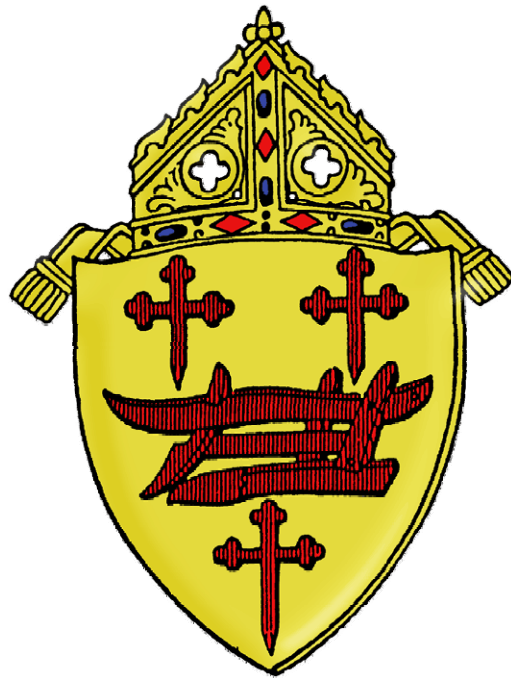


ARCHDIOCESE OF CINCINNATI



HUMAN RESOURCES
POLICIES AND PROCEDURES HANDBOOK

NOVEMBER 2008

November 2008

My Dear Friends,

Attached you will find the latest revision of the **HUMAN RESOURCES POLICIES AND PROCEDURES** handbook that I have ratified. This handbook supersedes and replaces any and all prior handbooks as well as any and all human resources policies and/or procedures that are inconsistent with the policies and/or procedures in this handbook. Employees of the Archdiocese of Cincinnati are employed at will and nothing in the handbook creates or is intended to create a contract of employment. The Archdiocese of Cincinnati may amend or change the policies at its discretion.

The purpose of this handbook is to assist you in knowing your rights, responsibilities and benefits as an archdiocesan employee. I assure you that I will see to the implementation of these policies. Nevertheless, there are occasions when my canonical responsibilities may necessitate my superseding a policy, as in making some appointments.

I wish to express my thanks to the Human Resources Policy Review Committee for their work in continuing to develop, refine and clarify policies which define fair and equitable practices in our archdiocesan administrative offices.

I want you to know that I appreciate the commitment you offer the Archdiocese by your service in our offices. I believe that our work together is a means of furthering the mission of Christ in our world. Thank you for your dedicated service.

Faithfully yours in Christ,

Most Reverend Daniel E. Pilarczyk
Archbishop of Cincinnati

ARCHDIOCESE OF CINCINNATI

HUMAN RESOURCES POLICIES & PROCEDURES HANDBOOK

PLEASE PRINT

Employee Name:

Last

First

Middle Initial

Job Title:

Office /Department

Verification Statement

I verify that I have read and understand the policies and procedures outlined in the Human Resources Policies and Procedures Handbook of the Archdiocese of Cincinnati. I understand that my employment is at will and that nothing in the handbook creates or is intended to create a contract of employment. I agree to abide by these policies and procedures and also understand that the Archdiocese of Cincinnati may amend or change the policies at its discretion without notice. I further understand that this handbook supersedes and replaces any and all prior handbooks as well as any and all human resources policies and/or procedures that are inconsistent with the policies and/or procedures in this handbook.

Employee Signature

Date

RETURN FORM TO: THE OFFICE OF HUMAN RESOURCES

MISSION STATEMENT

The Central Offices of the Archdiocese of Cincinnati perform the administrative functions of the Catholic Church in the 19 counties comprising the Archdiocese. These are a coordinated group of offices whose function is to further the Gospel mission of the Catholic Church.

The offices offer staff services to the Archbishop and assist in carrying out his pastoral responsibilities and policies. For this purpose they also offer resources, services, and programs to the parishes and other institutions in the Archdiocese to enable these parishes and institutions to deepen the faith life of their congregations.

Each member of the Central Offices is an integral part of the whole organization, a valuable component of the services offered, whether directing an office or program or providing the needed support in delivering the service.

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1.0 **EMPLOYMENT POLICY**

1.1 **Selection of Personnel**

The Archdiocese of Cincinnati is an Equal Opportunity Employer. It is the policy of the Archdiocese of Cincinnati to promote equal opportunity in the areas of recruitment, employment, training, development, transfer, and promotion. Employment in the Archdiocesan offices and subsequent development, transfer or promotion will go to those individuals whose training and experience most nearly qualify them for the positions offered without regard to race, color, religion, sex, age, disability or national origin, except where creed, sex or ordination is a *bona fide* occupational qualification.

Because the defense and promotion of human rights is inseparable from the Gospel mandate, the offices of the Archdiocese of Cincinnati will ensure equal opportunities for protected classes of persons including, but not limited to, the disabled, minorities and women.

1.2 **Hiring Practice**

The Office of Human Resources advertises position openings, takes applications, and forwards resumes to Department Directors and/or Office Directors for review. Office Directors or Department Directors then have the final responsibility for the hiring and training of personnel. When a position opening occurs or when a new position is created, the Office of Human Resources is to be notified by the Office Director or the Department Director so the appropriate procedures can be initiated.

Details of the employment procedure used by the Office of Human Resources may be found in Policy 7.0.

1.3 **Classification of Personnel Affected by the Policies**

These policies are intended for administrative use in the Archdiocesan Central Offices at 100 E. Eighth Street, and at all branch office locations.

The policies apply to priests, religious sisters and brothers, deacons and lay persons employed in these offices as non-exempt and exempt personnel.

Your employment classification determines which pay policies and benefits are applicable to you. The Fair Labor Standards Act, which is the federal law governing wages and hours, sets standards for an employee's classification. The Archdiocese of Cincinnati complies with these regulations by assessing the job duties, level of authority and compensation of each of its employees against the standards set forth in the Act as follows:

1. **Exempt Employees**

Exempt employees are those salaried employees holding executive, administrative, professional or outside sales positions who are not covered by the Act.

