

# **HUMANE SOCIETY**

## **EMPLOYEE POLICIES**

(as of 15 July 2008)

### 1. GENERAL.

#### A. EMPLOYEE POLICIES.

(1) These policies will be given to each employee prior to and upon hiring.

(2) Employees will be notified of any revisions to existing policies, new policies and/or deletions of current policies prior to their implementation. Employees can always ask for clarification of any policies they do not understand.

(3) These policies are applicable to all XXXX employees except for exceptions approved and recorded by the Board of Directors.

B. EQUAL OPPORTUNITY EMPLOYER. It is the policy of this organization to treat all applicants and employees equally and without regard to race, religion, gender, age, color, ancestry, national origin, veteran status, or handicap (as based on the physical and mental requirements in the job description).

2. RESPONSIBILITIES. See Enclosure A for Job Descriptions and Responsibilities.

3. HIRING. The Board shall screen, interview and hire the Shelter Director. The Director has hire/fire authority for all shelter staff. Employees cannot be hired or otherwise supervised by immediate family members such as spouses, children or stepchildren.

### 4. TERMINATION.

A. The Board President will be made aware of the termination of an employee by the Director.

B. An employee who voluntarily leaves his or her employment at the shelter is required to provide two weeks notice and work his or her normally scheduled hours during that time period. Those employees who are dismissed for cause or willful misconduct (as defined later in this publication) will be discharged immediately and without further compensation.

C. Employees who are dismissed for cause or willful misconduct from employment with XXXX lose all accumulated benefits. In the event the dismissed employee is later rehired, benefits will be accorded as if the employee was a brand new hire.

### 5. EMPLOYMENT STATUS.

A. Probationary Period. The first three months for any employee is the probationary period. At the end of this three month period, a performance review will be conducted by the

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supervisor. If it is apparent that performance is not satisfactory and training and counseling have not resulted in sufficient progress during the probationary period, an employee may be terminated with no further notice

B. Full-Time Employee. An employee who works an average of 40 hours or more per week over a period of six consecutive months. Full-time employees also receive full benefits of annual leave and sick leave.

C. Part-Time Employee. An employee who works less than an average of 35 hours per week over a period of six consecutive months. Part-time employees do not earn annual or sick leave benefits.

D. Salaried Employee. Full-time employees receive a set amount of compensation per pay period, as opposed to being paid by the hour. Salaried employees will work a minimum of a 40-hour work week, but may be asked to work more than 40 hours at times to meet the needs of the shelter and its activities. Additional compensation is not provided to salaried employees for working in excess of 40 hours, but compensation time can be granted for exceptional overtime work. Salaried employees receive full benefits of annual leave and sick leave.

E. Hourly Employee. A full-time or part-time employee who is paid by the hour at a set hourly wage.

### 6. GENERAL RULES OF CONDUCT.

A. The Humane Society expects all employees to act in the best interest of the Society at all times. A Humane Shelter's reputation is a fragile thing and can easily be damaged in the public eye by a neglectful or careless employee.

B. XXXX employees are to conduct themselves with the utmost professionalism at all times and will respect the privacy and integrity of fellow staff members.

C. Employees will treat all members of the public with respect at all times. Unruly or disruptive visitors are to be dealt with as diplomatically as possible. If an employee cannot resolve an issue with a visitor to the shelter they shall enlist the assistance of another employee or the Director to keep the discussion calm. If a visitor becomes disruptive or is perceived to be dangerous they can be asked to leave and/or the police should be called to ensure employee and public safety. If a volatile situation occurs and the Director is not present, the employee(s) involved shall ensure the Director is made aware of the chain of events as soon as possible.

D. Employees are to act and work with integrity and IAW with these rules and policies. Employees having knowledge of another employee acting in violation of these policies shall notify the Shelter Director at the earliest possible time.

E. Failure to adhere to shelter policies, violations of such policies or failure to report violations of shelter policies can result in disciplinary action up to and including dismissal.

