF Lucas			3793 FT	Other
1/30/2023	018-2023	CSS	ICF Nurse - LPN	ICF Lucas			3793 FT	Other
6/21/2023	118-2023	CSS	Direct Support Professional - ICF	ICF Lucas			3793 PT	Other
10/11/2023	199-2023	CSS	Direct Support Professional - ICF	ICF Lucas			3793 FT	Other
10/20/2023	201-2023	CSS	ICF Manager I	ICF Lucas			3793 FT	Leadership
10/26/2023	207-2023	CSS	Direct Support Professional - ICF	ICF Lucas			3793 PT	Other
3/10/2023	053-2023	CSS	Direct Support Professional - ICF	ICF Ross			3792 PT	Other
8/4/2023	154-2023	CSS	Direct Support Professional - ICF	ICF Ross			3792 FT	Other
7/27/2020	115-2020	CSS	ICF Nurse - LPN	Wolfe Street ICF			3771 FT	Other
12/8/2020	218-2020	CSS	ICF Nurse - LPN	Wolfe Street ICF			3771 FT or PT	Other
5/4/2021	089-2021	CSS	ICF Nurse - LPN	Wolfe Street ICF			3771 FT	Other
					11			
11/1/2023	211-2023	CSS	Assistant Group Home Manager	Belmont SAP			3781 FT	Leadership
11/1/2023	208-2023	CSS	Direct Support Professional - Residential	Devon Drive			3774 PT	Other
6/23/2022	178-2021	CSS	Direct Support Professional - Residential	Galveston Rd			3790 PT	Other
9/22/2023	190-2023	CSS	Direct Support Professional - Residential	Galveston Rd			3790 FT	Other
10/20/2023	205-2023	CSS	Direct Support Professional - Residential	Galveston Rd			3790 FT	Other
10/20/2023	206-2023	CSS	Direct Support Professional - Residential	Galveston Rd			3790 FT	Other
4/18/2023	153-2022	CSS	Direct Support Professional - Residential	Igo Rd			3777 PT	Other
11/1/2023	214-2023	CSS	Direct Support Professional - Residential	Igo Rd			3777 FT	Other
11/20/2023	217-2023	CSS	Assistant Group Home Manager	Igo Rd			3777 FT	Leadership
8/30/2022	244-2022	CSS	Direct Support Professional - Residential	Leeland Road			3772 PT	Other
10/13/2022	275-2022	CSS	Direct Support Professional - Residential	Leeland Road			3772 PT	Other
2/24/2023	039-2023	CSS	Assistant Group Home Manager	Leeland Road			3772 FT	Leadership

Date Posted	Position No.		Position Title	Location	RU	Full-time/ Part-time	Leadership/ Other
9/22/2023	187-2023	CSS	Direct Support Professional - Residential	Leeland Road		3772 FT	Other
9/22/2023	188-2023	CSS	Direct Support Professional - Residential	Leeland Road		3772 FT	Other
9/22/2023	189-2023	CSS	Direct Support Professional - Residential	Leeland Road		3772 FT	Other
6/12/2023	115-2023	CSS	Direct Support Professional - Residential	Merchants Square SAP		3784 FT	Other
9/29/2022	271-2022	CSS	Direct Support Professional - Residential	Myers Drive Respite		3794 FT	Other
9/29/2022	274-2022	CSS	Direct Support Professional - Residential	Myers Drive Respite		3794 PT	Other
3/15/2023	062-2023	CSS	Assistant Group Home Manager	Piedmont		3776 FT	Leadership
8/8/2023	158-2023	CSS	Direct Support Professional - Residential	Piedmont		3776 PT	Other
2/18/2022	056-2022	CSS	Direct Support Professional - Residential	Ruffins Pond		3775 PT	Other
10/5/2023	197-2023	CSS	Direct Support Professional - Residential	Ruffins Pond		3775 FT	Other
10/26/2023	200-2023	CSS	Direct Support Professional - Residential	Ruffins Pond		3775 FT	Other
1/26/2022	026-2022	CSS	Direct Support Professional - Residential	Scottsdale Estates		3779 PT	Other
7/18/2022	187-2022	CSS	Direct Support Professional - Residential	Stonewall Estates		3773 PT	Other
7/18/2022	188-2022	CSS	Direct Support Professional - Residential	Stonewall Estates		3773 PT	Other
6/22/2023	127-2023	CSS	Direct Support Professional - Residential	Stonewall Estates		3773 FT	Other
11/20/2023	221-2023	CSS	Assistant Group Home Manager	Stonewall Estates		3773 FT	Leadership
					28		
Positions on Hold							
8/18/2020	127-2020	CLINICAL	Drug Court Surveillance Officer	Fredericksburg		4200 PT	Other
9/15/2022	260-2022	CSS	Nurse Manager II	ID/DD		Split FT	Leadership
9/25/2019	189-2019	CLINICAL	Psychologist II	Stafford		2250 FT	Other
1/30/2023	019-2023	CSS	MH Supv Apartment Asst. Mgr	Lafayette		2786 FT	Leadership
			Total Open Positions:		96		

Memorandum

To: Joe Wickens, Executive Director
From: Terri Carrington, Director of Human Resources
Date: December 7, 2023
Re: Drug-Free Workplace Policy

On September 15, 1986, President Ronald Reagan signed Executive Order 12564, Drug-Free Federal Workplace, establishing a policy against the use of illegal drugs by Federal employees. The Drug-free Workplace Act of 1988 prohibits the unlawful manufacture, distribution, dispensation, possession, or use of non-prescription controlled substances or alcoholic beverages in the workplace.

The Rappahannock Area Community Services Board (RACSB) adheres to this Federal regulation and is firmly committed to providing a safe and productive workplace that is free from alcohol, Marijuana, illegal drugs, or any other unlawful substance as classified under federal laws while employees are working for RACSB, whether on or off its premises.

Policy Guidelines

1. **Pre-employment Drug Testing:** Applicants will be subjected to pre-employment drug testing before being hired and after a conditional offer has been made. Existing employees who have been promoted or transferred will be subjected to drug testing.
2. **Random Drug Screening:** RACSB will conduct random drug screenings on a minimum percentage (10%) of employees on a monthly basis. Random screening will be managed by the human resources office.
3. **Use of Prescription Medication:** Employees may engage in the appropriate use of medicine as legally prescribed; however, any employee undergoing prescribed medical treatment with any drug which may alter their physical and mental ability may be asked to report the treatment to the manager and the Human Resources Office.

Since Marijuana is classified as a Schedule I substance under the Controlled Substance Act (CSA; 21 U.S.C. §801 et seq.) and considered to have a high potential for abuse, RACSB will adhere to the Federal regulations.

RAPPAHANNOCK AREA

COMMUNITY SERVICES BOARD

4. **Post-accident Drug Testing**: RACSB may require drug screening for employees who violate RACSB's safety and security procedures or who have been involved in a work-related accident/vehicular accident (work or personal vehicles) will be subjected to drug screening.

Employees receiving a citation while transporting individuals receiving services will be subjected to drug screening.

5. **Employee Assistance Program (EAP)**: RACSB offers EAP through its health insurance carrier, Anthem. Employees may access the EAP, without jeopardizing their job, so long as they request access from the Director of Human Resources prior to being asked by the Agency to undergo any drug or alcohol screening.

8.3 DRUG-FREE WORKPLACE AND TESTING POLICY

The Rappahannock Area Community Services Board (RACSB) is firmly committed to providing a safe, healthy, and productive workplace. In keeping with this commitment, RACSB maintains a strict policy against the use of alcohol and the unlawful use of drugs in the workplace. Consequently, no employee may consume or possess alcohol, or use, possess, sell, purchase, or transfer illegal drugs at any time while on RACSB premises or while using RACSB vehicles or equipment, or at any location during work time. No employee may report to work with illegal drugs (or their metabolites) or alcohol in their bodily system.

“Illegal drug” means any drug that is not legally obtainable or that is legally obtainable but has not been legally obtained. It includes prescription drugs not being used for prescribed purposes, by the person to whom the drugs are prescribed, or in prescribed amounts.

