



Personnel Policies and Procedures

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Part I : Introduction

ICON Community Services, Inc.

ICON Community Services, Inc. is a private, non-profit corporation located in Northern Virginia, whose primary mission is to broaden public awareness and improve access to opportunities in the community for people who have historically been excluded because of disability. ICON provides technical assistance to private and public sector businesses and local and state governmental agencies, as well as providing direct community-based employment and living supports. The corporation is governed by a Board of Directors, all of whom are citizen volunteers.

Development of Policy and Procedures

The policies and guidelines contained in this manual are established by the Board of Directors. The Executive Director is charged with the responsibility of implementing these policies by establishing rules and procedures where not specified herein. Responsibility for administering policy and procedures may be delegated to other members of ICON's staff by the Executive Director.

This statement of policies does not constitute a guarantee that employment will continue for any specified period of time or end only under certain conditions. Employment at ICON is a voluntary relationship, and nothing in this statement of policies constitutes an express or implied contract of employment. While we hope to have a long and mutually beneficial working relationship together, regardless of anything which may appear in this statement of policies or any other Company publication, policy, or statement, an employee has the right to terminate his employment relationship for any reason at any time, and the Company reserves the right to do the same.

From time to time changes in business conditions may require ICON to unilaterally, in its discretion, amend, supplement, modify, or eliminate one or more of the benefits, work rules or policies described in this Handbook, or any other employment benefits, work rules or policies, without prior notice.

Amendments to Policy

These policies may be amended, in whole or in part, by the Board of Directors, at any official meeting of that body. Changes may be proposed by the Executive Director, subject to the approval of the Board of Directors. The Board will review the Personnel Policies on an annual basis.

Open Door Policy

At ICON, we prefer to deal with all employees directly. Our goal is to provide each employee with stable employment, competitive pay and benefits, and working conditions equal to or better than those of similar companies in our field. We also respect the rights, privacy, and dignity of our employees.

We hope that you will bring your suggestions, questions, or issues to management and talk them over with us. Management's door is always open for you to discuss your concerns. For complaints of a serious nature, please refer to the Grievance Procedures which may be found at the end of this document.

Part II : Basic Principles

Definition of Terms

Consumer

A consumer is an individual with a disability who receives support services from ICON.

Consumers of ICON's employment services are sometimes referred to as supported employees. ICON receives public dollars for job placement and support for these individuals. Their wages, however, are paid by the community business which employs them.

Management Team

ICON's Executive Director is authorized by the Board of Directors to sign contracts and in general carry on the day-to-day business of the organization. The Executive Director, Administrative Director, Director Community Living Services, and Project Director of Enhancement Services make up the management team.

Initial Assessment Period

The organization's obligation to provide quality services to the community can be met only by employees who are both reliable and capable. As such, specific standards of performance have been established which employees must meet. These standards are described in the following paragraphs.

All staff will serve a six month initial assessment period. During the initial assessment period, absence, tardiness and performance are closely monitored. When appropriate, progressively severe disciplinary measures will be applied.

At least once during the initial assessment period, not later than three months after the first day of employment, the supervisor of the employee should conduct an evaluation. The purpose of this evaluation is to identify specific areas needing improvement and provide feedback on outstanding performance.

The evaluation must be in written form and signed by the employee and the supervisor. Copies are retained by the employee and in the employee's personnel file.

If at any time during the initial assessment period, the determination is made that performance is unacceptable, the person should be terminated at that time rather than at end of the six month period. The grievance procedure does not apply during the initial assessment period.

Classification of Employment

Full-time employment: Employment in an established position requiring 40 hours per week on average.

Full-time/flexible employment: Employment in an established position requiring between 30 and 40 hours per week on average on an annual basis.

Part-time Employment: Employment in an established job requiring less than 30 hours per week on an annual basis.

Anniversary

Anniversary Date: Generally speaking, the Anniversary Date is the date of initial employment by the organization. However, when employees move from part-time to full-time status, or change positions, their anniversary date may be changed to correspond with the date of change in employment status, at the discretion of the Executive Director.

Anniversary Year: The 12-month period beginning on the employee's Anniversary Date, as defined above.

Equal Opportunity Employment

The policy of ICON is to comply with Federal Government regulations with regard to equal employment. The policy of ICON is, and will continue to be, to provide employment based on merit without regard to race, religion, ethnicity, national origin, disability not affecting work performance, marital status, veteran status, gender (including pregnancy and childbirth and other pregnancy-related conditions), sexual orientation or age, except where age is an essential bona fide occupational requirement.

ICON will continue to direct its employment and personnel practices toward insuring truly equal opportunity for everyone employed by the corporation. Therefore, ICON intends that all matters related to recruiting, hiring, training, benefits, tuition, grants, compensation, promotion, transfer, hearing or grievances, layoff, disciplinary action, termination, and all treatment on the job be free from discriminatory practices.

All personnel who are responsible for recruiting, hiring, training, supervising, promoting, transferring or assigning employees are governed by this policy.

Affirmative Action

The policy of ICON is to comply with Federal and State affirmative action requirements to employ and promote minorities, females, handicapped persons, disabled veterans and veterans of the Vietnam War.

While the policy of ICON is to apply job related standards appropriate to each position in the agency for the purpose of maintaining effectiveness in all program areas, the policy is also to take affirmative action in the utilization of minorities and females.

The affirmative action program will be utilized both for employees already on staff at ICON and in the recruitment of new staff. ICON will take affirmative action to seek out individuals at any level of the organization whose potential has not been fully utilized and assist them to reach their full potential and meet job standards.

ICON's affirmative action program will include the active seeking of applicants who can meet minimum job standards, training of these individuals toward full qualification, and assisting in upward mobility for qualified minorities and females.

All personnel who are responsible for recruiting, hiring, training, supervising, promoting, transferring or assigning employees are governed by this policy.

Harassment

ICON does not condone or tolerate harassment of its employees with regard to their race, color, religion, national origin, disability, marital status, veteran status, gender (with or without sexual conduct), sexual orientation or age, in accordance with applicable federal, state, and local law. ICON will not permit any situation where an employee's submission to such harassment is made either a term or condition of that individual's employment, where submission to or rejection of such harassment is used as a basis for employment decisions, or where such harassment has the purpose or effect of unreasonably interfering with an individual's work environment. We will not condone such harassment of our employees by their supervisors, their co-workers, or by any third party on our premises over whom we have control.