2. **Non-Exempt**

Those employees not included in the categories above are Non-Exempt. Non-Exempt employees are generally paid by the hour and are eligible for overtime pay (at one and one-half times base) for hours worked in excess of 40 per week.

For more information, see the Archdiocese of Cincinnati Overtime Regulations policy available online at:

http://www.catholiccincinnati.org/files/personnel/pdf/overtime_regulations.pdf.

1.4 **Types of Employment**

1. ***Regular full-time***: The employee is regularly scheduled to work at least 35 hours per week and is considered to be eligible for full employee benefits.
2. ***Regular part-time***: An employee who is regularly scheduled to work less than 35 hours per week.
 - A. A regular part-time employee who is regularly scheduled to work at least 20 hours per week, is eligible for holy day and holiday pay (if scheduled to work), prorated sick leave, vacation and benefits (including pension, disability, life insurance, health insurance and Worker's Compensation) if the employee satisfies the eligibility requirements of each of these plans or programs.
 - B. A regular part-time employee who is regularly scheduled to work fewer than 20 hours per week is eligible for holy day and holiday pay (if scheduled to work), prorated sick leave and vacation and Worker's Compensation.
3. ***Temporary***: The employee is hired to work for a limited length of time, not to exceed three months in any calendar year, to perform a specific task. The employee is not eligible for vacation or other Archdiocesan benefits, but is entitled to coverage under Workers' Compensation Insurance and to paid holidays which fall on regular work days. If service as a temporary employee exceeds three months, the employee will be transferred to regular status unless there is a contractual arrangement to replace an employee on medical leave. Eligibility for Archdiocesan benefits will begin on the date of transfer.

4. **Special Project:** The employee is hired for a particular project of specified duration exceeding three months. For example, the project may be funded by grant, CETA, or Archdiocesan funds. The employee will be given a statement at the time of hire specifying the duration of employment. Special project employees who are regularly scheduled to work 20 hours a week or more are eligible for Archdiocesan benefits. Upon the completion of the project, or one year, whichever occurs first, the supervisor and the Director of Office of Human Resources will review the agreement to determine if the employment should be continued, modified, reclassified or terminated.

1.5 **Employment of Relatives**

The employment of relatives is not prohibited as long as the person exercising supervision is not supervising a member of his/her family. Exceptions to this regulation require the approval of the Department Directors.

2.0 **WORKING CONDITIONS**

2.1 **Office Hours**

The normal work week is 35 hours for a full-time employee. Office hours are 8:30 a.m. to 4:30 p.m., Monday through Friday, at 100 E. Eighth Street and all branch office locations.

As a general rule, regularly scheduled office hours should not be interrupted by personal appointments or medical appointments. When an appointment must be scheduled during office hours, the non-exempt employee should consult with the supervisor for approval of the time arrangements.

Exempt employees do not have a specific time schedule to follow. Knowing the responsibilities of the position for which they were hired, exempt employees should follow the time schedule best suited to getting the job done.

An Office Director who has a need to schedule a full-time non-exempt employee for work hours other than the standard work hours of 8:30 a.m. – 4:30 p.m., on a permanent basis, must make the request to the Department Director. If the Department Director approves the request, the Department Director will communicate this decision to all other Department Directors.

An attendant is on duty at 100 E. Eighth Street to permit and monitor access to the office building after hours on week nights. The attendant is on duty from 5:00 p.m. to 7:00 p.m. Employees must identify themselves.

2.2 **Snow or Other Inclement Weather**

In case of snow or other inclement weather, individual employees (exempt and non-exempt) may decide whether they should leave early or whether they should come to work. This means they take either emergency time or vacation time for the period missed.

If the civil authorities declare an emergency which prohibits the public from being on the streets, and the employee would be required to travel these streets, this time will be provided to employees without using emergency time or vacation time.

2.3 **Lunch Periods**

Employees are entitled to one unpaid hour per day for lunch. Employees should schedule their lunch period in consultation with the supervisor to insure adequate coverage of the office.

2.4 **Overtime**

The Fair Labor Standards Act establishes minimum wage, overtime pay, and equal pay provisions for employees. Some employees are excluded from the minimum wage/and or overtime provisions by specific exemptions based on the salary they earn and the type of work they do. Only those who are classified as non-exempt per the overtime provisions of the Act are entitled to overtime pay. Exempt employees are those salaried employees holding Executive, Administrative, Professional or Sales positions. To qualify for the Executive, Administrative and Professional Exemption, an employee must be paid at least a minimum salary of \$455 per week or \$23,660 annually.

Authorized overtime of non-exempt employees is compensated at the regular rate of pay from the 36th through the 40th hour. Non-exempt employees will be paid 1.5 times the regular rate for hours worked in a week above 40 hours. It is permissible, however, when an employee works extra hours during one or more days to provide time off during the same week at straight time, as long as total hours actually worked do not exceed 40 in the work week. For purposes of counting overtime hours, holidays, vacation, sick leave and other paid time off need not be counted toward hours worked in a week for calculating required overtime payments. (e.g., an employee whose total hours equal 48 hours during a week but includes 8 hours sick time is not entitled to any overtime pay).

2.5 **Holiday Compensation**

Non-exempt employees who are required to work on a holiday may choose to schedule another day off during the same pay period or will be compensated at 1.5 times their regular rate of pay.

2.6 Reimbursement for Job Related Expenses

Employees will be reimbursed for expenses incurred in the performance of job-related duties. Local transportation to and from meetings, parking and toll fees will be reimbursed according to the terms established by the Department Directors. Reimbursable local transportation only includes mileage above and beyond what an employee would typically travel between home and his/her “home-base” office location on a regular day or week.

For example, if an employee were to travel from home to a work engagement outside of the “home-base” office, he/she would first subtract the mileage of his/her normal work commute, and he/she would then be eligible for a reimbursement on any excess miles. If an employee were to attend a work function on a weeknight or on the weekend, he/she would be eligible for a reimbursement on any miles traveled above and beyond his/her full, regular commute during the work week.

With prior approval of the supervisor, the cost of attending meetings, conferences, or other official business also will be reimbursed (see Policy 4.1.5).