You must notify your immediate supervisor and the Human Resources Office if you are taking any drug or substance that would render you unable to complete your assigned work in a safe and proper manner. The Human Resources Office, in conjunction with management, will determine whether a temporary change in the employee’s job assignment is warranted during the period of treatment.

Any violation of this policy will be considered a Major violation under the Standards of Conduct policy, which will result in disciplinary action, up to and including immediate termination of employment.

Employees must cooperate with RACSB’s investigation of possible violations of this policy. As part of this cooperation, employees must report to their supervisor, the Human Resources Office, or other management personnel, any known or suspected violations of this policy. An employee’s refusal to cooperate with an investigation conducted under this policy will subject employee to disciplinary action, up to and including termination.

In furtherance of RACSB’s commitment to a drug-free workplace, RACSB maintains a policy by which it may request or require applicants and employees to submit to alcohol or drug testing in certain situations. The Human Resources (HR) Office is responsible for administering this policy.

- A. ***Pre-employment Drug Testing and Retesting Upon a Change in Employment Status:*** Before an applicant is hired, after a conditional offer has been extended to hire, or after an employee has been promoted or transferred, and before the employee performs the new position, a drug screen is to be completed. All offers of employment with RACSB may be conditioned on the applicant submitting to and successfully completing and passing a drug and alcohol test in accordance with the testing procedures described in this policy.
- B. ***Testing Based on Reasonable Suspicion:*** In accordance with applicable law, an employee may be asked to submit to a drug and/or alcohol test if the employee’s supervisor or other person in authority has a reasonable suspicion, based on objective factors such as the employee’s appearance, speech, behavior, or other conduct and facts, that the employee possesses or is under the influence of unlawful drugs or alcohol, or both. Such employee may be required to undergo immediate medical evaluation to determine fitness for duty and appropriate drug or alcohol testing. Employees who exhibit signs of impairment during work and/or while on RACSB property will not be allowed to work until RACSB receives the test results and determines no further action is necessary. RACSB has sole discretion to determine whether any situation warrants testing, and this policy does not prevent RACSB from taking action without testing.
- C. ***Random Drug Screening:*** RACSB will conduct random drug screenings on a minimum of 10 percent (10%) of employees. Each month the Human Resource Office will run a

random report from the staff database and notify staff of the random screen. A positive drug screen shall not automatically result in the termination of the employee. A decision regarding future employment and corrective action will be made after a meeting with the supervisor, the Director of Human Resources, and the Executive Director.

- D. **Post-Incident Drug Testing:** RACSB may require employees involved in any work-related accident, or incident involving the violation of any safety or security procedures, to submit to drug and alcohol testing, in accordance with applicable law. This policy applies even if the incident did not result in injury to any person or any property damage.
- E. **Testing After Receiving a Citation:** Any employee who is issued a citation while transporting an individual receiving services in a vehicle owned, operated, leased, or rented by RACSB will be required to submit to drug and alcohol testing.
- F. **Testing Procedures:** All drug and alcohol testing under this policy will be conducted by an independent testing facility licensed by the state in which the employee works, which will obtain the individual's written consent prior to testing. RACSB will pay for the full cost of the test. All testing will be done with appropriate regard for accuracy, reliability, expediency, and employee privacy and confidentiality, and in compliance with applicable laws.
- G. **Confidentiality.** All records relating to drug and alcohol test results will be kept confidential. The results of drug and alcohol tests shall not be disclosed without the prior written consent of the individual or a court order.
- H. **Consequences of a Positive Test:** Employees who test positive will be subject to discipline, up to and including immediate termination of employment. Applicants who test positive will have their conditional job offers withdrawn. In accordance with applicable law, employees who test positive and are offered an opportunity to return to work may be subject to unscheduled random testing.
- I. **Consequences of Refusing to Submit to Testing or Failing to Complete the Test:** Individuals who refuse to submit to testing as required by RACSB or who fail to complete the test will be subject to discipline, up to and including suspension or immediate termination of employment. RACSB will not consider applicants who refuse to submit to drug and alcohol testing for employment.
- J. **Procedure for Handling Positive Test Results:** If an applicant or employee tests positive for alcohol, marijuana, illegal drugs, use of unprescribed legal drugs, abuse of over-the-counter medications, or other intoxicants, it will be considered a violation of RACSB's "Standards of Conduct" and RACSB will follow the associated corrective action procedures.
- K. **Volunteers, Interns, and Contractors:** All volunteers, interns, and contractors of RACSB shall be subject to the terms of this policy except for the section titled Employee Assistance Program (EAP).
- L. **Use of Legal Drugs.** This policy does not prohibit employees from the lawful use and possession of legal drugs or prescribed medications. Employees taking a legal drug or a prescribed medication must carry it in the original container or one labeled by a licensed pharmacist or be prepared to produce this if asked. Employees should ensure that legal drugs or prescribed medications brought into the program are kept in a secure location which is not readily accessible to individuals served or other employees.

8.4 DRUG AND ALCOHOL TESTING FOR LICENSED COMMERCIAL DRIVERS

The RACSB, in seeking to promote safe transportation, maintain a drug free workplace, and provide a safe environment in the delivery of transportation services to individuals who receive its services, requires those holding a valid Commercial Driver's License (CDL) and performing safety sensitive duties as set forth in this policy, or prospective employees for such position, to comply with regulations established by the Department of Transportation (DOT) and the Federal Highway Administration (FHWA), 49 C.F.R., Part 382, regarding testing for drugs and alcohol. All drug and alcohol testing under this policy will be conducted according to procedures established under 49 C.F.R., Part 40.

A. **Definitions:**

- ◇ **Commercial Motor Vehicle:** Any vehicle with a gross combination weight rating of 26,001 or more pounds inclusive of a towed unit with a gross vehicle weight of more than 10,000 pounds; or with a gross vehicle weight rating of 26,001 or more pounds; or designed to transport 16 or more passengers; or of any size used to transport hazardous materials requiring a placard on the vehicle under hazardous materials regulations.

- ◇ **Commercial Motor Vehicle Operator:** A vehicle operator performing a covered function when driving, or expected to be able to drive, a commercial motor vehicle, or who is performing a safety sensitive duty. *Safety sensitive duties* covered by this policy include:
 - a. All time waiting to be dispatched, unless the driver has been relieved from duty.
 - b. All time inspecting or servicing a commercial motor vehicle.
 - c. All time spent at the driving controls of a commercial motor vehicle.
 - d. All other time spent on or in a commercial motor vehicle.
 - e. All time loading or unloading a commercial motor vehicle, supervising, assisting or attending the loading or unloading of such vehicle, or remaining in readiness to operate a commercial motor vehicle.

B. **Testing and Identification:** All testing required under this policy requires the employee to present positive identification at the testing site.

C. **Controlled Substances:** Employees and prospective employees covered by this policy shall be tested for the following controlled substances:

- ◇ Marijuana
- ◇ Cocaine
- ◇ Opiates
- ◇ Amphetamines
- ◇ Phencyclidine (PCP)

D. **Alcohol:** Employees will be tested for alcohol. Prospective employees will not be tested for alcohol.

E. **Procedure:** Alcohol testing will be performed by a Breath Alcohol Technician (BAT) using a breath alcohol evidential breath testing device (EBT) approved by the National Highway Traffic Safety Administration (NHTSA). Drug testing of urine samples will be performed by a laboratory certified by the Department of Health and Human Services (DHHS).

Testing will be conducted under the following circumstances:

1. **Pre-duty Testing:** A requirement for an employee prior to being assigned to a position that requires the operation of a commercial motor vehicle.