Sexual Harassment

ICON will neither condone nor tolerate sexual harassment. Sexual harassment is a form of illegal discrimination that involves unwelcome sexual advances; requests for sexual favors, and/or other unwanted verbal or physical conduct of a sexual nature. Sexual harassment includes sexually oriented conduct that is sufficiently pervasive or severe enough to reasonably interfere with an employee's job performance or to create an intimidating, hostile, or offensive working environment. While sexual harassment encompasses a wide range of conduct, some examples of specifically prohibited conduct include:

- Promising, directly or indirectly, an employee a reward if the employee complies with a sexually-oriented request;
- Threatening, directly or indirectly, to retaliate against an employee if the employee refuses to comply with a sexually-oriented request;
- Engaging in sexually suggestive physical contact or touching another employee in a way that is unwelcome;
- Making obscene gestures or using foul language of an offensive and sexual nature;
- Displaying, storing, or transmitting pornographic or sexually-oriented materials;
- Making offensive jokes or remarks of a sexual nature; and
- Making and/or distributing communications by electronic mail, fax, or otherwise, that contain threatening, sexually oriented, or offensive material.

Harassment and Discrimination Complaint Procedure

Employees with questions or concerns about any type of discrimination in the workplace are encouraged to contact their immediate supervisor or any member of the management team. If an employee believes they have been subjected to prohibited discrimination or harassment they should immediately inform, in a professional manner, the alleged harasser that their behavior is unwelcome. In most instances, the person is unaware that their conduct is offensive and when advised will cease. If informal discussion with the alleged harasser is unsuccessful, or if such an approach is not possible, the employee must immediately report the incident to their supervisor or to another member of the management team.

All complaints will be promptly and thoroughly investigated and each complaint will be handled as confidentially as possible. ICON ensures that employees following this complaint procedure will be protected against illegal retaliation. Complaints will be investigated impartially and, if verified, ICON will take

immediate corrective action. Anyone found to have engaged in harassment will be subject to disciplinary action up to and including termination of employment.

Conflict of Interest

Because of the public service mission of ICON Community Services, Inc., it is particularly important the community have confidence in its management and administration.

If a member of the Board of Directors or employee of ICON will derive any financial gain or otherwise profit directly or indirectly by reason of membership on the Board of Directors or through service provided to the agency, the objectivity or loyalty of that member or employee could be questioned, and a charge of self-dealing could be made because of a possible or perceived conflict of interest.

For this reason, members of the Board of Directors will be asked to sign a declaration of freedom from conflict of interest at the beginning of their terms.

Employees of ICON may not serve as members of the Board of Directors. Employees are also prohibited from receiving any financial gain, directly or indirectly through friends or relatives, in any contracts or purchase of property, materials or services to be acquired by ICON. Violation of this standard will be cause for immediate dismissal. The Board retains the authority to decide conflict of interest issues on an individual basis.

Nepotism

The employment of more than one member of the same immediate family shall be permitted with all due consideration being given to the expected working relationship of the family members.

Part III : Employment

Selection and Appointment of Personnel

The Executive Director will be hired by the Board of Directors. All other personnel are hired by the Executive Director, who may delegate aspects of the process to management staff.

Hiring Procedures

Application

Candidates for all positions must complete an application for employment form that includes education, employment history, volunteer experience, references, and such other information as may be required. In the event that falsified information is provided on this application, the employee may be terminated.

Interview

A personal interview is required for filling all positions with ICON.

Driving Record Check

Employees whose positions may require them to transport consumers must have no more than one moving violation in the three years preceding the date of hire as indicated by copies of their records issued to ICON by the Department of Motor Vehicles. Any exceptions to this rule must be authorized in writing by the Executive Director.

Criminal History Background Check

Potential employees who will be providing services in a program licensed by the Virginia Department of Mental Health, Mental Retardation and Substance Abuse Services must undergo a national criminal background check. This check is performed by the FBI through the state office of DMHMRSAS, and requires that potential employees submit a fingerprint card. ICON will pay the cost of this check for individuals who are offered positions in licensed programs. A fingerprint card will also be furnished but the potential employee is responsible for having this card completed by local law enforcement personnel and returning the card to ICON staff within three days of the date of hire.

The candidate's employment will be contingent upon the outcome of this criminal record check. The candidate may not provide service to a consumer in a licensed program without another staff person present until the results of the background check are received from DMHMRSAS. This typically takes four to six weeks. Details of this regulation will be furnished to affected employees at their initial orientation.

Change of Status of Employment

Promotions

Preference will be given to qualified staff members in filling vacant or newly established positions. Promotions will be based on the employee's capacity to meet the requirements of the job, determined by past performance and professional and/or personal qualifications. Seniority will be a consideration only if all other factors are equal.

Transfers

Employees may request a transfer to a different position within the organization. This must be approved by the Executive Director.

Suspensions

An employee may be suspended from duty by the Executive Director. Suspensions may be punitive in nature or necessary to facilitate an investigation.

Temporary Probation

Employees, regardless of length of service, who consistently fail to adequately perform their duties as described in their position descriptions, may be placed on probation by the Executive Director. Specific reasons for being placed on probation and duration of the probationary period should be outlined in a memo given to the employee and placed in the employee's personnel file. The employee's work will be reviewed at the end of the probationary period and appropriate action will be taken at that time.

Termination

An employee may be terminated without a prior suspension or probation. Termination of employment is covered in greater detail in the Termination of Employment section near the end of this document.

Work Assignments/Schedules

Work schedules and assignments are determined by the needs of ICON's consumers. It is each employee's responsibility to know his or her own work schedule. To accommodate the changing requirements of the organization, it will at times be necessary to change work schedules. If there is any confusion regarding your schedule, contact your supervisor. ICON reserves the right to change work schedules at its discretion.

Compensation

Salaries for each job title shall be commensurate with the nature of the position, taking into account the responsibility and qualifications required. Each employee's salary shall be reviewed at least annually. These salary reviews will take into account the employee's performance and the financial position of the organization. Increases may be granted where merited at the discretion of the Executive Director.

The organization will make every effort to grant a cost of living raise to all employees on July 1st of each year. The amount of this raise will depend on economic conditions and the financial position of the organization.

Overtime

For non-exempt positions as defined by the Wage and Hour Board of the Department of Labor, overtime will be paid at the rate of time-and-a-half for all approved hours worked over 40 hours in a work week. Only hours worked will be included when computing overtime. Paid leave time such as sick leave, vacation leave, and holiday pay, will not be included as hours worked. If you have questions regarding your eligibility for overtime pay, you should consult your supervisor. Overtime work must be approved in advance by your supervisor. Overtime can and will be required according to the needs of the organization.