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### 7. TRAINING.

A. All employees are encouraged to seek training opportunities to further their knowledge of animals and animal care, shelter operations, public health and safety in regards to animals and diseases, etc. As much as is feasible in the shelter's work schedule and funding constraints, the shelter will try to fund training for selected employees on an as needed basis.

B. Employees who would like to attend relevant training and fund such training themselves can ask for educational time-off to attend such training at the approval of the director.

### 8. MEDICAL.

#### A. Insurance.

(1) Workman's Compensation. Employees of XXXX are covered under the shelter's workman's compensation program for injuries incurred on-the-job.

(2) Medical Insurance – As a small, non-profit organization, XXXX does not yet have the financial means to provide any type of employee medical or dental insurance plans. Employees are encouraged to seek a personal medical insurance plan to meet their needs.

#### B. Employee Injuries on the Job.

(1) Any on-the-job injury will be reported to the Shelter Director IMMEDIATELY!

(2) Injured employees will go or be taken to the appropriate nearest medical facility (depending on the severity of the injury) as soon as possible after the injury. In the event of a life, eyesight or limb threatening injury, the employee will be IMMEDIATELY taken to the nearest emergency room for treatment.

(3) For less severe injuries, the employee should go to PRIMED if authorized by the Shelter Director. The Shelter Director is responsible for reporting all employee injuries to the Board President and Treasurer as soon as possible.

(4) Failure to promptly report on-the-job injuries may jeopardize the employee's worker's compensation benefits.

#### C. Preventive Medicine.

(1) While rare, there is the possibility of animal to human disease transmission. Shelter employees are at higher risk for this by virtue of our exposure to such large numbers of animals of questionable health and temperament. Employees must observe diligent sanitation measures such as frequent hand washing, and sanitation of shoes and clothes exposed to animal feces, urine, saliva and other body fluids.

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(2) Employees will report any scratches or bites that occur at work and must be diligent in checking for skin rashes that could indicate potential contagious skin conditions.

(3) All employees are responsible for ensuring their tetanus immunization is current at personal expense.

(4) For those employees directly involved in handling animals coming into the shelter and those maintained in the stray hold building there a high risk of exposure to bites and scratches, and for those employees a rabies vaccination is strongly advised. This vaccination requires three separate immunizations one month apart and then a bi-annual titer test (to test of the level of antigen in the blood). The shelter will pay for the initial rabies vaccination and subsequent tests/boosters for employees whose job involves directly handling animals (ie – kennel staff) and who remain with the shelter longer than one year. The employee is responsible for keeping track of immunization dates and being at the necessary medical appointments for vaccination and testing.

### **D. Drug/Alcohol Testing.**

(1) Employees of XXXX are required to submit to unannounced urinalysis (drug testing) as directed by the Board or Director. Pre-employment urinalysis screening can also be done as a condition of employment.

(2) Any employee suspected of being under the influence of drugs or alcohol during work hours can be directed to PriMed for a urinalysis or alcohol test as appropriate. Failure to report to PriMed for the ordered test can result in immediate dismissal.

(3) Such testing will be done at the expense of the shelter.

## **9. SHELTER STAFF POLICIES.**

A. Attendance. Punctuality and regular work attendance are essential to the proper operation of the shelter. All employees are expected to report to work on time IAW established shelter employee hours. If the employee finds that he/she will be late or unable to work regularly scheduled hours; the employee shall notify the Shelter Director preferably the night before, or at least two hours prior to the regular scheduled work time. Poor attendance, excessive absence and tardiness are disruptive and negatively affect shelter operations as well as other staff members. Either situation can lead to disciplinary action up to and including dismissal.

### **B. Confidentiality.**

(1) Information concerning the identity and/or address/phone number of any citizen who brings an animal to shelter or who adopts an animal from the shelter is considered confidential and is not to be released to the public unless so authorized in writing by the person surrendering the animal or the adopter of the animal.