2. **Post-accident Testing:** Testing for drugs and alcohol following an accident in which a driver receives a citation for a moving traffic violation and for any accident involving a fatality, even if the driver is not issued a citation.
 - a) Alcohol test must be conducted within two (2) hours following the accident. If driver has not submitted to an alcohol test within two hours following the accident, the supervisor will prepare a written report stating the reason a test was not promptly administered. If an alcohol test is not administered within eight (8) hours following the accident, attempts to administer the alcohol test will cease and the record shall be so noted.
 - b) Drug test must be conducted within thirty-two (32) hours following accident. If the driver has not submitted to a drug test within thirty-two (32) hours following accident, the supervisor shall prepare a written report stating the reason a test was not promptly administered, and attempts to administer the drug test will cease.
 - c) Supervisor submits the above reports to the Human Resource Director if testing is not conducted within the required time frames.
 - d) Failure of the employee to remain readily available for testing, except to obtain necessary medical care or to provide needed assistance as a result of the accident, may result in disciplinary action.
3. **Random Testing:** RACSB will conduct random drug screenings on a minimum of 10 percent (10%) of employees. Each month the Human Resources office will run a random report from the staff database and notify staff of the random screen. A positive drug screen shall not automatically result in the termination of the employee. A decision regarding future employment and corrective action will be made after a meeting with the supervisor, the Director of Human Resources, and the Executive Director.
4. **Reasonable Suspicion Testing:** In accordance with applicable law, an employee may be asked to submit to a drug and/or alcohol test if the employee's supervisor or other person in authority has a reasonable suspicion, based on objective factors such as the employee's appearance, speech, behavior, or other conduct and facts, that the employee possesses or is under the influence of unlawful drugs or alcohol, or both. Such employee may be required to undergo immediate medical evaluation to determine fitness for duty and appropriate drug or alcohol testing. Employees who exhibit signs of impairment during work and/or while on RACSB property will not be allowed to work until RACSB receives the test results and determines no further action is necessary. RACSB has sole discretion to determine whether any situation warrants testing, and this policy does not prevent RACSB from taking action without testing. An employee being tested for reasonable suspicion may not drive to the testing site, but must be driven by a supervisor.
5. **Return-to-duty Testing:** Return-to-duty testing will be conducted before an employee who has engaged in prohibited conduct under this section may return to work and will be in addition to appropriate disciplinary action. Upon the

recommendation of a Substance Abuse Professional (SAP), the employee will undergo testing for both alcohol and drugs.

- (a) *Alcohol:* Driver must undergo testing with satisfactory results being a breath alcohol concentration of 0.02 or less.
 - (b) *Drugs:* Driver must undergo testing with a verified negative result for controlled substance use.
6. ***Follow-up Testing:*** Testing for drugs and/or alcohol will be conducted when a covered driver has been identified by a Substance Abuse Professional as needing assistance resolving a problem with alcohol and/or drugs. Testing will be unannounced and will be directed by a Substance Abuse Professional (SAP).
- (a) There will be six (6) follow-up tests in the first twelve (12) months after the need for follow-up testing has been established and the employee has returned to work. At the direction of the SAP, testing may be continued for up to sixty (60) months (5 years). Additionally, the employee must be evaluated by an SAP and participate in a recommended assistance program.
 - (b) Testing for the presence of alcohol will be conducted while the employee is performing safety sensitive duties, immediately prior to performing safety sensitive duties or immediately following performing safety sensitive duties.
 - (c) Drug testing may be conducted anytime the employee is on duty.

8.5 PROHIBITIONS

Drivers who engage in any conduct prohibited by this section are subject to: (i) RACSB Standards of Conduct policy and may be subject to disciplinary action up to and including termination of employment; (ii) immediate removal from safety sensitive duties, and may not resume such duties until they have been evaluated by an SAP; (iii) demonstration of compliance with recommendations for treatment; and (iv) evaluation by an SAP prior to release to return to duty. Prohibited conduct includes the following:

1. Use of alcohol while on duty, on call for duty or within four (4) hours of reporting for duty.
2. Possession of any type of alcohol, including medicines containing alcohol, inside a commercial motor vehicle. The only exception to this is where the packaging seal on a medicine container has not been broken.
3. Consumption of alcohol within eight (8) hours following an accident involving an RACSB commercial motor vehicle.
4. Any unauthorized use of a controlled substance on or off duty. Authorized use of a controlled substance occurs under the supervision of a treating physician who has advised the driver that the substance does not adversely affect the ability to operate a commercial motor vehicle or perform safety sensitive duties.
5. Reporting for duty or remaining on duty to perform safety sensitive functions when the driver has an alcohol concentration of 0.04 or greater, or if the driver tests positive for a controlled substance.

Any driver who immediately before, during, or immediately after performing safety sensitive duties has a breath alcohol concentration of between 0.02 and 0.039 will be removed from such duties for at least 24 hours and may be referred by the supervisor for evaluation by an SAP.

Any employee or applicant who refuses to be tested or attempts to circumvent testing under the provisions of this section will be disqualified from operating a commercial motor vehicle or performing any safety sensitive functions and may be subject to further disciplinary action up to and including termination. A driver who refuses a post-accident test will be automatically disqualified from driving any RACSB commercial motor vehicle and such driver's employment may be terminated. Refusals to be tested, or failures to be tested in accordance with this policy without good cause, are considered to be Standards of Conduct violations which could lead to disciplinary action, up to and including termination of employment.

The Director of Human Resources is responsible for the administration of this policy. Questions about this policy should be addressed in writing to the Director of Human Resources. Records created under this section will be maintained in the Human Resource Office.

The RACSB will release records maintained under this section as required by law or under DOT drug and alcohol testing requirements.

Upon written request, the employee's test results may be released to the employee, a subsequent employer or other person authorized by the employee.

RACSB will provide assistance to CDL drivers for the diagnosis and treatment of problems associated with alcohol and drug use.

8.6 EMPLOYEE ASSISTANCE PROGRAM (EAP)

RACSB offers confidential assistance with substance use or alcohol problems through the Employee Assistance Program (EAP). As part of its EAP, RACSB offers employees the opportunity to enter rehabilitation programs approved by the Agency at the sole cost and expense of the employee outside of the standard EAP benefit. Any employees may access the EAP without jeopardizing that employee's job, so long as the employee requests from the Director of Human Resources access to the EAP prior to being asked by the Agency to undergo any urinalysis, blood test, saliva test, breath test, or any other test now in existence or hereafter developed with detects the presence of alcohol, illegal drugs (including Marijuana), controlled substances, drugs, or other intoxicants.

All employees in the EAP, including any rehabilitation program, shall be subject to all testing and other requirements of this policy. The type of drug screening administered at any given time shall be in the sole discretion of the Executive Director of the Agency or his/her designee.

8.3 DRUG-FREE WORKPLACE AND TESTING POLICY

The Rappahannock Area Community Services Board (RACSB) is firmly committed to providing a safe, healthy, and productive workplace ~~that is free from alcohol, Marijuana, illegal drugs, or any other unlawful substance as classified under federal laws while employees are working for RACSB, whether on or off its premises. RACSB is committed to achieving and maintaining a drug-free workplace and has therefore instituted this Drug-Free Workplace Policy.~~ In keeping with this commitment, RACSB maintains a strict policy against the use of alcohol and the unlawful use of drugs in the workplace. Consequently, no employee may consume or possess alcohol, or use, possess, sell, purchase, or transfer illegal drugs at any time while on RACSB premises or while using RACSB vehicles or equipment, or at any location during work time. No employee may report to work with illegal drugs (or their metabolites) or alcohol in their bodily system.

~~Scope: This policy applies to all interns, employees, and contractors of RACSB. The Human Resources (HR) Office is responsible for policy administration.~~

"Illegal drug" means any drug that is not legally obtainable or that is legally obtainable but has not been legally obtained. It includes prescription drugs not being used for prescribed purposes, by the person to whom the drugs are prescribed, or in prescribed amounts.

~~Procedures: Employees are prohibited from engaging in the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance in the workplace. Employees and prospective employees covered by this policy shall be tested for the following controlled substances: Amphetamines, Cocaine, Marijuana, Opiates, Phencyclidine (PCP).~~

You must notify your immediate supervisor and the Human Resources Office if you are taking any drug or substance that would render you unable to complete your assigned work in a safe and proper manner. The Human Resources Office, in conjunction with management, will determine whether a temporary change in the employee's job assignment is warranted during the period of treatment.