Timekeeping/Payroll

In order to maintain accurate records of the hours you work, you are required to sign in and out on payroll time sheets. You are also required to record any breaks of 15 minutes or more. Time sheets should not reflect time spent commuting to and from work. The work day is considered to begin when you arrive at the location where you will begin your work day, and is considered to end at the time you begin your commute home.

From time to time ICON may offer you the opportunity to attend seminars or conferences which may be scheduled to include nights or weekends. If you choose to take advantage of such an opportunity, you will be reimbursed at the rate of eight hours per day for each weekday you are attending the conference. ICON will not reimburse you for time spent attending such conferences on Saturdays, Sundays, or weekday evenings, unless attendance at the conference or training is required by your supervisor. In no event will you be reimbursed for more than eight hours per day while attending a conference.

ICON's pay period is bi-weekly. The pay period ends on a Friday and paydays are on the following Friday unless otherwise specified. If the pay date falls on a scheduled holiday, payday will be the closest workday before. Normally, your timesheet must be submitted by noon on the Monday following the end of the pay period but exceptions occasionally must be made due to holidays or other factors; you will be notified by voicemail when an earlier deadline is in effect. Late timesheets will result in late paychecks. You are responsible for arranging to pick up your paycheck if you elect to be paid by check rather than by direct deposit.

You should bring any question about your paycheck to the attention of the Controller. Minor payroll errors will be corrected on your next paycheck.

Payroll deductions may include federal taxes, state taxes, local taxes, FICA, salary advances, other deductions required by law, and any other voluntary deductions that an employee has authorized. We consider salary information confidential. We request that you do not discuss your salary with co-workers.

Ownership and responsibility for your pay is assumed by you upon receipt. If you lose your paycheck or it is stolen, please contact the person responsible for payroll. Lost paychecks will be replaced within two weeks of notification of loss.

Personnel Records

A personnel record containing application, references, letter of appointment, job description, evaluations, training records, and all other pertinent information shall be maintained for each employee. This record is available to the Executive Director, the Board President, and other persons who are specifically authorized by the Executive Director. Personnel records are considered confidential information and will be made available to future or prospective employers and others only with written permission of the employee, unless there is a court order resulting from a legal process. In this situation, ICON will release personnel records as required by the court order.

Performance Review

Employee performance will be evaluated by the employee's supervisor, and reviewed by the Executive Director. Any employee being evaluated will be a participant in the review process. Due to the nature of ICON's operation, information on employee performance may be solicited from individuals the employee works with in the community. At the completion of the review process, goals and objectives will be established for the next evaluation period.

Performance reviews will be conducted at least annually for all staff. The Executive Director's review will be conducted by the Board of Directors and presented at the Annual Meeting in June. All Performance Reviews will include a mechanism for employee comments on the review, and will be signed by the employee prior to being placed in the employee's permanent record.

Staff Training

At a minimum, all direct service staff are required to attend training in the following areas:

- Orientation to ICON
- Human Rights Policy and Procedures
- Incident Reporting Procedures
- First Aid and CPR
- Universal Precautions
- Community-Based Training Techniques
- Writing of Goals and Objectives
- Behavior Support Strategies
- Interdisciplinary Approach
- Person Centered Planning
- Documentation
- Other trainings as applicable to specific job responsibilities such as, but not limited to:
 - Issues associated with specific disabilities
 - Computer Skills
 - Medication Administration
 - Job Development

Some of this training is provided by ICON staff both formally and informally; some is provided by the Fairfax-Falls Church CSB, or through other entities. The

precise requirements for individual jobs and the method of obtaining such training will be explained during the orientation period.

In addition, Universal Precautions training must be renewed every year, First Aid every two years, and CPR every three years. It is the responsibility of staff to ensure that trainings are up to date. Information about the expiration date of your training can be obtained upon request from the Administrative Director.

Part IV : Working Conditions

Travel Expense and Allowance

Out of Town Travel

Out of town travel requiring overnight accommodations shall be authorized by the Executive Director. Actual expenses up to \$35.00 per day exclusive of lodging will be reimbursed by ICON. The Executive Director may authorize payment of a travel advance to cover anticipated expense, and may authorize per diem expenses of more than \$35.00 per day when circumstances warrant.

Local Travel

Reimbursement

Local travel requiring the use of a privately owned automobile shall be reimbursed by ICON at the rate established by budget guidelines. The current reimbursement rate at any given time will be found on the local travel reimbursement form. Reimbursement shall not be made for local transportation to and from work.

Insurance

ICON does not provide primary automobile insurance coverage for any employee who uses a personal auto for business purposes. This means that ICON will not automatically cover damage to your vehicle which is sustained in the normal course of carrying out the responsibilities of your job, nor will ICON be responsible for any liability incurred by an employee while driving on ICON business. The mileage allowance is provided to offset the cost of gas, maintenance, repair, and insurance while on agency business. Since the agency assumes no responsibility beyond making available a mileage reimbursement allowance, the employee's responsibility is to protect against damage to his/her auto and legal liability in such form and amount as the employee deems adequate. The agency requires that those employees who have occasion to use their personal auto for business purposes carry, at a minimum, liability insurance in the amount required by law. However, ICON highly recommends that employees consult with their own insurance agent and consider carrying liability coverage in excess of the above to ensure avoidance of a situation which could potentially be a financial burden to the employee. Employees will be expected to

sign a statement that they in fact have the coverage required by law and that they understand this policy.

>>> NOTE <<< It is possible that an employee's carrier will refuse to pay a claim due to misrepresentation regarding the usage of an automobile if not informed of its use for business purposes. It is therefore essential that employees who use their personal auto on agency business properly inform their carrier accordingly, to ensure complete coverage.

In most cases damage to an employee's vehicle caused by a consumer is avoidable if designated transportation procedures are followed. In the event that an employee's car is damaged by a consumer, that employee may request that a panel be formed to review the situation and determine whether appropriate procedures were followed. This panel will consist of the Executive Director and up to three other staff members. If the panel determines that the employee followed all appropriate procedures and could not reasonably have prevented the incident, ICON will reimburse the employee for damages up to \$1,000.00 per incident.

Parking

When an employee's job duties require travel to a location where free parking is not available, ICON will reimburse the employee for the cost of parking. Appropriate receipts will be required.