(2) Information on persons under investigation for animal cruelty is considered confidential and is not to be released to the public.

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(3) Only information on individual animals for public knowledge is to be written on their cage cards.

### C. Telephone Use.

(1) The shelter has very limited phone lines which stay quite busy with shelter business. Personal use of shelter phones is discouraged. All personal calls, both incoming and outgoing are to be kept to a minimum.

(2) No personal long distance calls are to be made except in the case of emergency situations. It is preferred that these emergency calls have prior approval of the shelter director, however common sense dictates that the nature of the emergency does not absolutely require prior approval, especially if the Director is not present. Once the emergency is resolved or at some point after, the employee making the long distance emergency call should notify the Director as to the nature and location of the call.

(3) Long distance calls for the purpose of conducting routine shelter business (checking on lost/found animals, discussing adoptions, conducting fund raising, coordinating public affairs events, etc) are authorized as needed and do not require prior approval from the Director.

(4) If phone abuse is suspected the Director shall conduct the necessary inquiry to resolve the issue. Abuse of the shelter phone policy can lead to disciplinary action up to and including dismissal.

### D. Computer/Internet Use.

(1) The shelter's computers are for shelter business. Limited personal use can be authorized as long as it does not interfere with normal shelter duties or take the employee away from their assigned duties.

(2) Any and all files, folders and information on any of the shelter's computers are subject to review by the Director or Board President at any time and no employee has any right to privacy for any content they place on or use a shelter computer for. Failure to disclose a password for computer access may result in disciplinary action up to and including dismissal.

(3) No employee will sign up for personal internet purchasing accounts using the shelter's email as an address.

(4) The use of any shelter computer to view obscene or pornographic matter or material that could be construed as racist, bigoted, terrorist in nature, threatening, degrading or condoning any illegal activity is strictly prohibited and violations of this can result in immediate dismissal.

(5) All employees need to remember at all times that emails can be sent to anyone, so discretion is to be used at all times as to subject's discussed and information sent via

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email. Emails should also never be written in anger as once the send button is hit, you cannot take back negative comments, insults or false allegations. If you would not want your mother or children to see the email, then **DO NOT SEND AN EMAIL** and this includes jokes or pictures that a reasonable person would consider in very poor taste.

### D. Personal Pets.

(1) Personal pets can be exposed to disease and dangerous animals at the shelter, so their presence is at the approval of the Shelter Director.

(2) No employee animal that is known to be aggressive with other animals or people is permitted in the shelter unless being surrendered to the shelter.

(3) Personal pets (except as noted above) may be brought to the shelter, at Shelter Director approval, for bathing/grooming/nursing home visitation/etc, but only when it will not interfere with normal operations.

(4) Boarding of personal pets is not allowed in XXXX.

(5) How an employee of XXXX cares for his or her own animals at home directly impacts the employee's employment status as well as the reputation of the society and the operation of the shelter.

(a) Employees of XXXX are expected to set the standard for animal care and compliance with applicable animal-related laws. At a minimum, employees of XXXX will ensure that their own animals are cared for in accordance with normally accepted standards of humane care and the laws of the state, county and city or municipality in which they and or their animals reside.

(b) Any violation(s) of accepted standards of humane care and/or animal-related laws may be grounds for dismissal from XXXX employment.

(c) As a condition of employment, employees of XXXX agree to allow the Director or a Board Member to visit the premises where the personal animal is maintained for the purpose of assessing the nature of care provided either prior to hiring or at anytime during the employee's employment with XXXX. Refusal to allow a visit for the purpose of assessing animal care (at the employee's home or owned animal's location) can result in disciplinary action, up to and including dismissal from XXXX.

(d) Disputes in an evaluation of animal care will be brought to the attention of the board of directors for final disposition.