~~Reasonable suspicion testing will be conducted when an employee exhibits behavior or appearance characteristic of substance abuse or misuse while on duty. An employee being tested for reasonable suspicion may not drive to the testing site, but must be driven by a supervisor.~~

~~Violations Any violation of this rule policy will be considered a Major violation under the Standards of Conduct policy. A Major violation should normally result in termination of the employee. If extraordinary or mitigating circumstances are brought forward, alternate corrective actions may be utilized including written notice and suspension of employment, transfer, or demotion. Notwithstanding the foregoing and as stated above, RACSB reserves the right to take any corrective actions, which will result in disciplinary action, up to and including immediate termination of employment.~~

Employees must cooperate with RACSB's investigation of possible violations of this policy. As part of this cooperation, employees must report to their supervisor, the Human Resources Office, or other management personnel, any known or suspected violations of this policy. An employee's refusal to cooperate with an investigation conducted under this policy will subject employee to disciplinary action, up to and including termination.

In furtherance of RACSB's commitment to a drug-free workplace, RACSB maintains a policy by which it may request or require applicants and employees to submit to alcohol or drug testing in certain situations. The Human Resources (HR) Office is responsible for administering this policy.

- A. ***Pre-employment Drug Testing and Retesting Upon a Change in Employment Status:***
Before an applicant is hired, after a conditional offer has been extended to hire, or after an employee has been promoted or transferred, and before the employee performs of the new position, a drug screen is to be completed. All offers of employment with RACSB may be

conditioned on the applicant submitting to and successfully completing and passing a drug and alcohol test in accordance with the testing procedures described in this policy.

- B. Testing Based on Reasonable Suspicion:** In accordance with applicable law, an employee may be asked to submit to a drug and/or alcohol test if the employee's supervisor or other person in authority has a reasonable suspicion, based on objective factors such as the employee's appearance, speech, behavior, or other conduct and facts, that the employee possesses or is under the influence of unlawful drugs or alcohol, or both. Such employee may be required to undergo immediate medical evaluation to determine fitness for duty and appropriate drug or alcohol testing. Employees who exhibit signs of impairment during work and/or while on RACSB property will not be allowed to work until RACSB receives the test results and determines no further action is necessary. RACSB has sole discretion to determine whether any situation warrants testing, and this policy does not prevent RACSB from taking action without testing.

~~Refusal to take the drug screen, failure to pass the drug screening, adulterating specimens or otherwise interfering with the orderly administration of the drug screening shall be a violation of this policy.~~

- BC. Random Drug Screening:** RACSB will conduct random drug screenings on a minimum of 10 percent (10%) of employees. Each month the Human Resource Office will run a random report from the staff database and notify staff of the random screen. A positive drug screen shall not automatically result in the termination of the employee. A decision regarding future employment and corrective action will be made after a meeting with the supervisor, the Director of Human Resources, and the Executive Director.

- C. Use of Prescription Medicine:** ~~Prescription medication is a drug or medicine obtained pursuant to a written, signed, or other legally authorized communication by a duly licensed practitioner licensed by the laws of a state to prescribe such drugs or medicinal supplies to be filled, compounded, or dispensed by another person licensed by the laws of the applicable state. Employees may engage in the appropriate use of medicine as legally prescribed.~~

~~However, an employee undergoing prescribed medical treatment with any drug which may alter their physical or mental ability may be asked to report this treatment to the immediate supervisor and to RACSB's Human Resources Department. The Human Resources Department, in conjunction with management, will determine whether a temporary change in the employee's job assignment is warranted during the period of treatment.~~

~~Marijuana is classified as a Schedule I substance under the Controlled Substances Act (CSA; 21 U.S.C. §801 et seq.). This means that it is considered to have a high potential for abuse, no currently accepted medical use in treatment in the United States, and a lack of accepted safety for use under medical supervision. RACSB adheres to this Federal regulation.~~

- D. Post-incident~~Post-Incident~~ Drug Testing:** ~~In accordance with applicable Virginia law, RACSB may require a drug screening for employees who violate RACSB's involved in any work-related accident, or incident involving the violation of any safety or security procedures or who are in work-related accidents, to submit to drug and alcohol testing. No injuries or property damage are necessary to require drug screening. Any employee who is involved in any vehicle accident (including accidents on personal vehicles) causing an injury or property damage which occurs (i) during the employee's working hours as established by RACSB, (ii) when an employee is traveling to work, (iii) on a break during an employee's working hours, at lunch or other mealtime, (iv) while otherwise engaged in activity on behalf of RACSB, or (v) while operating a vehicle owned, operated, leased, or rented by RACSB shall report such injury, property damage, or accident to that employee's immediate supervisor. In the event that the accident occurs while operating a vehicle owned, operated, leased, or rented by RACSB, or the supervisor believes the circumstances of the accident to be of an unusual or suspicious nature, then that employee will be required to take a drug and alcohol screening, in accordance with applicable law,~~

This policy applies even if the incident did not result in injury to any person or any property damage.

~~Refusal to take the drug and alcohol screen as required herein, failure to pass the drug and alcohol screening, or otherwise interfering with the orderly administration of a drug and alcohol screening shall be a violation of this policy.~~

- E. **Testing After Receiving a Citation:** Any employee who is issued a citation while transporting an individual receiving services in a vehicle owned, operated, leased, or rented by RACSB will be required to ~~take a~~submit to drug and alcohol ~~screening.~~ ~~Refusal to take the drug and alcohol screening as required herein, failure to pass the drug screening, or adulterating specimens or otherwise interfering with the orderly administration of the drug and alcohol screening shall be a violation of this policy.~~testing.
- F. ~~Notification of convictions: As a condition of employment, every employee must notify their supervisor and the Director of Human Resources of any arrest or conviction of any criminal drug-related charge (including a plea of nolo contendere) by the next working day. Drug-related charges included any offense involving the manufacture, distribution, dispensation, use or illegal possession of any controlled substance. Failure to notify a supervisor and the Director of Human Resources of such arrest, charge, or conviction shall be a violation of this policy. Failure to notify in accordance with this policy will be considered a violation of "Standards of Conduct" policy.~~ **Testing Procedures:** All drug and alcohol testing under this policy will be conducted by an independent testing facility licensed by the state in which the employee works, which will obtain the individual's written consent prior to testing. RACSB will pay for the full cost of the test. All testing will be done with appropriate regard for accuracy, reliability, expediency, and employee privacy and confidentiality, and in compliance with applicable laws.
- G. **Confidentiality.** All records relating to drug and alcohol test results will be kept confidential. The results of drug and alcohol tests shall not be disclosed without the prior written consent of the individual or a court order.
- H. **Consequences of a Positive Test:** Employees who test positive will be subject to discipline, up to and including immediate termination of employment. Applicants who test positive will have their conditional job offers withdrawn. In accordance with applicable law, employees who test positive and are offered an opportunity to return to work may be subject to unscheduled random testing.
- I. **Consequences of Refusing to Submit to Testing or Failing to Complete the Test:** Individuals who refuse to submit to testing as required by RACSB or who fail to complete the test will be subject to discipline, up to and including suspension or immediate termination of employment. RACSB will not consider applicants who refuse to submit to drug and alcohol testing for employment.
- GJ. **Procedure for Handling Positive Test Results:** If an applicant or employee tests positive for alcohol, ~~Marijuana~~marijuana, illegal drugs, use of unprescribed legal drugs, abuse of over-the-counter medications, or other intoxicants, it will be considered a violation of RACSB's "Standards of Conduct" and RACSB will follow the associated corrective action procedures.
- H- ~~Privacy: All results of testing, documentation, and information about suspicion, testing rehabilitation and counseling will be private, held in confidence by restricting access to such information to those with a legitimate need to know, and will not be available to the public. All information about suspicion, testing, rehabilitation, and counseling will become a part of a file, separate from the applicant's or employee's permanent employee file, and access shall be limited to those with a legitimate need to know.~~

- ~~I. **Duty to Report:** All employees have the duty to immediately report to the Director of Human Resources any and all information regarding any violation or potential violation of this policy. RACSB will use reasonable efforts to ensure the confidentiality of the persons providing information hereunder, in light of RACSB's duty to investigate any violations of this policy. RACSB will not tolerate retaliation against anyone providing information or cooperating in any investigation of a violation of this policy.~~
- JK. Volunteers, Interns, and Contractors:** All volunteers, interns, and contractors of RACSB shall be subject to the terms of this policy except for the section titled Employee Assistance Program (EAP).