Metro

When an employee's job duties require the use of Metro, the employee will be reimbursed for the cost of the fare. Documentation of the date and purpose of the trip on the travel voucher will be required.

Tolls

From time to time it is necessary or advisable to use a toll road. Receipts are not required for amounts of \$1.25 or less but documentation of the date and purpose of the trip on the travel voucher will be required.

Severe Weather

The administrative office will be closed in case of inclement weather if local Federal government offices are closed. The expectation is that consumers will be provided with adequate support regardless of weather conditions. If you are unable to physically provide the support that is needed, you are responsible for coordinating with your supervisor. Full-time staff will be paid for eight hours work

on such days (6.0 hours for full-time/flex staff). Inclement weather days are not holidays; you are expected to do whatever work you can in such a situation.

If the individuals you support are not working due to inclement weather but the ICON offices are not closed, you will be expected to work. This may or may not involve actually reporting to the ICON office, depending on the situation, and should be discussed with your supervisor at the time of occurrence.

Safety

ICON is committed to providing a safe and healthy workplace for all of its employees, customers, and visitors. ICON complies with all applicable requirements issued by State and Federal agencies such as the Occupational Safety and Health Administration (OSHA) and the Environmental Protection Agency (EPA) and firmly believes that all accidents are preventable.

Management and all employees share the responsibility for workplace safety. Managers and supervisors are responsible for maintaining safety awareness and ensuring that all operations are performed with the utmost regard for the safety and health of all involved, including themselves.

Employees are responsible for continuously practicing safety while performing their job duties. Employees are encouraged to be alert to unsafe conditions and report them promptly to their supervisor or any member of the management team. All reports can be made without fear of reprisal.

Infectious Disease Exposure Control Policy

Bloodborne Pathogens

Policy

In accordance with the OSHA Bloodborne Pathogens standard, 29 CFR 1910.1030, ICON has developed and implemented an exposure control plan. The purpose of the plan is to minimize and to prevent, when possible, the exposure of our employees to disease-causing microorganisms sometimes found in and transmitted through human blood and certain other potentially infectious materials. Although a variety of harmful microorganisms may be transmitted through contact with infected human blood, Hepatitis B Virus (HBV) and Human Immunodeficiency Virus (HIV) have been shown to be responsible for infecting workers who were exposed to human blood and certain other body fluids containing these viruses, through routes like needle stick injuries and by direct contact of mucous membranes and non-intact skin with contaminated

blood/materials in the course of their work. Occupational transmission of HBV occurs much more often than transmission of HIV. Although HIV is rarely transmitted following occupational exposure incidents, the lethal nature of HIV requires that all possible measures be used to prevent exposure of workers.

All employees who provide direct services to ICON consumers are covered by this plan. This does not necessarily mean that all of these staff members will come into contact with blood or bodily fluid. It simply means that their roles often require that they have direct physical contact with individuals for the purpose of providing support.

This plan will be reviewed annually, updated as necessary, and given to all employees. Because ICON provides support services in a variety of settings, it is not practical or feasible to define specific precautions to be taken in each setting. Instead, universal precautions will be outlined. Employment Specialists will, however, be required to obtain information from prospective employers regarding the nature of the plans followed by the individual businesses which hire ICON consumers.

Exposure Control Plan

Exposure Determination. All direct service staff are included in this plan. This determination is made without regard to the use of personal protective equipment. Those tasks and procedures which put them at risk are the provision of first aid, the provision of personal care assistance, and the responsibility to respond to behavioral incidents. Any other ICON staff members may be included in the plan in the event that they begin to perform duties of a direct service nature.

Other Potentially Infectious Materials (OPIM). The following body fluids are included: semen; vaginal secretions; cerebrospinal fluid; pleural fluid; pericardial fluid; amniotic fluid; synovial fluid; peritoneal fluid; any body fluid visibly contaminated with blood, saliva in dental procedures. Other materials included are: any unfixed tissue or organ (other than intact skin) from a human (living or dead); HIV/HBV containing cell or tissue cultures, organ culture, and culture medium; blood, organs, or other tissues from experimental animals infected with HIV or HBV.

Methods of Compliance

Universal Precautions. All blood or other potentially infectious materials shall be handled as if contaminated by a blood borne pathogen. Under circumstances in which differentiation between body fluid types is difficult or impossible, all body fluids shall be considered potentially infectious materials.

Engineering and Work Practice Controls. ICON staff work in a variety of settings throughout the community, providing assistance to individuals who are employees of other businesses. The work practice controls which are outlined below are intended to reflect the many settings in which staff work. More specific procedures may be in place in any given business setting.

Hand Washing and Other General Hygiene Measures. Hand washing is a primary infections control measure which is protective of both staff and consumers. Appropriate hand washing must be diligently practiced. Employees shall wash hands thoroughly using soap and water whenever hands become contaminated and as soon as possible after removing gloves or other personal protective equipment. When other skin areas or mucous membranes come in contact with blood or other potentially infectious materials, the skin shall be washed with soap and water, and the mucous membranes shall be flushed with water, as soon as possible. If hand washing facilities are not available, ICON will supply an appropriate hand cleanser in conjunction with clean cloth/paper towels or antiseptic towelettes. Eating, drinking, smoking, applying cosmetics or lip balm, and handling contact lenses are prohibited in areas where there is a reasonable likelihood of occupational exposure.

Gloves. Gloves shall be worn when it can be reasonably anticipated that an employee may have hand contact with blood, other potentially infectious materials, mucous membranes, and non-intact skin. Disposable (single use) gloves such as surgical or examination gloves are to be replaced as soon as practical when (1) contaminated or (2) as soon as feasible if they are torn, punctured, or when their ability to function as a barrier is compromised. ICON is responsible for providing gloves that are readily accessible, that are of the appropriate size, that are of an alternative type if an employee is allergic to gloves normally provided, and also for replacing gloves. On a day-to-day basis, ICON staff should utilize gloves any time there is reason to believe that they will come in contact with blood or other potentially infectious materials. They should also use gloves when they have cuts, scratches, or other breaks in their skin which are not otherwise protected. With respect to unusual incidents, staff should wear gloves when they are attempting to briefly restrain an individual when there is any doubt as to whether exposed blood or bodily fluids are involved.