E. Unemployed personnel (i.e. friends, family members of shelter staff and board members).

(1) The above noted personnel are welcome to visit the shelter, but are not to

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“hang-out” at the shelter on any routine basis. As our space is very limited and there is always a liability concern, the Shelter Director has the authority to ask/tell visitors overextending their stay to leave the shelter.

(2) These visitors are to never enter the “stray hold” building unless under direct supervision of the shelter employee, are not allowed to give immunizations or administer any drugs to shelter animals, and are not to handle or feed any animal of questionable temperament.

(3) At no time will employee children under the age of 13 be allowed in the “stray hold” building even if with an employee.

F. Work Release Inmates. The shelter’s work force is augmented by work release inmates from the County Jail. All shelter employees shall abide by the shelter’s “Work Release Inmate Procedures.”

G. After-hours shelter entry.

(1) It is recognized that employees/board members may need to enter the shelter before or after normal shelter hours to check on animals, pick-up/bring-in animals from off-site adoptions or conduct other necessary shelter business.

(2) To help ensure control of who is accessing the shelter outside of normal business hours a sign-in log (Encl B) will be used. This log will be located inside the front door on the table with the employee time cards. Any employee or board member entering the shelter after duty hours shall annotate on this log their name, time entering the shelter, purpose for entering and time out of the shelter. Failure to accurately make the appropriate entries on this log can be grounds for disciplinary action.

H. Smoking Policy. There shall be no smoking, dipping or chewing in either of the two shelter buildings. No employee shall smoke, dip or chew while assisting a member of the public. Smoking, dipping or chewing by employees is to be done in designated areas only. All waste associated with smoking, dipping or chewing is to be disposed of in the appropriate waste receptacles.

I. Shelter Keys.

(1) Employees will be signed shelter building keys as appropriate to their job description and need. These keys are to be used only by the employee to whom they are assigned and are not to be loaned to other employees or any non-employee.

(2) Keys to shelter vehicles will be maintained at the shelter at all times when the vehicle is not in use. Vehicle keys are NOT to be taken home by an employee.

(3) Loss of any assigned key or vehicle key must be reported to the Director as soon as the loss is discovered.

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(4) Violations of this policy may result in severe disciplinary action.

### J. Shelter Vehicles & Personal Vehicle Use.

(1) Employees & board members of XXXX who possess a valid and current driver's license and who are insured by our shelter's automobile insurance policy may operate shelter vehicles at the approval of the director. Use of these vehicles is for shelter business only and that use will be in accordance with the shelter's Vehicle Use Policy (Encl C).

(2) In the event a shelter vehicle is unavailable and there is a need for an employee to use their personally owned vehicle (POV) to conduct shelter business, that use of the POV must first be approved by the Director if the employee intends to request reimbursement for gas and mileage. If the reimbursement for POV use is authorized by the Director, then that employee may be reimbursed for the use of their POV at the standard US General Services Administration rate for POV use (for current rate information go to:

[http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentId=9646&contentType=GSA\\_BASIC](http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentId=9646&contentType=GSA_BASIC)

The employee must provide a written mileage report identifying the date of the POV use, the reason for the use, to and from locations the POV was driven and the mileage driven (Encl D). Once the claim is approved by the Director, the employee will be reimbursed at the next pay period or sooner if approved by the Director.

(3) Employees using their POV for shelter business must have personal insurance on their vehicle as the shelter cannot provide any insurance coverage for that POV.

## 10. PAY & ALLOWANCES.

### A. Pay.

(1) Pay rates are established at the time of hiring and pay raises will take place based on employee merit, evaluations, budget allowances and approval of the board.

(2) All employees are paid on a bi-weekly basis, usually on a Monday. If the Monday is a holiday then pay day will take place on Tuesday.

(3) Any discrepancies on time cards or time worked will be resolved between the employee and the Shelter Director BEFORE the Bookkeeper prints the pay checks. Discrepancies brought to the attention of the Director after the pay check is cut will be evaluated, but any additional pay or reduction of pay will be factored into the next pay period's check.