~~While legalization of medical Marijuana and adult use has occurred in Virginia, Marijuana and its derivatives (CBC/THC) remain illegal under federal law as a Schedule 1 drug in the Controlled Substances Act. Any use of Marijuana is illegal under federal law, regardless of state law. As the recipient of federal funding, RACSB maintains a drug-free workplace.~~

- L. Use of Legal Drugs.** This policy does not prohibit employees from the lawful use and possession of legal drugs or prescribed medications. Employees taking a legal drug or a prescribed medication must carry it in the original container or one labeled by a licensed pharmacist or be prepared to produce this if asked. Employees should ensure that legal drugs or prescribed medications brought into the program are kept in a secure location which is not readily accessible to individuals served or other employees.

8.4 DRUG AND ALCOHOL TESTING FOR LICENSED COMMERCIAL DRIVERS

The RACSB, in seeking to promote safe transportation, maintain a drug free workplace, and provide a safe environment in the delivery of transportation services to individuals who receive its services, requires those holding a valid Commercial ~~Driver's~~Driver's License (CDL) and performing safety sensitive duties as set forth in this policy, or prospective employees for such position, to comply with regulations established by the Department of Transportation (DOT) and the Federal Highway Administration (FHWA), 49 C.F.R., Part 382, regarding testing for drugs and alcohol. All drug and alcohol testing under this policy will be conducted according to procedures established under 49 C.F.R., Part 40.

A. **Definitions:**

- ◇ **Commercial Motor Vehicle:** Any vehicle with a gross combination weight rating of 26,001 or more pounds inclusive of a towed unit with a gross vehicle weight of more than 10,000 pounds; or with a gross vehicle weight rating of 26,001 or more pounds; or designed to transport 16 or more passengers; or of any size used to transport hazardous materials requiring a placard on the vehicle under hazardous materials regulations.
- ◇ **Commercial Motor Vehicle Operator:** A vehicle operator performing a covered function when driving, or expected to be able to drive, a commercial motor vehicle, or who is performing a safety sensitive duty. *Safety sensitive duties* covered by this policy include:
 - a. All time waiting to be dispatched, unless the driver has been relieved from duty.
 - b. All time inspecting or servicing a commercial motor vehicle.
 - c. All time spent at the driving controls of a commercial motor vehicle.
 - d. All other time spent on or in a commercial motor vehicle.
 - e. All time loading or unloading a commercial motor vehicle, supervising, assisting or attending the loading or unloading of such vehicle, or remaining in readiness to operate a commercial motor vehicle.

- B. **Testing and Identification:** All testing ~~require~~under this policy requires the employee to present positive identification at the testing site.

- C. **Controlled Substances:** Employees and prospective employees covered by this policy shall be tested for the following controlled substances:
- ◇ Marijuana
 - ◇ Cocaine
 - ◇ Opiates
 - ◇ Amphetamines
 - ◇ Phencyclidine (PCP)
- D. **Alcohol:** Employees will be tested for alcohol. Prospective employees will not be tested for alcohol.
- E. **Procedure:** Alcohol testing will be performed by a Breath Alcohol Technician (BAT) using a breath alcohol evidential breath testing device (EBT) approved by the National Highway Traffic Safety Administration (NHTSA). Drug testing of urine samples will be performed by a laboratory certified by the Department of Health and Human Services (DHHS).

Testing will be conducted under the following circumstances:

1. **Pre-duty Testing:** A requirement for an employee prior to being assigned to a position that requires the operation of a commercial motor vehicle.
2. **Post-accident Testing:** Testing for drugs and alcohol following an accident in which a driver receives a citation for a moving traffic violation and for any accident involving a fatality, even if the driver is not issued a citation.
 - a) Alcohol test must be conducted within two (2) hours following the accident. If driver has not submitted to an alcohol test within two hours following the accident, the supervisor will prepare a written report stating the reason a test was not promptly administered. If an alcohol test is not administered within eight (8) hours following the accident, attempts to administer the alcohol test will cease and the record shall be so noted.
 - b) Drug test must be conducted within thirty-two (32) hours following accident. If the driver has not submitted to a drug test within thirty-two (32) hours following accident, the supervisor shall prepare a written report stating the reason a test was not promptly administered, and attempts to administer the drug test will cease.
 - c) Supervisor submits the above reports to the Human Resource ~~Manager~~Director if testing is not conducted within the required time frames.
 - d) Failure of the employee to remain readily available for testing, except to obtain necessary medical care or to provide needed assistance as a result of the accident, may result in disciplinary action.
3. **Random Testing:** RACSB will conduct random drug screenings on a minimum of 10 percent (10%) of employees. Each month the ~~human resources~~Human Resources office will run a random report from the staff database and notify staff of the random screen. A positive drug screen shall not automatically result in the termination of the employee. A decision regarding future employment and

corrective action will be made after a meeting with the supervisor, the Director of Human Resources, and the Executive Director.

4. **Reasonable Suspicion Testing:** ~~Observation to conduct~~In accordance with applicable law, an employee may be asked to submit to a drug and/or alcohol test if the employee's supervisor or other person in authority has a reasonable suspicion ~~testing may be made only by a supervisor trained in the physical, behavioral, speech and performance indicators of alcohol or drug use and requires the approval of the Division Director or his/her designee. This testing will be conducted when an employee exhibits behavior or appearance characteristic of substance abuse or misuse while on duty,~~ based on objective factors such as the employee's appearance, speech, behavior, or other conduct and facts, that the employee possesses or is under the influence of unlawful drugs or alcohol, or both. Such employee may be required to undergo immediate medical evaluation to determine fitness for duty and appropriate drug or alcohol testing. Employees who exhibit signs of impairment during work and/or while on RACSB property will not be allowed to work until RACSB receives the test results and determines no further action is necessary. RACSB has sole discretion to determine whether any situation warrants testing, and this policy does not prevent RACSB from taking action without testing. An employee being tested for reasonable suspicion may not drive to the testing site, but must be driven by a supervisor.
5. **Return-to-duty Testing:** Return-to-duty testing will be conducted before an employee who has engaged in prohibited conduct under this section may return to work and will be in addition to appropriate disciplinary action. Upon the recommendation of a Substance Abuse Professional (SAP), the employee will undergo testing for both alcohol and drugs.
 - (a) *Alcohol:* Driver must undergo testing with satisfactory results being a breath alcohol concentration of 0.02 or less.
 - (b) *Drugs:* Driver must undergo testing with a verified negative result for controlled substance use.
6. **Follow-up Testing:** Testing for drugs and/or alcohol will be conducted when a covered driver has been identified by a Substance Abuse Professional as needing assistance resolving a problem with alcohol and/or drugs. Testing will be unannounced and will be directed by a Substance Abuse Professional (SAP).
 - (a) There will be six (6) follow-up tests in the first twelve (12) months after the need for follow-up testing has been established and the employee has returned to work. At the direction of the SAP, testing may be continued for up to sixty (60) months (5 years). Additionally, the employee must be evaluated by an SAP and participate in a recommended assistance program.
 - (b) Testing for the presence of alcohol will be conducted while the employee is performing safety sensitive duties, immediately prior to performing safety sensitive duties or immediately following performing safety sensitive duties.
 - (c) Drug testing may be conducted anytime the employee is on duty.