Regulated Waste. Regulated waste means liquid or semi-liquid blood or other potentially infectious materials; contaminated items that would release blood or other potentially infectious materials in a liquid or semi-liquid state if compressed; items that are caked with dried blood or other potentially infectious materials and capable of releasing these materials during handling; contaminated sharps; and pathological and microbiological wastes containing blood or other potentially infectious materials. ICON staff will most likely only come in contact with regulated waste which has resulted from the provision of first aid or an unusual

incident. The form it will probably take will be gauze or cloth which has become drenched with blood. Staff should contain regulated waste in a employment site by following procedures established by that individual business. In the event that ICON staff are in the community with an individual and are not able to rely on the resources of an employer, they should place the regulated waste in a closable container which has been provided by ICON. The container will be constructed so as to prevent leakage of fluids during handling, storage, and transport. Containers should also be labeled or color-coded in accordance with OSHA standards and be closed prior to removal to prevent spillage or protrusion of contents during handling, storage, and transport. If outside contamination of the regulated waste container occurs, it shall be place in a second container which also conforms to OSHA standards. ICON will make arrangements with organizations in the community for the purpose of regulated waste disposal, so that staff members are then able to transport the waste to a specified site.

Hepatitis B Vaccination Policy

All employees who have been identified as having the potential for exposure to blood borne pathogens will be offered the Hepatitis B vaccination at no cost to them. In addition, these employees will be offered post-exposure evaluation and follow up at no cost should they experience an exposure incident on the job. All medical evaluations and procedures, whether preventive or post-exposure, will be made available to the employee at a reasonable time and place. This medical care and vaccination series will be according the most current recommendations of the U.S. Public Health Service. A copy of the bloodborne pathogens standard will be provided to the health care professional responsible for the employee's hepatitis B vaccination. All follow up will be provided at no cost to the employee.

The vaccinations series will not be made available to employees who have previously received the complete hepatitis B vaccination series; to any employee who has immunity as demonstrated through antibody testing; or to any employee for whom the vaccine is medically contraindicated.

Any employee who chooses not to take the Hepatitis B vaccination will be required to sign a declination statement.

Evaluation and Follow Up of Exposure Incidents

An exposure incident is a specific eye, mouth, other mucous membrane, non-intact skin, or parenteral contact with blood or other potentially infectious materials that results from the performance of an employee's duties. ICON employees who experience an exposure incident must immediately report their exposure to their immediate supervisor. He/she will then be immediately offered a confidential medical evaluation and follow-up including the following elements: documentation of the route(s) of the exposure, and the circumstances under

which the exposure incident occurred; identification and documentation of the source individual unless identification is infeasible.

If the infectivity status of the source individual is unknown, the individuals' blood will be tested as soon as feasible after consent is obtained. If the source individual's blood is available, and the individual's consent is not required by law, the blood shall be tested and results documented. The exposed employee will be informed of the results of the source individual's testing.

The exposed employee's blood shall be collected as soon as feasible after consent is obtained, and tested for HBV and HIV serological status. If the employee consents to baseline blood collection, but does not give consent at that time for HIV serologic testing, the sample shall be preserved for at least 90 days. If, within 90 days of the exposure incident, the employee elects to have the baseline sample tested, such testing shall be done as soon as feasible.

The exposed employee will be offered post-exposure prophylaxis, when medically indicated, as recommended by the U.S. Public Health Service. The exposed employee will be offered counseling and medical evaluation of any reported illnesses.

The following information will be provided to the health care professional evaluating an employee after an exposure:

- a copy of 1910.1030 blood borne pathogens standard
- a description of the exposed employee's duties as they relate to the exposure incident
- the documentation of the route(s) of exposure and circumstances under which exposure occurred
- results of the source individual's blood testing, if available
- all medical records relevant to the appropriate treatment of the employee including vaccination records

ICON shall obtain and provide the employee with a copy of the evaluating health care professional's written opinion within 15 days of the completion of the evaluation. The written opinion will be limited to the following information:

- the employee has been informed of the results of the evaluation
- the employee has been told about any medical conditions resulting from exposure to blood or other potentially infectious materials which require further evaluation or treatment

All other findings shall remain confidential and shall not be included in the written report.

Universal Precautions Training

ICON employees will be trained regarding blood borne pathogens within 10 days of initial assignment to tasks where exposure may occur and prior to obtaining a vaccination. Training will be scheduled on an annual basis during work hours. Additional training will be provided whenever there are changes in tasks or procedures which affect an employee's occupational exposure. This training will be limited to the new exposure situation.

Training will be provided by the Fairfax County Health Department or another certified health care professional or trainer and will include the following:

- explanation of the blood borne pathogens standard
- general explanation of the epidemiology, modes of transmission and symptoms of blood borne diseases
- explanation of this exposure control plan and how it will be implemented
- procedures which may expose employees to blood or other potentially infectious materials
- control methods that will be used within the context of ICON services to prevent/reduce the risk of exposure to blood or other potentially infectious materials
- explanation of the basis for selection of personal protective equipment
- information on the hepatitis B vaccination, including the benefits and safety of vaccination
- information of procedures to use in an emergency involving blood or other potentially infectious materials
- what procedure to follow if an exposure incident occurs
- an explanation of warning labels and/or color coding

Recordkeeping Procedures

ICON will document all training which is relevant to blood borne pathogens. A record of attendance will be maintained in each staff member's personnel file; a file will also be maintained which includes specific information regarding training seminars which have been provided.

Medical Recordkeeping. A medical record will be established and maintained for each ICON employee with exposure. The record shall be maintained for the duration of employment plus 30 years in accordance with 29 CFR 1910.20. It will contain the following:

- name and social security number of the employee

- a copy of the employee's hepatitis B vaccination status with dates of hepatitis B vaccinations and any medical records relative to the employee's ability to receive vaccination
- a copy of examination results, medical testing, and any follow-up procedures
- a copy of the health care professional's written opinion
- a copy of the information provided to the health care professional who evaluates the employee for suitability to receive hepatitis B vaccination prophylactically and/or after an exposure incident

Confidentiality of Medical Records. The record will be kept confidential. The contents will not be disclosed or reported to any person within or outside the workplace without the employee's express written consent, except as required by law or regulation. Employee medical record required under 1910.1030 shall be provided upon request for examination and copying to the subject employee and to the Commissioner of the Virginia Department of Labor and Industry in accordance with 29 CFR 1910.20.

Training Records. Training records shall be maintained for 3 years from the date on which the training occurred. The following information shall be included:

- dates of training sessions
- contents or summary of the training sessions
- names and qualifications of trainer (s)
- names and job titles of all persons attending

Training records shall be provided upon request for examination and copying to employees, to employee representatives, and to the Commissioner of the Virginia Department of Labor and Industry in accordance with 29 CFR 1910.20.