(4) Hourly employees are paid regular pay for the officially designated holidays (generally Federal Holiday and other official holidays when local governments and banks are closed). Given that many citizens still come to the shelter on these holidays, at Director discretion the shelter may be minimally manned on official holidays. The employee(s) working on those official holidays will not receive any extra pay, but can take another day as the holiday in compensation and at the approval of the director.

### B. Overtime.

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(1) All overtime work must be authorized in advance by the Shelter Director. If the Director is unavailable (emergencies, etc) staff members should contact a Board Officer (President, Vice President, Secretary, Treasurer).

(2) Overtime pay for hourly employees is based at time and one-half for authorized hours worked in excess of 40 hours in one week.

(3) Failure to receive advance approval for overtime pay can result in the employee not being compensated for the time worked and disciplinary action.

C. Sunday/Holiday Cleaning/Feeding. The employee who comes in to feed/water and care for the animals on Sundays and Holidays shall be paid a flat fee of \$35 for that day.

### **D. Time Cards.**

(1) All hourly employees are required to keep a time card record of their work.

(2) Record time in and out as you initiate and conclude your work duties.

(3) Record times accurately. If you make a mistake at clocking in or out, notify the Shelter Director as soon as possible so that the card can be corrected by the Shelter Director only.

(4) Employees are allowed 30 minutes for lunch without clocking out on the time card. While lunch is generally taken sometime between 11 a.m. and 1 p.m. it is dependent on the activities in the shelter. At no time will a customer be asked to wait or be ignored because an employee is eating lunch.

(5) For appointments or personal issues that take the employee away from the shelter during normal work hours, the employee must clock out and back in to work.

E. The Shelter Director may authorize employees to swap hours with another employee or substitute days off.

## **11. TIME OFF.**

### **A. Regular Leave (Vacation).**

(1) After one year of employment (this one year commences AFTER the completion of the 90-day probationary period), full time employees are authorized five business days of paid leave each year.

(2) At the completion of the second year of full-time employment and for each successive year, full-time employees are authorized one additional work day of paid leave per year for each full year of contiguous employment up to a maximum of ten business days of paid leave each year. Ex: a full-time employee who has worked continuously for four years would be

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authorized five days (1<sup>st</sup> year) + three additional days (3 additional years) for a total of eight days paid leave.

(3) Vacation time does not have to be taken all at once and can be taken ½ day at a time, one day at a time. Vacation time is not cumulative and must be used during the calendar year it is earned.

(4) Employees will submit requests for leave to the Director at least one month in advance of the requested leave dates. This advance request requirement is not required in the event of an emergency necessitating leave.

(5) Leave approval is at the discretion of the director in order to insure adequate manning of the shelter throughout the year and to meet any special needs of the shelter due to special events or increased work requirements.

### B. Sick Leave.

(1) Full-time employees are authorized five days of sick leave per year.

(2) Sick leave can be accumulated and used during the calendar year. Unused sick days cannot be rolled over to the following year and misuse of sick days as “time-off” can result in severe disciplinary action up to and including dismissal.

C. Compensatory Time. In recognition of the stress of shelter work and special work requirements the Shelter Director can grant the following compensatory guidelines. Compensatory time is considered “paid” time at the hourly employees normal pay rate or as time off for the salaried employee.

(1) Those personnel who participate directly (physically assist with moving animals to be euthanized or holding animals for euthanasia) may take four hours each month (if the employee assisted or performed euthanasia at least twice in that month) at the approval of the Shelter Director. This compensatory time is to be taken each month; an exception to this is that two months of compensatory time can be combined into one compensatory time-off period at the approval of the Director.

(2) The Shelter Director can authorize compensatory time (paid) not to exceed 24 hours annually to any employee for exceptional work and support to the shelter.

D. Education Time-Off. An employee who wishes to attend shelter, animal husbandry, fund-raising or other shelter related training at their own expense or at shelter expense, may be granted educational time-off to attend such training. This time-off will not count against personal leave or compensatory days.