8.5 PROHIBITIONS

Drivers who engage in any conduct prohibited by this section are subject to: (i) RACSB Standards of Conduct policy and may be subject to disciplinary action up to and including termination of employment; (ii) immediate removal from safety sensitive duties, and may not resume such duties until they have been evaluated by an SAP; (iii) demonstration of compliance with recommendations for treatment; and (iv) evaluation by an SAP prior to release to return to duty. Prohibited conduct includes the following:

1. Use of alcohol while on duty, on call for duty or within four (4) hours of reporting for duty.
2. Possession of any type of alcohol, including medicines containing alcohol, inside a commercial motor vehicle. The only exception to this is where the packaging seal on a medicine container has not been broken.
3. Consumption of alcohol within eight (8) hours following an accident involving an RACSB commercial motor vehicle.
4. Any unauthorized use of a controlled substance on or off duty. Authorized use of a controlled substance occurs under the supervision of a treating physician who has advised the driver that the substance does not adversely affect the ability to operate a commercial motor vehicle or perform safety sensitive duties.
5. Reporting for duty or remaining on duty to perform safety sensitive functions when the driver has an alcohol concentration of 0.04 or greater, or if the driver tests positive for a controlled substance.

Any driver who immediately before, during, or immediately after performing safety sensitive duties has a breath alcohol concentration of between 0.02 and 0.039 will be removed from such duties for at least 24 hours and may be referred by the supervisor for evaluation by an SAP.

Any employee or applicant who refuses to be tested or attempts to circumvent testing under the provisions of this section will be disqualified from operating a commercial motor vehicle or performing any safety sensitive functions and may be subject to further disciplinary action up to and including termination. A driver who refuses a post-accident test will be automatically disqualified from driving any RACSB commercial motor vehicle and such driver's employment may be terminated. Refusals to be tested, or failures to be tested in accordance with this policy without good cause, are considered to be Standards of Conduct violations which could lead to disciplinary action, up to and including termination of employment.

The Director of Human Resources is responsible for the administration of this policy. Questions about this policy should be addressed in writing to the Director of Human Resources. Records created under this section will be maintained in the Human Resource Office.

The RACSB will release records maintained under this section as required by law or under DOT drug and alcohol testing requirements.

Upon written request, the employee's test results may be released to the employee, a subsequent employer or other person authorized by the employee.

RACSB will provide assistance to CDL drivers for the diagnosis and treatment of problems associated with alcohol and drug use.

8.6 EMPLOYEE ASSISTANCE PROGRAM (EAP)

RACSB offers confidential assistance with substance use or alcohol problems through the Employee Assistance Program (EAP). As part of its EAP, RACSB offers employees the opportunity to enter rehabilitation programs approved by the Agency at the sole cost and expense of the

employee outside of the standard EAP benefit. ~~All~~Any employees may access the EAP without jeopardizing that employee's job, so long as the employee requests from the Director of Human Resources access to the EAP prior to being asked by the Agency to undergo any urinalysis, blood test, saliva test, breath test, or any other test now in existence or hereafter developed with detects the presence of alcohol, illegal drugs (including Marijuana), controlled substances, drugs, or other intoxicants.

All employees in the EAP, including any rehabilitation program, shall be subject to all testing and other requirements of this policy. The type of drug screening administered at any given time shall be in the sole discretion of the Executive Director of the Agency or his/her designee.

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Summary report:	
Litera Compare for Word 11.3.0.46 Document comparison done on 12/12/2023 9:14:01 AM	
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Intelligent Table Comparison: Active	
Original DMS: iw://hf-iman.hirschlerfleischer.com/IMAN/16748595/1	
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Changes:	
<u>Add</u>	42
Delete	40
<u>Move From</u>	3
<u>Move To</u>	3
<u>Table Insert</u>	0
Table Delete	0
<u>Table moves to</u>	0
<u>Table moves from</u>	0
Embedded Graphics (Visio, ChemDraw, Images etc.)	0
Embedded Excel	0
Format changes	0
Total Changes:	88

Memorandum

To: Joe Wickens, Executive Director
From: Terri Carrington, Director of Human Resources
Date: December 7, 2023
Re: Performance Evaluation Policy

Evaluating employee performance is one of the most important responsibilities of a manager or supervisor. Evaluations provide a framework for setting and accomplishing organizational and individual goals and objectives. An effective evaluation process allows employees know what is expected of them, how they are performing, and how they can improve or take advantage of growth and career opportunities.

Policy Guidelines

1. **Timeliness**: It is strongly encouraged that performance evaluations should be completed mid-year and annually on all employees regardless of the length of service. For six-month probationary employees, evaluations are to be completed prior to the end of the sixth month and annual evaluation should be done prior to end of twelve months. It is particularly important the evaluations be done timely a) when merit increases are due, and b) for probationary employees so they have every opportunity to successfully complete their probationary period.
2. **Feedback**: Feedback on employee performance is a continual process throughout the year and needs to be given as recognition for achievements or when the employee is having a difficulty meeting performance standards or objectives. The evaluation form itself documents the ongoing feedback the manager has discussed with the employee throughout the year in addition to setting specific objectives the employee is expected to accomplish during the next evaluation period. Although employee may disagree with some of the manager's statements, there should be no surprises during the performance evaluation meeting.
3. **Improvement Needed/Unsatisfactory Evaluations**: If the overall work performance either needs improvement (partially meets expectations – below the standard level required for the position) or is unsatisfactory (does not meet expectations – inadequate and definitely inferior to the standards of performance required for the position), employees are to be re-evaluated.

RAPPAHANNOCK AREA COMMUNITY SERVICES BOARD

4. **Re-Evaluation Period:** Employees partially meeting expectations: A full re-evaluation must occur within two (2) months. If re-evaluation remains less than 2.99, a Plan of Corrective Action will be implemented with a full re-evaluation in 30 days. If performance remains marginal, this will be grounds for termination.

Employees not meeting expectations: Probationary employees with unacceptable performance is grounds for immediate termination. Non-probationary employees will have a plan of correction action implemented with full re-evaluation in 30 days. If re-evaluation is 2.49 or less, this will be ground for termination.

5. **Scoring:** The performance evaluation is based on SMART goals: specific, measurable, achievable, relevant, and time-bound. The evaluation is based on a 5-point rating scale:

Overall Performance Evaluation Scoring and Criteria	
Appraisal Rating	Criteria
5 – Substantially Exceeds Expectation	Consistently exceeds standards and performs above expectations. Handles all aspects of performance standard expertly with little instruction or coaching. Available to train/help others and take on additional responsibilities.
4 – Exceeds Expectation	Frequently meets or exceeds standards. Competently and consistently performs all components of the performance measure.
3 – Meets Expectation	Generally, meets standards. Competently performs aspects of the performance measure.
2 – Partially Meets Expectations	Inconsistently meets standards and performance needs improvements to measure. Does not consistently meet all of the components of the performance standard. Requires frequent instruction and/or coaching. A full re-evaluation must occur within two (2) months. If re-evaluation remains less than 2.99, a Plan of Corrective Action will be implemented with a full re-evaluation in 30 days. If performance remains marginal, this will be grounds for termination.
1 – Does not Meet Expectations	Overall performance does not meet standards. Frequently unable to perform job duties and does not demonstrate the skills necessary for the performance standard. <u>Probationary</u> : Unacceptable performance is grounds for immediate terminations. <u>Non-Probationary</u> : Plan of corrective action implemented with full re-evaluation in 30 days. If re-evaluation is 2.49 or less, this will be grounds for termination.

6. **Merit Increases:** The Board of Directors will determine the provision of merit increases on performance evaluations and they will also determine the criteria to be met in order for employees to receive the merit increases.

SECTION 3.0: EMPLOYEE RELATIONS

3.1 EMPLOYEE PERFORMANCE EVALUATIONS

The employee performance evaluation is designed to facilitate the improvement and development of RACSB employees. A more productive working organization results when there is a mutual understanding that employees and supervisors are working together for a common purpose. Further, effective periodic ratings clarify performance expectations.