Tuberculosis Screening

Within 30 days of employment, each staff member must obtain an evaluation indicating the absence of tuberculosis in a communicable form. Any individual who comes in contact with a known case of tuberculosis or who develops chronic respiratory symptoms of four weeks duration or longer must receive a new evaluation. For further details of this policy, please refer to the Policies and Procedures document for the specific licensed program.

Solicitation

Solicitation of employees during working time by or on behalf of any individual, organization, club, or society, is prohibited. This means that employees may not

solicit while they are engaged in the performance of work tasks nor may employees engaged in the performance of work tasks be solicited.

Part V : Leave Policy

Holidays

ICON observes the following nine holidays:

Martin Luther King's Birthday	Labor Day
Washington's Birthday	Thanksgiving Day
Memorial Day	Day after Thanksgiving
Independence Day	Christmas Day
	New Year's Day

Employees working in group employment sites observe the holiday schedule of their host company up to a maximum of nine holidays. On any excess holidays observed by the host company but not by ICON, Employment Specialists will be assigned to other duties.

Full-time and full-time/flex staff who are required to work on the holidays observed by ICON will be given compensatory leave on a day to be determined by the appropriate supervisor.

Religious Accommodation

ICON recognizes and respects each employee's religious pursuits. To that end, ICON will do everything possible to accommodate an employee's needs. In particular, employees may substitute their religious holidays for those enumerated above, by submitting a request in writing to their supervisor. Other accommodations will be considered if requested at least two weeks in advance of the date.

Annual Leave

Every employee is encouraged to take authorized annual leave. Request for annual leave shall be made on the appropriate forms at least one month in advance. Annual leave must be approved by the appropriate supervisor; in case of conflict, approval will be made on a first-come, first-served basis.

Employees are encouraged to use annual leave during the anniversary year in which it is earned. Accrual of annual leave ends on December 31st each year, and begins again on January 1st of the following year. Leave is either used during the 12 months of the year, or it is lost. , Employees who voluntarily separate from employment shall be paid in a lump sum for their annual leave earned but not taken, up to a maximum of five days.

Full-time personnel shall accrue annual leave according to the following schedule:

1st and 2nd year of service:	10 days per year.
3rd and 4th years of service:	15 days per year.
5th year of service +:	20 days per year.

Full-time/flexible personnel (working between 32 and 40 hours per week) will accrue annual leave at the following rates:

1st and 2nd year of service:	8 days per year.
3rd and 4th years of service:	11 days per year.
5th year of service +:	15 days per year.

Part-time employees are not eligible for annual leave.

Annual leave will accrue but shall not be approved during the initial assessment period. In the event that employment is terminated during the initial assessment period, any leave that has accrued shall be forfeited.

If a full-time or full-time/flex employee's status changes to part-time, any leave accrued will be carried over and may be used at the employee's discretion, subject to the conditions stated above, but no further leave will be accrued.

Annual leave may be taken in increments of one-quarter hour. If an approved holiday falls within an employee's request for leave, it is counted as a holiday and is not charged to annual leave.

Paid Sick Leave

All full-time employees shall accrue one day of paid sick leave per month for a total of 12 days per anniversary year.

Full-time/flex personnel (working between 30 and 40 hours per week) will accrue paid sick leave at the rate of 9.6 days per year.

Part-time personnel are not eligible for paid sick leave.

Paid sick leave will be approved only when an employee is ill and cannot work or for the following approved reasons at the discretion of the appropriate supervisor.

- Exposure to a contagious disease that would endanger the health of co-workers as determined by a physician.
- Serious disability or illness in an employee's immediate family when the exigencies of the situation require personal care.
- Dental, optical or medical examination or treatment.
- A death in the immediate family. Up to 3 days leave will be allowed. Additional leave may be granted at the discretion of the Executive Director.

Paid sick leave may be taken in increments of one-quarter hour. Paid sick leave may be accumulated up to a maximum of 30 days in order to allow for an extended medical absence. An employee will not be compensated for unused paid sick leave upon termination of employment.

Paid sick leave is a privilege that should be taken with cause. Paid sick leave is not to be used for vacation time. A physician's statement may be required by the appropriate supervisor to substantiate the need for paid sick leave. Abuse of the paid sick leave policy may result in disciplinary action.

Leave Of Absence

Medical Leave Of Absence

Employees will be allowed up to six weeks' leave of absence for medical reasons including maternity/paternity, illness, accident, or injury, or serious disability or illness in an employee's immediate family when the exigencies of the situation require personal care. Although ICON will make every attempt to grant a longer leave of absence when necessary, this cannot be guaranteed. Such leave may be charged to accrued sick leave and/or annual leave; leave taken in excess of accrued leave will be considered leave without pay. During an approved leave of absence, the Company will continue to pay insurance premiums for the employee. Although every effort will be made to accommodate leaves of absence longer than six weeks when necessary, ICON cannot guarantee to hold an employee's position open in the event of extended leave.

In the event of a planned medical absence, the employee must submit a written request for leave in advance. The request shall identify the illness, the amount of time off required and probable date of return to work.

A written statement from a physician shall be required which describes the length of disability of the patient while receiving professional care.

In the event of unanticipated illness, accident or injury, a reasonable amount of time will be granted to allow the employee to decide when and if a return to work is feasible. An extension beyond the original leave period may be granted on an individual basis by the Executive Director.

A physician's release letter shall be furnished by the employee upon returning to work.

Personal Leave

Depending upon the circumstances, including but not limited to our business needs, the employee's overall job history, length of service, and the need for the time off, a personal leave of absence for a limited period may be granted at the sole discretion of the Executive Director. Such leaves must be scheduled a minimum of two months in advance.

Military Leave

A leave of absence without pay for military or reserve duty is granted to full-time and part-time employees. If an employee is called to active military duty or Reserve or National Guard training, or if an employee volunteers for the same, the employee should notify the appropriate supervisor as soon as possible, and submit copies of military orders to the Controller as soon as is feasible. The employee will be granted a military leave of absence without pay for the period of military service in accordance with applicable federal and state laws. The employee may use any accrued but unused annual leave during this period.

An employee returning from a military leave of absence is normally compensated at the rate of pay the employee would have received had the employee continued working during the period of leave. Employees are also restored to full participation in benefit plans as soon as they return from military service. The Anniversary Date of an employee returning from military leave will remain the same as it was when the military leave commenced.