2.7 Reimbursement for Moving Expenses

If a lay or religious employee is hired or transferred to another position within the Archdiocese of Cincinnati on the initiative of an Archdiocesan department or office, and the distance between the positions is 50 miles or more, the Archdiocese of Cincinnati will pay, subject to any limitations and procedures established by the Department Directors, the ordinary and necessary expenses of moving the employee's place of residence.

2.8 Dress Code

Employees are representatives of the Archdiocese of Cincinnati. This policy is an effort to demonstrate respect for our organization. An employee's attire during work hours and work related activities shall be appropriate to the duties of the position, to the safety of the employee and other individuals, and to the probability of public contact. This policy shall be applicable to all exempt and non-exempt employees exclusive of those positions required to wear uniform attire.

To avoid uncertainty as to what is considered unacceptable, a number of non-acceptable standards are outlined below. These examples are non-exclusive and are provided solely for guidance. In addition, the dress code is subject to change as deemed necessary by the Department Directors.

Slacks, Pants: Jeans, sweatpants, exercise pants, shorts, bib overalls, leggings, and any spandex or other form-fitting pants.

Shirts, Tops, Blouses: Tank tops, midriff tops, halter-tops, tops with bare shoulders, sweatshirts, t-shirts (logo and plain) unless worn under a blouse, shirt, jacket or dress.

Shoes and Footwear: Athletic shoes (unless medically necessary/ordered by a doctor), slippers, work boots, flip-flops (rubber/beach) or any shoe that poses a safety risk.

In general, clothes should have minimal ornamentation, never have slogans, and should always be in good repair.

2.9 **Smoke Free Facility**

All offices of the Archdiocese of Cincinnati are smoke free facilities. Smokers may go outside the buildings to smoke but are asked to refrain from smoking at the entrances to the building.

3.0 **JOB PERFORMANCE**

3.1 **Performance Evaluation**

An employee's immediate supervisor must conduct an annual evaluation. Immediate supervisors, either on their own initiative or at the request of an employee, may conduct additional evaluations. The purpose of the evaluation session is to allow the employee and the supervisor to set goals for the future, evaluate the success with which previously set goals have been met, commend the employee for work well done, and help improve performance when necessary. The job description is a useful guide for goal setting and evaluation. Department Directors will conduct evaluation sessions for Office Directors in the same manner.

Both employee and supervisor will sign the evaluation to signify that it has been read and discussed. The employee will receive a copy and a copy will be sent to the Office of Human Resources. Performance evaluations are not subject to review by Policy 7.3 the Employee Problem Solving Process. Employee Performance Appraisal Forms can be found at:

http://www.catholiccincinnati.org/index.php?option=com_content&task=view&id=130&Itemid=426

3.2 **Health Problems**

A supervisor may request a medical report when a long absence or frequent short absences due to illness interfere with ability to perform the duties of the job. If unable to meet the requirements of the position because of poor health, an employee may be assigned to a less demanding position. If a transfer to another position is accepted, the employee will receive the salary designated for that job classification. When health improves, reinstatement will be considered if a position is available. For further information, see the Fit for Duty policy available online at: http://www.catholiccincinnati.org/files/personnel/pdf/fit_for_duty.pdf

4.0 **EMPLOYEE BENEFITS**

4.1 **Paid Absence Benefits**

4.1.1 **Holidays and Holy Days**

Holidays

The Archdiocesan Central Offices observe the following holidays:

January 1
Martin Luther King Day (third Monday in January)
Presidents' Day (third Monday in February)
Good Friday
Easter Monday
Memorial Day (last Monday in May)
July 4
Labor Day
Columbus Day (second Monday in October)
Thanksgiving Day
Friday after Thanksgiving
Christmas Eve
Christmas Day
Day after Christmas

When January 1 or July 4 falls on Saturday, it will be observed on the previous Friday. When either of these two dates falls on Sunday, it will be observed on the following Monday. The three-day Christmas holiday is not transferable.

Holy Days

In keeping with the religious nature of the organization, Archdiocesan Central Offices will be closed on holy days. Holy days will be observed on the days on which they fall in the liturgical calendar. Holy days observed are:

Assumption
All Saints Day
Immaculate Conception

Regular full-time employees are eligible for all holy days and holidays with pay. Regular part-time employees will be paid for those holidays and holy days which fall on their normal work days. If the holidays or holy days do not fall on normal work days, no additional time or compensation will be paid. Employees on leave of absence are not entitled to holiday or holy day pay.

4.1.2 **Vacation**

The length of vacation time is determined by years of employment. Full-time employees are eligible for paid vacation as follows:

- 1 week vacation - after six months of employment*
- 2 weeks vacation - after 1 year of employment
- 3 weeks vacation - after 4 years of employment
- 4 weeks vacation - after 6 years of employment
- 5 weeks vacation - after 20 years of employment

*(To be taken prior to first anniversary date.)

Vacation time is accumulated from the date of hire. For purposes of vacation time, years of employment with the Catholic Church, anywhere, may be counted and are available at the date of hire. This vacation must be used prior to the first anniversary of the date of hire. This prior service will be determined by the Office of Human Resources at the time of hire and will become part of the employee's personnel record.

A regular part-time employee is eligible for the previously listed vacation benefits pro-rated in relationship to normal weekly hours regularly scheduled versus the normal work week.

Vacation time is calculated based on employment status (i.e., full-time, part-time) at the time vacation is taken, regardless of whether the employee's employment status changed at some point during the period that vacation time was accrued.

Vacation pay can be included in the last pay before vacation is scheduled to begin. The Finance Office or appropriate business manager must be notified by the 10th of the month for receipt of the vacation pay on the 15th of the month, or by the 20th of the month if the vacation pay is desired with the pay received on the last day of the month.

Vacation schedules must be approved by the supervisor in order that the office will be covered at all times. Normally, no more than three weeks of vacation may be taken at one time.

An annual vacation is important for rest and renewal. Vacation may be taken at any time during the employee's anniversary year that is convenient for the office. Except under unusual circumstances, and only with the supervisor's permission, vacation time may not be accumulated from year to year. Vacation time not taken by the yearly date of hire is forfeited.