E. The Office Manager will keep a record of each individual’s regular leave, sick leave and compensatory time off on a monthly basis and provide the director with an employee leave and compensation report during the first week of each quarter (Jan, Apr, Jul, Oct).

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F. Employees are responsible for ensuring the shelter budget manager is informed of all vacation, sick and compensatory days for tracking purposes. Failure to do so or falsification of time off reports may lead to disciplinary action up to and including dismissal.

### **12. GRIEVANCES**

A. Any employee with a grievance should bring their grievance to the attention of the appropriate supervisor for assistance and resolution (Full & Part-time employees > Immediate Supervisor/Director > Board).

B. Any grievance not resolved by the Shelter Director or against the Shelter Director must be submitted in writing to the Board for consideration/resolution. Once a grievance is received by the board, the employee should expect a response within 10 working days.

### **13. COUNSELING**

A. Counseling sessions should be used to reinforce positive employee performance and to correct poor performance or correct minor misconduct where more severe disciplinary action is not required.

B. Counseling's can be done verbally or in writing. Any written counseling should include time, date and location of the counseling session, description of the reason for the counseling, employee's response to the counseling, other relevant information, actions taken as a result of the counseling; signature of the employee and director.

C. All written counseling's will be kept on file in the employee's personnel file maintained by the Director.

### **14. CONDUCT**

A. In order to maintain a professional and functioning work environment, employees are expected to adhere to a standard code of conduct. As noted below, certain types of offenses are unacceptable and will subject the employee involved to disciplinary action, up to and including termination.

B. Type I offenses – these are instances of unacceptable conduct by an employee which, while serious, will not normally merit, upon the first occurrence, suspension without pay or dismissal. Examples of Type I offenses include, but are not limited to, the following types of situations:

- (1) Failure to give proper notice of absence
- (2) Irregular attendance or absenteeism
- (3) Tardiness (in reporting to work in the first hour of work or not back to work in a timely manner consistent with the off-shelter mission performed).
- (4) Work Interference – interfering with the work of others to include offensive personal habits, excessive pranks, personal phone calls, personal business, and other activities

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that interfere with shelter operations and/or the employee's ability to do their job effectively and efficiently.

(5) Inefficiency – wasting time, loafing, leaving the shelter without permission during work hours, defective workmanship.

(6) Safety Violations – violations of normal safety practices that endanger the employee, other employees, citizens on shelter property, and the animals in shelter care. Failure to report work-related accidents or injuries, or failure to attend safety classes as directed.

(7) Abuse of Property – improper use and care of shelter property

(8) Court Judgments – willful and/or repeated failure to honor personal court judgments.

(9) Promiscuity – promiscuous behavior on shelter property or at a shelter sponsored event.

(10) Solicitation – unauthorized solicitation, posting and/or distribution of any religious, political, sexual, or subversive literature or other literature deemed unacceptable to any employee or board member of the shelter.

(11) Unacceptable use of profanity or abusive language to fellow staff, board members or the public while conducting shelter business.

(12) Other conduct – similar conduct that meets the intent of the definition of a Type I offense.

C. Type II Offense- Type II offenses are instances of serious and unacceptable conduct by an employee that will normally constitute dismissal upon the first occurrence of the conduct. However, a lesser disciplinary action may be taken depending on the circumstances. Examples of Type II offenses include, but are not limited to the following types of situations:

(1) Reporting to work under the influence of alcoholic beverages and/or drugs. Being found guilty by law enforcement or by shelter board or staff members for the use, sale, and possession or dispensing of any illegal drugs/substances. Possession of alcoholic beverages and/or illegal drugs/substances on the property of the Humane Shelter or at any function endorsed or sponsored by the shelter.

(2) Driving Shelter Vehicle Under the Influence – operation of a shelter vehicle or motorized equipment while under the influence of intoxicants such as alcohol and/or drugs, which induce an unsafe mental and/or physical state.