Court Leave/Jury Duty

Employees will be granted paid leave if they are served with a summons or subpoena to serve on a jury or to witness for a court proceeding, but not to appear in court on their own behalf. A copy of the summons or subpoena will be placed in the employee's personnel file. All employees summoned or subpoenaed shall immediately inform their appropriate supervisor who shall

notify the Executive Director. A full-time employee who serves as juror or as a witness shall receive the difference between full salary and compensation for court duty for a period of up to three months of jury duty. When not empanelled, an employee will be expected to return to work.

Part VI : Employee Benefits

This benefit information is intended as an overview of the options that are available under ICON's plans. In the event that information in this document contradicts the policies or contracts of the Benefit Providers of ICON, those policies shall in all cases supercede this summary.

With regard to the benefits outlined below, the specific amounts to be contributed by ICON are determined based on available funding.

Group Hospitalization and Major Medical Insurance

All full-time and full-time/flex employees are eligible to participate in group hospitalization and major medical insurance. This insurance becomes effective the first day of the month following the initial date of hire. If you do not enroll in the plan when you first become eligible, you must wait until 'open season' unless you become eligible earlier because of a qualifying event. Other federal and state regulations may affect the extent to which individual employees are covered by the plan. It is the employee's responsibility to read the materials distributed concerning the plan. At present, ICON will pay 100% of the cost of this insurance for the employee, but ICON reserves the right to reduce this percentage should our financial situation make it necessary. Dependent coverage, when available, must be paid for by the employee.

Life Insurance

Term life insurance is provided to all full-time and full-time/flexible employees and their qualified dependents beginning on the first day of the month following date of hire.

Disability Insurance and AD&D

Long-term and short-term disability and accidental death and dismemberment insurance is provided to all full-time and full-time/flexible employees beginning on the first day of the month following date of hire.

Credit Union

All employees and family members of employees are eligible to join the National Capital Federal Credit Union. Payroll deduction is available on a voluntary basis.

Workers' Compensation

Coverage is provided for work related injuries for all employees in accordance with Virginia law. The full cost is paid by ICON. Employees are responsible for notifying their supervisor of any injury received while on the job. They are also responsible for notifying the Controller so that a report may be filed with ICON's workers' compensation insurance carrier. This report must be filed within 48 hours of the incident.

Unemployment Insurance

Benefits are paid in full for all employees in accordance with Virginia law. The full cost is paid by ICON.

FICA (Social Security)

ICON pays the employer's share of FICA taxes, as required by law. Employees must also pay a matching share of FICA tax. FICA is withheld from paychecks and forwarded to the Federal Government for the employee's account. The percentage of contribution is determined by the Federal Government.

Direct Deposit

ICON offers all employees the benefit of direct deposit of paychecks and reimbursements to their personal bank account.

Part VII : Tardiness/Absenteeism

Absence From Work

The organization's success depends on its efficient operations. It is necessary, therefore, that every employee be at the job and ready to start work at the scheduled time and continue working until the scheduled hours of work are completed. A good attendance record is an important "plus" factor in your performance evaluation.

An absence is the failure of an employee to be on the job at any time during his or her scheduled hours of work (including overtime), including leaving before the scheduled quitting time or arriving after the scheduled starting time.

Every employee has the responsibility to maintain a good attendance record and to be present every day during the prescribed work hours. Repeated absenteeism will reflect against your performance and will result in disciplinary action. If not corrected, repeated absenteeism may result in termination of employment.

If you cannot avoid being absent from work, you must call your supervisor, or in his or her absence, the staff member in charge, at least four hours prior to your scheduled starting time. An employee who is absent for two consecutive days without notice or proper justification, as determined by the Company, will be terminated.

Unexcused absences may result in disciplinary action as follows: An unexcused absence will result in a written warning. Two written warnings within any thirty day period may result in termination of employment.

Tardiness

All employees are expected to be punctual in reporting to work and to continue working until the scheduled hours of work are completed. If you are going to be more than a few minutes late, you must notify your supervisor by phone and give the estimated time of your arrival.

An employee whose attendance record shows frequent tardiness will be subject to disciplinary action. Failure to correct the problem may result in discharge.

Failure to Submit Paperwork in a Timely Manner

Our relationship with our customers, as well as our financial health, depends upon timely and accurate reporting. Failure to submit required reports on time will lead to progressively more severe disciplinary action up to and including termination of employment.

Part VIII : Communications Policy

Because of the nature of our work in the community, it is essential that we have policies and procedures to ensure that we are able communicate when emergencies arise as well as on a day-to-day basis.

Cellphone Policy

Certain employees of the organization may be required to carry a cell phone during working hours. The Executive Director will make the final determination as to which employees fall into this category.

These communication devices when required will be provided and paid for by the organization, but employees are expected to take proper care of the device. If a device is lost the employee will be responsible for its replacement, except in cases of theft which has been reported to the authorities (official documentation of such theft will be required).

Repeated failure to carry the device during working hours, and/or repeated failure to return calls during working hours, will be grounds for termination. The term 'working hours' as used in this context refers to a schedule which will vary for each person depending upon their job duties, but which will be agreed upon at time of hire and modified only by mutual agreement should job duties change. Each employee's 'working hours' will be documented in the personnel file.

Electronic Mail

Electronic mail is central to our ability to share information and experiences on a timely basis. For this reason, all full-time and full-time/flex staff will be required to obtain an e-mail account and to check it at least once a week (ICON can provide staff with a free email account). Part-time staff are not required to have e-mail, but they are encouraged to become connected in order participate more fully in the ICON community.

Free web-based e-mail accounts can be accessed through the computers in the ICON office.

ICON staff are required to follow confidentiality policies when communicating through email. It is not appropriate to include any kind of identifiable personal

information, except when the email is addressed to the person in question. It is inappropriate to make derogatory comments about consumers, staff, funders, or anyone else. Improper use of electronic mail (e.g. spreading offensive jokes or remarks) will not be tolerated. Remember that an email, once sent, may be forwarded just about anywhere.

Staff Website

ICON maintains a password-protected and encrypted website for the use of staff and board members. The site contains information staff need to do their day-to-day tasks: policies and procedures, forms, and contact information, as well as career development resources which will help them to improve the quality of ICON's services in the long term. It also contains confidential information about consumers and for that reason it is essential that staff and board members guard their passwords carefully. If a password is compromised, notify the Office Manager or Administrative Director so that it can be changed.

Staff are encouraged to make use of the website and to contribute material and suggestions for its improvement.