If an employee leaves the employ of the Archdiocese of Cincinnati, unused vacation days will be compensated at the regular rate of pay. Vacation time will be calculated from the date of hire.

Vacation time will be paid out based on employment status (i.e., full-time, part-time) at the time of employee's separation from the Archdiocese of Cincinnati, regardless of whether the employee's employment status changed at some point during the period that vacation time was accrued.

4.1.3 **Sick Leave, Emergency Leave**

Sick leave for regular full-time employees is accumulated at the rate of one and one-quarter days per month (15 days per year) from the date of hire. Sick leave is cumulative to 130 working days (26 weeks). Sick leave for a regular part-time employee is accumulated on a pro-rated basis.

Sick leave is calculated based on employment status (i.e., full-time, part-time) at the time sick leave is taken, regardless of whether the employee's employment status changed at some point during the period sick leave was accrued.

An employee may be asked to present a physician's statement if there are frequent absences, absence for three consecutive days, or if it appears that job performance is being adversely affected by poor health or absenteeism.

All absences due to illness are to be reported to the immediate supervisor or to the Office of Human Resources by 9:00 a.m. The Office of Human Resources will provide a system for the maintenance of sick leave records.

During a paid leave of absence due to a prolonged illness, or the inability to work for reasons associated with pregnancy and/or childbirth, an employee's position will be held. In granting a leave, the employer presumes that it is the intent of the employee to return to his/her position. Leaves will not be granted if it is the employee's intent to not return to work at the end of the leave. The employer reserves the right to require a written verification of illness after a reasonable length of time.

Sick leave is for the purpose of the employee's illness, dependant's illness and/or immediate family's illness. A maximum of 10 days per calendar year may be used for the purpose of care for a dependant and/or immediate family. Unused sick leave is not reimbursed with pay, and sick leave may not be used as extra vacation time.

Up to five sick leave days may be taken per year for emergency purposes. For example emergencies may include flooded basement, car problems, or death in the family.

An employee from any entity of the Archdiocese of Cincinnati may transfer a maximum of 15 accumulated sick days when hired by the Archdiocese upon verification.

4.1.4 **Civic Duty**

An employee summoned to jury duty will be granted time off work and will be paid the regular base pay while they fulfill their civic duty. The employee will be required to give to the Office of Human Resources a copy of the notification of jury duty selection. The employee is expected to report to work during normally scheduled hours except for the time involved in jury duty. Court payments and jury duty card must be forwarded to the Payroll Office. A statement from the court showing the jury duty served may be required.

Employees who are subpoenaed by a court for personal or family matters may use an emergency leave day. Employees who are subpoenaed in connection with their work as an employee of the Archdiocese of Cincinnati will be paid their regular base pay for their time away from work to comply with the subpoena.

4.1.5 **Educational Benefits**

With the prior permission of the Office Director and the approval of the Department Director, employees may attend, during office hours, conventions, conferences, seminars, institutes and courses, directly related to the job, which will improve job skills.

When the demands of their jobs change, employees should be given the opportunity to equip themselves to perform their new duties and the employer should offer the opportunity.

Each employee who works at least 20 hours per week is eligible for a \$1,000 educational subsidy each year for every dependent child attending a Catholic high school within the Archdiocese of Cincinnati. This subsidy will be paid directly to the high school upon request and verification by the Office of Human Resources. Employees should be aware that this benefit is taxable under Internal Revenue Service regulations and will be reported in your pay in the October 15 and February 15 pay periods.

Any employee, who qualifies for this benefit and wishes to apply, should contact the Office of Human Resources for further details. An educational subsidy of \$500 per semester will be forwarded on behalf of the student with the submission of a subsidy form obtained directly from the Office of Human Resources of the Archdiocese of Cincinnati. This educational subsidy will be paid at the beginning of each semester. Subsidy forms should be received in the Office of Human Resources by September 1 and January 15.

4.1.6 Maternity/Paternity Leave

In order to enable parents bringing newborn/adopted children into their homes, employees of the Archdiocese of Cincinnati will be provided with three weeks paid maternity/paternity leave. The leave must be completed within twelve weeks of the birth/adoption of a child. This leave must be used minimally in weekly increments. Further time off may be requested in accord with the provisions of Policy 4.1.3. In granting a leave, the employer presumes that it is the intent of the employee to return to his/her position. Leaves will not be granted if it is the employee's intent to not return to work at the end of the leave. Maternity/paternity leaves are applicable to adoptions. In order to qualify for a maternity/paternity leave, the employee must have completed one year of employment with the Archdiocese of Cincinnati. Maternity/paternity leaves will run concurrently with any leave the employee is also entitled to under the FMLA for the time off.

4.1.7 Day of Reflection

All employees are required to attend the Archdiocesan Day of Reflection. Those employees not attending must use a vacation day. Maintenance staff is exempt from this requirement.

4.2 Unpaid Absence Benefits

4.2.1 Leaves of Absence

An employee may make a written request to the Department Director for a leave without pay. The request must be for a compelling personal reason acceptable to and approved in writing by the Department Director. The Archdiocesan Central Offices follow all regulations required by the Family and Medical Leave Act (FMLA) of 1993 (as amended). FMLA rules provide employees up to 12 weeks off each year for the birth or adoption of a child; for the serious health condition (as defined by the FMLA) of a parent, spouse, or child; and the employee's own serious health condition. Additionally, employees may also be eligible for leave under the FMLA for a qualified exigency in connection with a family member who is serving on (or has been called up for) active duty, or to care for a family member who has been injured in connection with military duty. See Human Resources for more details about this "military caregiver" leave under the FMLA. The above compelling personal reason includes those reasons stated in the FMLA. However, employees will be required to utilize any accumulated paid absence benefits prior to being granted unpaid absence. Vacation and sick day benefits do not accrue during an unpaid leave of absence. FMLA leaves run concurrently with all other leaves for which an employee may also be eligible, including workers' compensation leaves.