(3) Refusal to participate in a shelter directed Urinalysis or Alcohol Use test.

(4) Possession of personal firearms, other weapons explosives or other dangerous materials on shelter property.

(5) Fighting with or assaulting a fellow employee, board member or member of the public on shelter property, except when the employee is a victim of an unwarranted assault. Threatening and/or intimidating fellow employees, supervisors, board members or members of the public. Incidents not on shelter property are also subject to review by the Director and board for effect on future employee working relationships and public perception of shelter staff.

(6) Horseplay, pranks or practical jokes that cause injury or personal embarrassment to the person or to any on-lookers.

(7) Theft, destruction, defacement or misuse, negligent use, unauthorized use or willful damage of shelter property or of another employee's or board member's property.

(8) Gambling on shelter property

(9) Falsifying or altering any record or report, such as, but not limited to:

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an application for employment, a medical report, a production report, a time record, an expense account, an absentee report, a test sample report, a receipt for reimbursement, a shipping or receiving record and any animal information form.

(10) Falsification or misrepresentation of statements given to a supervisor, board member, or an official.

(11) Dishonesty – dishonesty as related to an individual’s job description and/or profession or use of one’s official position for personal advantage.

(12) Serious Leave Offense – excessive tardiness or absenteeism, unauthorized absence or fraudulent or abusive use of sick leave.

(13) Conviction – conviction of a felony or other crime or misdemeanor involving moral turpitude, or conviction during employment of misdemeanors which affect the employee’s and his co-worker’s effectiveness on the job.

(14) Flagrant Safety Violations – flagrant violations of safety practices that might endanger the life, limb or health of an employee or others, to include the animals in our care.

(15) Proponent of Violent Overthrow of Government – membership in any organization which advocates the overthrow of the government of the United States by force or violence.

(16) Bribes or Rewards – acceptance of any consideration of value or gratuity which was given to improperly influence the employee in the performance of their duties.

(17) Refusal of Medical Exam – refusal to be examined by an authorized fully licensed physician when so directed by the Director of the Shelter.

(18) Abuse of animals – abuse or mistreatment of any animal in the shelter or if charged with any animal abuse violation of the law of the employee’s personal pets or livestock.

(19) Insubordination – acts of insubordination, including refusal to obey legitimate orders, or delay to failure to carry out assigned work, disrespect, insolence and like behavior in regards to the shelter and job-related matters.

### 15. DISCIPLINE

A. General Provisions. Employees of XXXX are expected to maintain high standards of cooperation, efficiency and economy in their work. Each employee is expected to display conduct both on and off the job in such a manner as to reflect credit on both the employee and the shelter. The maintenance of high standards of honesty, integrity and conduct is essential to assure the proper performance of shelter business, while maintaining the confidence of its citizens.

B. Reasons for discipline. Employees will be disciplined only for violations of shelter rules and regulations and/or for the good of the shelter. Disciplinary action will be fairly, promptly, and consistently applied to the maximum extent possible.

C. Discipline authority. Normally, the Shelter Director will administer disciplinary actions for shelter employees. However, if the Director fails to take disciplinary action for an obvious violation of shelter rules, the Board of Directors may take action that is consistent with the intent of these policies and procedures. The Board is responsible for discipline actions directly involving the Director.

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D. All employees of The Humane Society are subject to disciplinary action as described herein for unacceptable conduct as described in this policy or as decided by the shelter director or board.

### E. Types of Discipline:

(1) Verbal Reprimand. A verbal reprimand can be used for minor infractions of shelter policy and when the infractions are infrequent and not repetitive in nature.