Employees and supervisors are mutually responsible for quality assurance, efficiency, ethical conduct and safety in relation to work performed. The supervisor will provide regularly scheduled supervision and is responsible on an ongoing basis for:

- ◇ Clarifying the employee's tasks, priorities, and accountability.
- ◇ Motivating the employee toward improved performance.
- ◇ Fostering a positive and productive work relationship with the employee.
- ◇ Soliciting input from the employee on his/her performance.
- ◇ Keeping the employee informed as to his/her positive accomplishments, areas in need of improvement, and expected standards of performance and conduct.

The employee is responsible on an ongoing basis for:

- ◇ Seeking clarification and instructions related to tasks, priorities and accountability.
- ◇ Requesting supervision in areas of job difficulty.
- ◇ Carrying out duties and functions to the best of his/her ability.
- ◇ Acting on the job in accordance with agency standards of conduct and performance.

Performance Evaluations are completed at the following times and shall cover the entire preceding review period:

- ◇ Six months following the first day of the month of employment (mid-probationary).
- ◇ Mid-year evaluation occurring in December.
- ◇ Annual evaluation in May (annual date), or a date designated by the Executive Director.
- ◇ Upon a lateral transfer of an employee.
- ◇ Upon any interim date determined to be appropriate by the employee's supervisor, the Program Director, or the Executive Director.

During employment, the supervisor is to maintain regular contact with the employee to communicate informal appraisal of day-to-day performance. A supervisor should keep balanced accounts of employee performance, identifying areas of satisfactory and unsatisfactory work.

Supervisors are encouraged to conduct reviews of the employee's overall performance more frequently than twice a year as required, even if conducted only on an informal basis.

Performance problems involving specific performance areas may arise outside the evaluation process and require immediate attention and correction. In such situations, the corrective action procedures outlined in the Standards of Conduct policy should be applied. Such corrective action steps may be taken prior to, between, or following performance evaluations. Further such actions will be included in the performance evaluation which cover the time period that corrective action occurred.

3.1.1 THE EVALUATION

The supervisor is responsible for conducting the evaluation. The supervisor ensures that the employee is fully aware of the evaluation process. The supervisor shall have responsibility for coordinating employee evaluation scheduling for his/her employees. Managers should provide performance feedback throughout the year and should immediately address significant failures to meet expectations through verbal and/or written disciplinary notices as outlined in RACSB's Employee Handbook.

Managers are encouraged to maintain notes regarding specific performance observations to facilitate providing examples that substantiate performance scores on the evaluation. In preparing for the evaluation, the supervisor should take into consideration the employee's performance for the entire evaluation period. The performance evaluation is of little value unless it is discussed with the employee. Therefore, it is RACSB's policy that the supervisor and the employee discuss each evaluation.

The discussion should include a review of the strengths as well as weaknesses of the employee's performance. The employee's comments and suggestions should be invited regarding past performances as well as future performance opportunities. The purpose is to achieve a constructive dialogue that supports the employee's development as well as reflects the supervisor's perspective of the employee's performance. When combined with the employee's input, this two-way communication should increase understanding and stimulate improved employee performance.

The evaluation tool has a total of ten (10) competencies. The first eight (8) are organization-wide and last two (2) are specific to those employees who have a supervisory role. The competencies are:

Communication/Customer Service;
 Judgment/Decision Making;
 Teamwork and Collaboration;
 Dependability/Initiative/Reliability;
 Documentation and Accountability;
 Competency (specific to position);
 Productivity (specific to position);
 Trainings;
 Supervision and Leadership; and
 Program Management.

Employees will be evaluated on the above competencies using a five-point scale from 1 – Does Not Meet Expectations to 5 – Substantially Exceeds Expectations (see below).

Overall Performance Evaluation Scoring and Criteria	
Appraisal Rating	Criteria
5 – Substantially Exceeds Expectations	Consistently exceeds standards and performs above expectations. Handles all aspects of performance standard expertly with little instruction or coaching. Available to train/help others and take on additional responsibilities.
4 – Exceeds Expectations	Frequently meets or exceeds standards. Competently and consistently performs all components of the performance measure.
3 – Meets Expectations	Generally, meets standards. Competently performs aspects of the performance measure.
2 – Partially Meets Expectations	Inconsistently meets standards and performance needs improvements to measure. Does not consistently meet all of the components of the

	performance standard. Requires frequent instruction and/or coaching. A full re-evaluation must occur within two (2) months. If re-evaluation remains less than 2.99, a Plan of Corrective Action will be implemented with a full re-evaluation in 30 days. If performance remains marginal, this will be grounds for termination.
1 – Does Not Meet Expectations	Overall performance does not meet standards. Frequently unable to perform job duties and does not demonstrate the skills necessary for the performance standard. <u>Probationary</u> : Unacceptable performance is grounds for immediate terminations. <u>Non-Probationary</u> : Plan of corrective action implemented with full re-evaluation in 30 days. If re-evaluation is 2.49 or less, this will be grounds for termination.

3.1.2 STEPS

- ◇ The supervisor shall complete the evaluation and present it to the Program Director for his/her review and signature. The Program Director will ensure that the written evaluation:
 - ◇ conforms to the Board's evaluation format;
 - ◇ is complete;
 - ◇ includes adequate data in the narrative statement; and
 - ◇ has an appropriate development plan for the employee.
- ◇ The supervisor shall then arrange the evaluation date with the employee. The date of the evaluation shall be on or before the established review date. Evaluations scheduled after the annual review date must be approved in writing by the Program Director or Executive Director.
- ◇ The evaluation must be discussed by the supervisor and employee and should include an overview of the past performance, specific performance strengths and weaknesses, future performance goals and objectives. The supervisor should encourage the employee's comments and suggestions regarding past performance as well as future performance opportunities. In support of a collaborative process, employees are encouraged to be active in the development of future professional and program goals.
- ◇ Upon completion of the evaluation with the employee, the supervisor shall obtain the employee's signature on the evaluation form and forward the form to Human Resources for inclusion in the employee's Personnel file. The employee's signature on the evaluation form does not necessarily signify agreement with the rating. If an employee disagrees with any statement made in the evaluation, she/he may submit a written statement within ten (10) working days following the conference with his/her supervisor; this statement is attached to the evaluation form and forwarded to the Human Resource Manager.

3.1.3 MERIT INCREASES

Employees meeting requirements and who have been employed a minimum of one (1) year will be eligible to receive any merit-based pay increases approved by the Board of Directors. The Board of Directors will determine the provision of merit increases based on performance evaluations. The Board will also determine the criteria to be met in order for employees to receive the merit increase.

SECTION 3.0: EMPLOYEE RELATIONS

3.1 EMPLOYEE PERFORMANCE EVALUATIONS

The employee performance evaluation is designed to facilitate the improvement and development of RACSB employees. A more productive working organization results when there is a mutual understanding that employees and supervisors are working together for a common purpose. Further, effective periodic ratings clarify performance expectations.

Employees and supervisors are mutually responsible for quality assurance, efficiency, ethical conduct and safety in relation to work performed. The supervisor will provide regularly scheduled supervision and is responsible on an ongoing basis for:

- ◇ Clarifying the employee's tasks, priorities, and accountability.
- ◇ Motivating the employee toward improved performance.
- ◇ Fostering a positive and productive work relationship with the employee.
- ◇ Soliciting input from the employee on his/her performance.
- ◇ Keeping the employee informed as to his/her positive accomplishments, areas in need of improvement, and expected standards of performance and conduct.

The employee is responsible on an ongoing basis for:

- ◇ Seeking clarification and instructions related to tasks, priorities and accountability.
- ◇ Requesting supervision in areas of job difficulty.
- ◇ Carrying out duties and functions to the best of his/her ability.
- ◇ Acting on the job in accordance with agency standards of conduct and performance.