After six months of unpaid leave an employee's position may be filled. The employee may continue on unpaid leave for up to twelve months. Leaves of

absence requested under FMLA require that the employee must have completed one year of employment with the Archdiocese of Cincinnati and worked at least 1,250 hours in the 12-month period preceding the start of the leave.

4.2.2 Military Leave

Employees inducted into the military, or who are members of the National Guard will be granted duty leave without pay and without loss of accumulated service as, and to the extent, provided by law.

4.3 Archdiocesan Benefit Plans

Full-time employees and part-time employees who regularly work at least twenty hours per week and meet other eligibility requirements are entitled to benefits under the Archdiocesan Benefit Plans. The eligibility and other terms and conditions of each of these benefit plans are established and governed by the insurance policies and formal plan documents which set forth their terms and conditions. Any employee with questions regarding these plans should contact the Office of Human Resources.

4.3.1 The Health Care Plan of the Archdiocese of Cincinnati

The Archdiocese of Cincinnati offers a self-insured, comprehensive, major medical plan, administered by a third party administrator. The Archdiocese of Cincinnati offers single or family coverage for eligible employees. For further details, please refer to the plan booklet.

4.3.2 Group Life Insurance

Eligible employees are covered by a group life insurance policy. If coverage is waived under the health plan, employees may still enroll in the group life insurance plan. The premiums are paid entirely by the Archdiocese of Cincinnati. For further details, please refer to the plan booklet.

4.3.3 Pension Plan

The Archdiocese of Cincinnati provides a pension plan for employees other than Religious and Priests administered by a third party administrator. Contributions to the plan are paid entirely by the Archdiocese of Cincinnati. For details of eligibility and vesting, please refer to the plan booklet.

Employees who are members of Religious Orders are covered by congregational retirement plans. The Archdiocese of Cincinnati contributes to these plans according to the schedule agreed upon by the Archbishop and the Major Superiors of Congregations of Religious serving in the Archdiocese of Cincinnati.

4.3.4 Group Long-Term Disability Insurance Plan

Eligible employees other than Religious and Priests are covered by the Archdiocesan long term disability plan. The cost of the plan is paid entirely by the Archdiocese of Cincinnati. For details of eligibility and benefits, please refer to the plan booklet.

4.3.5 Voluntary Dental Plan

Eligible employees may select single or family dental coverage administered by a third party administrator. As a voluntary plan, the entire cost of dental insurance is the full responsibility of the employee.

4.3.6 Voluntary Life Insurance

Eligible employees may select additional life insurance coverage above the group term life and long term disability coverage provided by the Archdiocese of Cincinnati. Voluntary life insurance coverage is administered by a third party administrator. As a voluntary plan, the entire cost of additional life insurance is the full responsibility of the employee.

4.4 Government Programs

4.4.1 Unemployment Compensation

The Ohio unemployment law provides for temporary assistance to employees other than Religious and Priests who have lost their jobs through no fault of their own. Though exempt from this law for office employees, the Archdiocese of Cincinnati voluntarily provides coverage. Premiums are paid entirely by the Archdiocese of Cincinnati and the fund is administered by a third party administrator.

4.4.2 Workers' Compensation

Employees of the Archdiocese of Cincinnati are covered under Ohio law for job-related illness or injury. Premiums are paid entirely by the Archdiocese of Cincinnati. Job-related illness or injury must be reported immediately to the Director of Benefits and Risk Management.

4.4.3 **Social Security**

Archdiocesan employees other than Religious and Priests are covered under the Federal Social Security program for retirement benefits and other survivor and disability benefits. The Archdiocese of Cincinnati contributes the amount required for each employee as established by this program.

4.5 **Parking**

Parking cannot be guaranteed for all employees. Each Department Director will determine how identification tags will be distributed within the department. The control and distribution of the identification tags is the responsibility of the Finance Office/Office of Property Management.

Parking is provided within the available space at 100 E. Eighth Street on the following basis:

1. Employees having an identification tag attached to the internal rear-view mirror will be permitted to park in the Archdiocesan lot.
2. The Office of Property Management will be responsible for issuing additional procedures necessary for maintaining good order in the parking lot.
3. When employees terminate employment they must return their identification tags to the Office of Human Resources.

5.0 **TERMINATION**

5.1 **Dismissal**

An employee may be dismissed for unsatisfactory work performance, habitual or excessive absences or tardiness, violation of Archdiocesan policies or other inappropriate behavior. Sometimes dismissal may occur after the employee has received a written warning and has been given an opportunity to improve performance or conduct. The warning statement is to be signed by both employee and Director and a copy is to be placed in the employee's personnel file. However, in some situations immediate dismissal may be appropriate, with or without prior warning. The reasons for immediate dismissal may include, but are not limited to, one or more of the following:

1. Insubordination or intimidation;
2. Condition unfit for duty, such as reporting to work under the influence of alcohol or drugs;

3. Theft or misappropriation of property or funds belonging to the Archdiocese of Cincinnati, employees, or clients;
4. Conduct contrary to or detrimental to the religious and professional character of the Archdiocesan Central Offices or the policies (e.g. accepting gifts or bribes for services rendered, altering, removing or destroying records, failure to respect confidentiality of records and information).
5. Inability to work cooperatively with the supervisor and/or staff.
6. Other inappropriate behavior of a significant nature or degree.

5.2 **Reorganization**

The Archdiocese of Cincinnati will make all reasonable efforts, including transfers, where feasible, to prevent a reduction in the total work force. However, it retains the right to reduce its work force, either permanently or temporarily. The Archdiocese of Cincinnati will reduce its work force on the basis of its assessment of job requirements, performance, and length of service. If the Archdiocese of Cincinnati, because of changes in the organizational structure or the number of employees desired, decides to reduce the number of employees in a job category and releases an employee, who is satisfactorily performing his/her duties, from that job category, the Archdiocese of Cincinnati will attempt to place that employee in a vacant position similar to the one from which he/she has been released. If no similar position is vacant, the Archdiocese of Cincinnati will attempt to place the employee in a suitable position. A suitable position is one which the employee has the ability to perform or can perform with a minimum of familiarization and training.