(2) Written Reprimand. A written reprimand will be used for unacceptable conduct by an employee that is deemed to require more than a verbal reprimand or an informal counseling session but does not warrant more serious disciplinary action.

a. Content. Written reprimands will contain the following information at a minimum: time, date and location of the incident in question, time and date of the counseling session when the reprimand is presented to the employee, specific description of the event leading to the reprimand, employee's explanation of the incident during the counseling session, other relevant information, actions taken as a result of the incident/reprimand, signature of the employee and director and a notice that future infractions may result in more severe disciplinary action.

b. Written Reprimands will be signed by the employee and supervisor and a copy provided to the employee. The employee's signature acknowledges receipt of the reprimand, but does not mean that the employee agrees with the action taken. Refusal by an employee to sign the reprimand will be annotated on the reprimand as "employee refused to sign." A copy of the reprimand will be placed in the employee's personnel file.

### (3) Suspension without Pay.

a. Suspension without pay may be enacted when an employee's conduct continues to be unacceptable after receiving a written reprimand. A suspension without pay may also be enacted at the first occurrence of unacceptable conduct when circumstances warrant immediate and severe action.

b. An employee may be suspended from duty without pay for a period of time not to exceed twenty work days. Before any action is taken, the employee must be notified in writing of the proposed disciplinary action that is being considered. The employee may request a hearing before the board of directors. If the employee does not request a hearing or fails to respond to the written suspension of pay notice within five working days, the employee will be suspended without pay on the date specified in the suspension notice. A copy of the notice will be placed in the employee's personnel file and the suspension dates will be recorded on the employee's time and attendance record.

c. The written notice of suspension to the employee will contain the following information:

- Date suspension notice is given to the employee

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- Grounds for the disciplinary action
- Proposed disciplinary action to be taken
- Notice to the employee of their right to appear before the board and be represented by someone of their own choosing and expense
- Notice of the employee's right to respond to the allegations orally or in writing
- The employee has the right to present evidence in their defense
- Time, date, and location of the hearing before the board of directors if requested by the employee
- If a hearing before the board is conducted, then the minutes of that hearing and the results will be recorded and placed on file in the employee's personnel file.

### (4) Dismissal.

a. Immediate dismissal may be enacted when an employee's conduct continues to be unacceptable after previous verbal and or written reprimands and/or other disciplinary action.

b. Dismissal may also be enacted at the first occurrence of unacceptable conduct when circumstances warrant immediate and severe action.

c. Dismissal may also be enacted after an employee receives any combination of three written reprimands and/or suspension without pay within a 24-month period.

## 16. REWARDS AND SPECIAL RECOGNITION.

A. The XXXX is dependent on the dedication and perseverance of our small staff. It is recognized that our shelter employees routinely go above and beyond the basic requirements of the job description in our quest to find homes for as many animals as possible and to educate the public on Responsible Pet Ownership and the value of Spaying and Neutering their pets.

B. The Director and Board will seek all methods of recognizing and rewarding positive performance. Such rewards include, but are not limited to: staff lunches, education opportunities, compensatory time, bonuses, promotions, awards, gifts, etc.

C. Employees are encouraged to notify the Director or Board member of other employees who should receive special recognition for positive performance.

## 17. SUGGESTIONS.

A. All employees are welcome and encouraged to bring new methods and ideas to the attention of other employees and the Director.

B. Employees are also encouraged to seek out knowledge from others such as each other, from other shelters, veterinarians, National and State Humane Organizations, and other reputable sources.

## HUMANE SOCIETY - EMPLOYEE POLICIES

C. Suggestions resulting in significant cost savings for the shelter may be recognized with a cash award as determined by the Board of Directors.

18. **APPLICABILITY.** This XXXX Employee Policy is effective as of xxxxxxxx and will remain in effect until super ceded by another and board approved version. The Master Copy of this policy shall be maintained in the Director's office.

19. **CHANGES.** Changes to this policy must be approved by the Board of Directors, annotated to the master copy and given to all employees within five working days of the change's approval.

Director

Board President

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
(Date)

### Enclosures

- A. Job Descriptions
- B. After-hours Sign-in Log
- C. Vehicle Use Policy
- D. POV Use Reimbursement