Internet Usage Guidelines

ICON provides access to the internet and electronic mail to assist employees in the performance of their job duties. ICON expects employees to use these tools responsibly. Employees should understand that use of the Internet is subject to monitoring.

It is inappropriate to engage in personal business on company time, and the internet is not an exception. Personal use of email, instant messaging, internet relay chat, websurfing, or peer-to-peer networks on ICON's office computers during your working hours is grounds for disciplinary action up to and including termination.

Part IX : Standards of Conduct

General Conduct

Whenever a group of people work together, there must be standards of conduct for common guidance and efficiency. ICON's Ethics Policy is a general statement of guidance in this area. Our Human Rights policy and individual Program Policies also cover employee standards of conduct. However, it is impossible to define in detail every standard of conduct for every circumstance. We hope that your common sense will guide you as to the proper thing to do in most cases.

If you have any questions about our standards of conduct, or about what to do or not to do in a situation, please contact your supervisor.

Obviously, when employee misconduct occurs, measures must be taken to correct the situation and to curtail further occurrences. The approach we take to corrective action for misconduct, other than for major offenses, may vary depending on, among other things, the gravity of the offense, the circumstances under which it occurred, and the employee's duties and overall work record, including any prior misconduct. In order of severity, discipline can take one of the following forms:

- Verbal counseling;
- A written warning or reprimand;
- Probation; or
- Suspension from work (for a period not exceeding three scheduled work days) subject to discharge.

Keep in mind, however, that ICON has no obligation to use any one or more of these forms of discipline prior to discharging employees. Any one or all of these steps can be omitted as the organization deems appropriate, at its discretion. Nothing herein constitutes a contract of employment or guarantees that your employment will continue for any specified period of time. By establishing this disciplinary procedure the Company is not relinquishing or limiting its managerial right to discharge for any reason at all, at any time, with or without notice. The use of progressive discipline as a precondition to termination thus is discretionary, in the organization's judgment, and the organization's decision in every case is final and binding on all concerned, including the disciplined employee and all other persons or entities involved in any way, directly or indirectly. Employees who do receive the benefit of any of these methods of

constructive counseling, however, are encouraged to take advantage of the opportunity to learn from their mistakes and try to improve.

Standards of Appearance

The image you project is directly related to the image of the organization. We expect all employees to be appropriately dressed for the job they are doing. Employees must at all times present a neat, clean and conservative appearance. Extremes in clothing or hairstyles are not appropriate.

Supervisors are responsible for applying and enforcing this policy within their departments. In applying dress code guidelines, all supervisors will make reasonable accommodations for dress or grooming directly related to the employee's religion, ethnicity, or disability. Employees should discuss any accommodation needs with their supervisor. If an employee dresses inappropriately, a supervisor will counsel him or her. Dress code violations that are exceptionally unprofessional or unsafe can result in the employee being sent home without pay. Good judgment is the main guideline to follow.

Drug and Alcohol Policy

It is ICON's policy to promote a drug-free workplace. Consistent with this policy, the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in any work site managed or supported by ICON. In addition, no employee shall report to work or perform work under the influence of drugs or alcohol. Staff members are expected to be alert and in full control at all times. Violations of this policy could constitute grounds for immediate dismissal.

In conformance with the requirements of the Drug-Free Workplace Act of 1988, 34 CFR Part 85, Subpart F, you must notify ICON of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction. Such conviction may result in personnel action up to and including termination, or in the requirement that the employee participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by an appropriate Federal, State, or local agency.

Part X : Termination of Employment

Termination

It is our policy to make a reasonable effort to retain good employees; however, employment at ICON is for no specified time, regardless of an employee's length of service. Termination of employment is an inevitable personnel activity within any organization. Below are examples of some of the most common circumstances under which employment is terminated.

- Resignation – voluntary employment termination initiated by an employee.
- Failure to return from an approved leave of absence on the date specified.
- Failure to report to work and failure to call in for two or more consecutive days.
- Discharge – involuntary employment termination initiated by the organization.
- Layoff – involuntary employment termination initiated by the organization for non-disciplinary or non-performance reasons.

Exit Interviews

Prior to departure, an exit interview will be scheduled with the Executive Director. This will also serve as an opportunity to provide you with notification of your options for continuing portions of your insurance coverage, settle any outstanding financial matters, and return keys, communication devices, and any other materials or equipment you have on loan from ICON.

The exit interview will also provide you with an opportunity to sign a release so that ICON may respond to reference checks from potential future employers. In the absence of such a release, ICON will verify only your employment status and dates of employment.

Resignations

Employees who resign from ICON are requested to give at least one month's notice in writing before terminating employment. Proper notice allows ICON sufficient time to determine all monies to which you may be entitled, including accrued vacation, in calculating your final paycheck, in addition to facilitating the transition for your replacement.

Reductions In Force

The Executive Director of ICON may implement a reduction-in-force procedure (RIF) when it is determined that there is an excess number of employees within the organization as a result of lack of funds, or lack of work. The implementation of the procedure is as follows:

Determination of Excess Class

The Executive Director will initially determine which classes or positions within the agency are thought to have an excess number of employees.

Suspend the Filling of Vacancies

When a reduction-in-force is under consideration, the Executive Director is authorized to suspend the filling of any vacant position within the excess class.

Layoffs

The decision regarding which employees within an excess class are to be laid off will be made on the basis of performance as documented in formal evaluations and other written communications. Particular attention will be paid to work habits, flexibility across all job functions, and performance across all job functions.

Seniority

In the event that two or more individuals are of equal strength with respect to their performance, layoff decisions will be made on the basis of length of employment with ICON.

Flexible Options

The Executive Director has the authority to explore flexible options with individual employees which are consistent with the needs of the organization. This may include the decision to convert full-time employees into part time employees.

Notice of RIF Implementation

Employees will be given at least 14 calendar days notice in the event that they are to be laid off. They will receive payment for accrued leave as specified in these personnel policies, but will not be entitled to severance pay.

Reassignment of Job Tasks

Individuals who retain their employment after the implementation of this procedure may be assigned new job tasks according to the needs of the organization.

Part XI : Grievance Procedure

Employees of ICON may file a grievance. The employee should file a grievance in the following manner:

The employee must first discuss the issue with his immediate supervisor.

If not resolved, the employee must report the grievance to the Executive Director, preferably in written form. The Executive Director will endeavor to respond within five working days.

If not resolved, the employee may present it to the Board of Directors at their next regular meeting.

The Board of Directors will have the final decision in all grievance matters.