If an employee accepts a transfer or reinstatement to a similar or suitable position, the employee will receive the salary designated for that job classification. If an employee refuses the offer of a similar or suitable position, the Archdiocese of Cincinnati is under no obligation to offer another position to that person.

The Archdiocese of Cincinnati will provide reasonable job-related training to an employee who is transferred or reinstated to a suitable position as a result of a change in the organizational structure or staffing. The employee will be paid for time spent in such training.

If an employee is released as a result of a reduction in work force, the date of termination will be set with at least four weeks notice. The employee will receive severance pay amounting to four weeks salary, in addition to any unused vacation time. If no notice of termination is given, the employee will be given six weeks of severance pay, in addition to unused vacation time. Severance pay shall be at the employee's regular rate of pay.

If an employee is not offered a transfer or reinstatement to a suitable job or position, the Office of Human Resources shall render reasonable assistance to the employee in finding other employment. This assistance shall consist of help in the preparation of resumes and other assistance of a similar nature.

5.3 **Resignation**

Employees are requested to give their supervisor advance notice in writing of the intent to terminate. The minimum time requested for such notice is two weeks for all employees, exempt and non-exempt.

5.4 **Retirement**

The Archdiocese of Cincinnati does not have a mandatory retirement age. For the normal retirement age with full retirement benefits, refer to the current Archdiocesan Pension Plan booklet. The formal plan documents govern eligibility and other terms and conditions of the plan.

5.5 **Exit Interview**

An employee leaving the employ of the Archdiocesan Central Offices of the Archdiocese of Cincinnati will be interviewed by the Director of the Office of Human Resources or his/her designee. A record of this interview will be kept in the Office of Human Resources. The interview will take place before the last day of employment. The purposes of the exit interview are:

1. To discover why the employee is leaving the Archdiocesan Central Offices;
2. To discuss the employee's future plans and offer assistance in finding other work if necessary;
3. To identify whether something could have been done to prevent this separation;
4. To see if trends in turnover seem to indicate a need for policy changes.

An employee may decline to be interviewed. Periodically, the Director of the Office of Human Resources will provide an exit interview report to the Department Directors.

6.0 **ADMINISTRATION**

6.1 **Administration of the Policies**

Department Directors and Office Directors have the responsibility for the administration of the policies contained in this manual. The Director of Human Resources is responsible for interpretation of the policies.

6.2 **Human Resources Records**

A permanent human resources file will be maintained by the Office of Human Resources for each employee. Employee files will be maintained in a confidential manner. Employees may review their files upon written request to the Office of Human Resources.

6.3 **Reference Check**

Requests for information about employees will be handled with discretion by the Office of Human Resources. Generally, only the name, employment dates and position title will be provided. If factual information must be released in order to secure a loan or proceed with a business transaction, the employee must first send a written authorization to the Office of Human Resources. An example of an exception to this policy would be the record of a terminated employee discharged for activity resulting in a criminal conviction.

Written requests for information from the Social Security Administration, agents who administer unemployment compensation and other government agencies and as required by law may be answered without the employee's written authorization.

6.4 **Human Resources Policy Review Committee (HRPRC)**

Human Resources Policies and Procedures will be reviewed and updated annually. A Human Resources Policy Review Committee will be elected by employees to review policies and procedures and changes in Federal and State laws and make recommendations to the Archbishop and the Department Directors. The Director of the Office of Human Resources will serve as resource staff to the committee and will write the policies agreed upon. The Director of the Department of Human Resources is an *ex officio* member of the committee with voice. At its first meeting the committee will choose its chairperson from among its members. The committee will complete its review and the chairperson will present its recommendations to the Department Directors and the Archbishop.

The HRPRC will have six elected members with not more than two members to be elected from any one department. The committee membership will reflect a balance of administrative, professional, and support personnel. Two members will rotate off the committee each year and two new members will be elected for three-year terms.

In case of resignation before the expiration of the term, the next person who qualified according to the election process will be appointed to fill the unexpired term. Committee members may be re-elected, but may not serve more than six consecutive years. The election will be held before July 30 annually.

6.5 **Exemptions and Supplementary Policies**

In the event that an office or department sees a need for additional policies for the use only of such office or department, the supplementary policies must not be in conflict with Archdiocesan policies. In some instances an office may require an exemption from policies. Additional policies and applications for exemption will be reviewed by the Office of Human Resources which will make a recommendation to the Department Directors. Annually, the Human Resources Policy Review Committee will review a report from the Office of Human Resources on supplementary policies and exceptions. If an exemption is granted to an office, it applies only to that office and it is subject to review as conditions change.

6.6 **Conflict Resolution**

The Archdiocesan Human Resources Policies are intended to promote equitable treatment of all employees. On occasion, however, claims that an employment condition is unjust, or that a provision of the Human Resources Policies has been improperly, unjustly, or inequitably applied may arise. Employees are encouraged to try to resolve conflict situations informally perhaps even with the assistance of the Office of Human Resources. In the event that these situations cannot be resolved to the mutual satisfaction of both parties, the Employee Problem Solving Process shall be initiated. (See Policy 7.3) The Office of Mediation, under the Archbishop, is available to employees provided they have first gone through the Employee Problem Solving Process.

6.7 **Harassment**

Introduction

The Archdiocese of Cincinnati is firmly opposed to any form of harassment in the workplace. Specifically forbidden is harassment based on race, color, religion, gender, national origin, age, disability and sexual harassment. Not only is harassment offensive to the individual, it is offensive to the values of the Gospel and the Church's teachings on the dignity of the human person. Any employee should be able to work in an atmosphere free of harassment and intimidation.

Definition and Response

For purposes of definition, harassment is verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of his/her race, color, religion, gender, national origin, age or disability, or that of his/her relatives, friends or associates, and that has the purpose or effect of creating an intimidating, hostile or

offensive work environment; has the purpose or effect of unreasonably interfering with an individual's work performance; or otherwise adversely affects an individual's employment opportunities.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. Sexual harassment occurs when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Allegations of harassment will be dealt with immediately. When verified, the offending party (or parties) will be disciplined appropriately. Initial disciplinary action for harassment will include a written reprimand and counseling by the Director of the Office of Human Resources. Actions of a serious nature or continued harassment can result in dismissal.