~~The significance of the Employee Performance Evaluation depends upon the supervisor's understanding that the purpose of the evaluation is to improve employee effectiveness.~~

Performance Evaluations are completed at the following times and shall cover the entire preceding review period:

- ◇ Six months following the first day of the month of employment (mid-probationary).
- ◇ Mid-year evaluation occurring in December.
- ◇ Annual evaluation in May (annual date), or a date designated by the Executive Director.
- ◇ Upon a lateral transfer of an employee.
- ◇ Upon any interim date determined to be appropriate by the employee's supervisor, the Program Director, or the Executive Director.

During employment, the supervisor is to maintain regular contact with the employee to communicate informal appraisal of day-to-day performance. A supervisor should keep balanced accounts of employee performance, identifying areas of satisfactory and unsatisfactory work.

Supervisors are encouraged to conduct reviews of the employee's overall performance more frequently than twice a year as required, even if conducted only on an informal basis.

Performance problems involving specific performance areas may arise outside the evaluation process and require immediate attention and correction. In such situations, the corrective action procedures outlined in the Standards of Conduct policy should be applied. Such corrective action steps may be taken prior to, between, or following performance evaluations. Further such actions

will be included in the performance evaluation which cover the time period that corrective action occurred.

3.1.1 THE EVALUATION

The supervisor is responsible for conducting the evaluation. The supervisor ensures that the employee is fully aware of the evaluation process. The supervisor shall have responsibility for coordinating employee evaluation scheduling for his/her employees. Managers should provide performance feedback throughout the year and should immediately address significant failures to meet expectations through verbal and/or written disciplinary notices as outlined in RACSB's Employee Handbook.

Managers are encouraged to maintain notes regarding specific performance observations to facilitate providing examples that substantiate performance scores on the evaluation. In preparing for the evaluation, the supervisor should take into consideration the employee's performance for the entire evaluation period. The performance evaluation is of little value unless it is discussed with the employee. Therefore, it is RACSB's policy that the supervisor and the employee discuss each evaluation.

The discussion should include a review of the strengths as well as weaknesses of the employee's performance. The employee's comments and suggestions should be invited regarding past performances as well as future performance opportunities. The purpose is to achieve a constructive dialogue that supports the employee's development as well as reflects the supervisor's perspective of the employee's performance. When combined with the employee's input, this two-way communication should increase understanding and stimulate improved employee performance.

The ~~instrument utilized, measures the same competencies for each employee and are reviewed through the lens of each individuals' role within their respective program. The~~ evaluation tool has a total of ten (10) competencies. The first eight (8) are organization-wide and last two (2) are specific to those within employees who have a supervisory role. ~~Performance measures utilized~~The competencies are:

Communication/Customer Service; ~~Judgement~~
Judgment/Decision Making;
 Teamwork and Collaboration;
 Dependability/Initiative/Reliability;
 Documentation and Accountability;
 Competency (specific to position);
 Productivity (specific to position);
 Trainings;
 Supervision and Leadership; and
 Program Management. ~~The criteria utilized is~~

Employees will be evaluated on the above competencies using a five-point scale from 1 – Does Not Meet Expectations to 5 – Substantially Exceeds Expectations (see below).

3.1.2 STEPS

- ◇ ~~The supervisor shall complete the evaluation and present it to the Program Director for his/her review and signature. The Program Director will ensure~~ ~~the written evaluation:~~
 - ◇ ~~conforms to the Board's evaluation format;~~
 - ◇ ~~is complete;~~
 - ◇ ~~includes adequate data in the narrative statement; and~~
 - ◇ ~~has an appropriate development plan for the employee.~~

- ◇ ~~The supervisor shall then arrange the evaluation date with the employee. The date of the evaluation shall be on or before the established review date. Evaluations scheduled after the annual review date must be approved in writing by the Program Director or Executive Director.~~
- ◇ ~~The evaluation must be discussed by the supervisor and employee and should include an overview of the past performance, specific performance strengths and weaknesses, future performance goals and objectives. The supervisor should encourage the employee's comments and suggestions regarding past performance as well as future performance opportunities. In support of a collaborative process, employees are encouraged to be active in the development of future professional and program goals.~~
- ◇ ~~Upon completion of the evaluation with the employee, the supervisor shall obtain the employee's signature on the evaluation form and forward the form to Human Resources for inclusion in the employee's Personnel file.~~

3.1.3 SCORING

~~RACSB's performance evaluation is based on SMART goals: Specific, Measurable, Achievable, Relevant, and Time-bound. Employee meetings are to focus on improving communication and clarity, enhancing motivation and engagement, facilitating feedback and recognition, fostering learning and improvement by encouragement and collaboration with each employee.~~

~~Employees meeting requirements and who have been employed a minimum of one (1) year (12 months) will be eligible to receive any merit-based pay increases approved by the Board of Directors.~~

~~The performance evaluation is based on a 5-point rating scale.~~

Overall Performance Evaluation Scoring and Criteria	
Appraisal Rating	Criteria
5 – Substantially Exceeds Expectation <u>s</u>	Consistently exceeds standards and performs above expectations. Handles all aspects of performance standard expertly with little instruction or coaching. Available to train/help others and take on additional responsibilities.
4 – Exceeds Expectation <u>Expectations</u>	Frequently meets or exceeds standards. Competently and consistently performs all components of the performance measure.
3 – Meets Expectation <u>Expectations</u>	Generally, meets standards. Competently performs aspects of the performance measure.
2 – Partially Meets Expectations	Inconsistently meets standards and performance needs improvements to measure. Does not consistently meet all of the components of the performance standard. Requires frequent instruction and/or coaching. A full re-evaluation must occur within two (2) months. If re-evaluation remains less than 2.99, a Plan of Corrective Action will be implemented with a full re-evaluation in 30 days. If performance remains marginal, this will be grounds for termination.
1 – Does not <u>Not</u> Meet Expectations	Overall performance does not meet standards. Frequently unable to perform job duties and does not demonstrate the skills necessary for the performance standard. <u>Probationary</u> : Unacceptable performance is grounds for immediate terminations. <u>Non-Probationary</u> : Plan of corrective action implemented with full re-evaluation in 30 days. If re-evaluation is 2.49 or less, this will be grounds for termination.

- A. ~~Probationary employees: Failure of a probationary employee to receive a satisfactory evaluation shall be grounds for dismissal.~~

3.1.2 STEPS

- ◇ ~~The supervisor shall complete the evaluation and present it to the Program Director for his/her review and signature. The Program Director will ensure that the written evaluation:~~

- ◇ conforms to the Board's evaluation format;
 - ◇ is complete;
 - ◇ includes adequate data in the narrative statement; and
 - ◇ has an appropriate development plan for the employee.
- ◇ The supervisor shall then arrange the evaluation date with the employee. The date of the evaluation shall be on or before the established review date. Evaluations scheduled after the annual review date must be approved in writing by the Program Director or Executive Director.
- ◇ The evaluation must be discussed by the supervisor and employee and should include an overview of the past performance, specific performance strengths and weaknesses, future performance goals and objectives. The supervisor should encourage the employee's comments and suggestions regarding past performance as well as future performance opportunities. In support of a collaborative process, employees are encouraged to be active in the development of future professional and program goals.
- ◇ ~~B. *Employee's signature:*~~ Upon completion of the evaluation with the employee, the supervisor shall obtain the employee's signature on the evaluation form and forward the form to Human Resources for inclusion in the employee's Personnel file. The employee's signature on the evaluation form does not necessarily signify agreement with the rating. If an employee disagrees with any statement made in the evaluation, she/he may submit a written statement within ten (10) working days following the conference with his/her supervisor; this statement is attached to the evaluation form and forwarded to the Human Resource Manager.

3.1.43.1.3 MERIT INCREASES

Employees meeting requirements and who have been employed a minimum of one (1) year will be eligible to receive any merit-based pay increases approved by the Board of Directors. The Board of Directors will determine the provision of merit increases based on performance evaluations. The Board will also determine the criteria to be met in order for employees to receive the merit increase.

Summary report:	
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Intelligent Table Comparison: Active	
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Move From	9
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Table moves to	0
Table moves from	0
Embedded Graphics (Visio, ChemDraw, Images etc.)	0
Embedded Excel	0
Format changes	0
Total Changes:	86