Education

An integral part of this policy is that all employees will be provided with the opportunity for education in identifying harassment in the work place.

Procedure

If an employee believes that he/she has been a victim of harassment, the following steps should be taken. Employees who believe that they have been victims of harassment need not use the Employee Problem Solving Process (Policy 7.3).

1. The employee should immediately contact the Office of Human Resources to arrange a meeting. It is not necessary to identify the reason for the meeting at this point. If the employee would feel uncomfortable in discussing the situation alone, the employee may bring another person to this meeting.
2. The Director of the Office of Human Resources will listen to the employee's allegation and will explain the Archdiocesan policy on harassment as well as the employee's rights and protection in such matters. The Director of the Office of Human Resources will ask the employee to state in writing the allegation of harassment including the specific event(s), those involved and any witnesses.
3. The Director of the Office of Human Resources will immediately and thoroughly investigate the allegation of harassment in order to verify the allegation and obtain information from witnesses. The Director of the Office of Human Resources will maintain as much confidentiality as possible and will not discuss the situation with anyone who does not have a need to know.

4. If the allegation is substantiated, the offender will be counseled and disciplined as outlined above.
5. If the allegation cannot be substantiated, the party or parties against whom the allegation has been made will be counseled that while no charge is being made, if such actions should occur, they will not be tolerated.
6. When it is appropriate and agreeable with both sides, the Director of the Office of Human Resources will bring the parties together to assist the parties in understanding and setting limits for interaction between them.
7. Under no circumstances will retaliation be permitted against anyone who has brought an allegation of harassment.
8. If an allegation of harassment is made against the Director of the Office of Human Resources, the Director of the Department of Executive Services will oversee the implementation of steps 1 through 8.

6.8 Theft of Employee's Property

Employees who bring significant or valuable personal items to the job site do so at their own risk. The Archdiocese of Cincinnati is not responsible or liable for the loss or theft of any such property. If an employee suffers the loss of personal property from an Archdiocesan Central Office site, the theft must be reported immediately to the supervisor and to the appropriate civil authorities.

6.9 Communication with the Media

Any employee or agency communicating with the media as a representative of the Archdiocese of Cincinnati about controversial matters, matters of official policy of the Archdiocese, or teachings of the Church may do so only after consulting with the Director of the Communications Office. Responses to the media should be in accord with the official policy of the Archdiocese of Cincinnati and with the teachings of the Catholic Church.

6.10 Information Technology

All computer systems (including electronic mail and all word-processing equipment and materials) and the voice mail system are property of the Archdiocese of Cincinnati. The Archdiocese of Cincinnati reserves the right to monitor, inspect, or access an employee's computer, voice mail system or electronic media at any time with or without notice. The Archdiocese of Cincinnati also may retrieve any information or material retained in any such system. There is no expectation of privacy in any matter created, received, stored, or sent from any computer system or the voice mail system. Additionally, the recording of any conversations, whether in person or over the telephone, is prohibited unless it is by mutual consent. The complete text of the Information Technology policy is available online at: http://www.catholiccincinnati.org/files/personnel/pdf/information_technology_policy.pdf

All employees are required to sign the “Information Technology Disclosure Statement,” which is available online at:

http://www.catholiccincinnati.org/files/personnel/pdf/information_technology_disclosure_statement.pdf

6.11 **Fit For Duty**

The Archdiocese of Cincinnati expects all employees to report for work in a condition that will allow them to perform the essential functions of their job without jeopardizing the safety and security of the working environment for themselves and others. The Fit for Duty Policy provides a list of general warning signs that indicate that an employee may be unfit for duty and provides uniform procedures that must be followed when management determines that an employee is unfit for duty. The complete text of this policy is available online at:

http://www.catholiccincinnati.org/files/personnel/pdf/fit_for_duty.pdf

6.12 **Conflict of Interest**

The Archdiocese of Cincinnati expects responsible individuals to avoid conflicts of interest by not allowing outside obligations, financial interests or other activities to interfere with their obligations and commitments to their work. Responsible individuals are those who hold decision-making or policy setting positions or significantly influence decisions with respect to investments or purchases of any other goods. Such employees have the responsibility to report any personal, family or business relationships that may conflict with their Archdiocesan duties. The complete text of the Conflict of Interest policy is available online at:

http://www.catholiccincinnati.org/files/personnel/pdf/conflict_of_interest_policy.pdf

Responsible individuals are required to sign a “Conflict of Interest Disclosure Statement”, which is available online at:

http://www.catholiccincinnati.org/files/personnel/pdf/conflict_of_interest_disclosure_statement.pdf

6.13 **Ethics and Conduct**

Employees of the Archdiocese of Cincinnati are held to the highest ethical standards and accountability. Each employee (exempt and non-exempt) must sign a statement assuring that he/she will adhere to the laws of government and ethical principles of the Church, will demonstrate the highest level of integrity, honesty and conduct and will not misuse his/her power and authority. The complete text of the Ethics and Conduct policy is available online at:

http://www.catholiccincinnati.org/files/personnel/pdf/ethics_and_conduct_policy.pdf

All employees are required to sign the “Ethics and Conduct Disclosure Statement”, which is available online at:

http://www.catholiccincinnati.org/files/personnel/pdf/ethics_and_conduct_disclosure_statement.pdf

The Archdiocese of Cincinnati has established a hotline to provide employees a simple, risk-free means for reporting financial misconduct by calling 1-888-389-0381 or logging onto www.catholiccincinnati.org which has a direct link to EthicsPoint (a third party administrator).

6.14 Records and Retention

The purpose of this policy is to ensure that necessary records and documents of the Archdiocese of Cincinnati are adequately protected and maintained to ensure that records no longer needed by the Archdiocese of Cincinnati are discarded at the proper time. This policy aides employees in understanding their obligations in retaining records, which include, electronic documents (e-mail, Web files, text files, PDF documents, word processing documents, spreadsheets, databases, database data, backup tapes and other formatted files). The complete text of the Records and Retention policy is available online at:

http://www.catholiccincinnati.org/files/personnel/pdf/records_&_retention_policy.pdf

6.15 Gifts and Gratuity

Employees of the Archdiocese of Cincinnati are prohibited from conducting business with customers or vendors on the basis of gifts or favors. No employee shall receive any improper payment or gratuity from any business enterprise which is a supplier, customer of the Archdiocese of Cincinnati or its affiliates. A business gift is anything of value received as a result of a business relationship and for which the recipient does not pay fair market value. Employees are prohibited from receiving business gifts and entertainments more than a value of \$50.00. Central Office and branch office employees receiving gifts from vendors must complete and sign the Gifts and Gratuities Transaction Log. The complete text of this policy is available online at:

http://www.catholiccincinnati.org/files/personnel/pdf/gifts_and_gratuities_policy.pdf

The Gifts and Gratuities Transaction Log is available online at:

http://www.catholiccincinnati.org/files/personnel/pdf/gifts_and_gratuities_transaction_log.pdf

6.16 Security (Access Cards/ID Badges)

The building at 100 E. Eighth Street is equipped with a security system. This system requires an access card for use in the stairwells at all times and the elevators after normal work hours.

1. At time of new employee orientation each employee will be issued a Building Access Card/ID Badge. Employees are required to display this ID Badge at all times while in the building at 100 E. Eighth Street and to show their ID Badge when entering the employee entrance at 100 E. Eighth Street location.
2. The Department Director determines building access needs and Finance Office/Office of Property Management issues Access Card/ID Badges to

employees with the authorization of the Office of Human Resources. If this card is lost, it should be reported to the Finance/Property Management Office immediately. The employee is responsible for the cost to replace a lost or damaged card.

3. All visitors to 100 E. Eighth Street must enter using the Eighth Street entrance. Visitors to 100 E. Eighth Street will sign in and be issued a visitor badge at the reception desk on the floor they are visiting. This visitor badge is to be worn during the entire visit and will be returned to the reception desk when the visitor signs out.

Access Cards/ID Badges remain the property of the Archdiocese of Cincinnati, and must be submitted to the Office of Human Resources upon termination.

6.17 **Weapons in the Workplace**

The Archdiocese of Cincinnati is committed to providing a safe workplace for its employees and all those who enter its property or premises. Accordingly, the Archdiocese of Cincinnati has adopted the following policy on weapons in the workplace. This policy applies to all employees and other persons entering Archdiocesan property or premises regardless of whether such employee or other person possesses a valid license that permits the carrying of a concealed weapon. Unless specifically authorized in writing by the Archdiocese of Cincinnati or its administrators, the possession, transfer or use of weapons is prohibited while on Archdiocesan property or premises, including without limitation, while in Archdiocesan-owned vehicles. Weapons prohibited by this policy include without limitation: firearms (including concealed handguns), firearm replicas, ammunition look-alike's (dummies or duds), explosives, night sticks, spring loaded knives, and other objects designated to intimidate or injure people. Any Archdiocesan employee who violates this policy will be subject to discipline, up to and including termination of employment. Any other individual who violates this policy will be removed from the Archdiocesan property or premises and may be prohibited from future entry to the Archdiocesan property or premises.

6.18 **Reporting to Work**

Employees of the Archdiocese of Cincinnati are expected to report to work as scheduled and to maintain a consistent record of good attendance. Office hours and work schedules have been established based on the needs of the various locations and departments. Employees who have a chronic problem with reporting to work will be subject to the corrective counseling process which may begin with a verbal warning and can progress to termination if the undesirable conduct is not corrected. The complete text of the Reporting to Work Policy is available online at: http://www.catholiccincinnati.org/files/personnel/pdf/Reporting_to_Work.pdf

6.19 **Corrective Counseling**

The conduct of employees who work for the Archdiocese of Cincinnati is governed by established fundamental principles from church teachings and traditions. The excellent work record and reputation of the Archdiocese is dependent upon employees maintaining an orderly and harmonious working environment.

Employees failing to meet Archdiocesan standards will be subject to corrective counseling which focuses on encouraging the employee to meet expectations. Corrective counseling may begin with a verbal warning and can progress to termination if the undesirable conduct is not corrected. The Archdiocese has established thirty-five rules and regulations that employees must adhere to or receive corrective counseling. The list is not all inclusive. The complete text of the Corrective Counseling Policy is available online at:

http://www.catholiccincinnati.org/files/personnel/pdf/Corrective_Counseling.pdf

6.20 **Solicitation & Distribution**

It is the policy of the Archdiocese of Cincinnati to prohibit employees, volunteers and non-employees from unauthorized solicitation of employees and/or distribution of materials on Archdiocesan premises unless approved by the Office of Human Resources.

This policy was developed to prevent individuals from disrupting employees during their “working time.” “Work time” is defined as any time when the employee doing the soliciting or the employee being solicited is scheduled to be working. Lunch time and break periods are not considered “work time” for purposes of this policy. The complete text of this policy is available online at:

http://www.catholiccincinnati.org/files/personnel/pdf/solicitation_and_distribution_policy.pdf

7.0 **PROCEDURES**

7.1 **Employment Procedure**

1. **Position Opening**

When a position is vacated, or a new position is created, the Office Director or Department Director completes the Staffing Request Form (obtained through the Office of Human Resources). This form is presented to the Department Directors for approval. After final approval, the form is forwarded to the Office of Human Resources. The Archdiocese of Cincinnati encourages the promotion of qualified employees when positions are available.

2. **Advertising the Position**

- a. All vacant or new positions must be posted for a minimum of five (5) working days. The Office of Human Resources posts the notice of position opening on each bulletin board in the 100 E. Eighth Street building and sends notices for posting to all other Archdiocesan branch office locations.
- b. The Office of Human Resources may then advertise the position opening in the community through:
 1. newspapers,
 2. Archdiocesan website,
 3. placement offices of local colleges and schools.
- c. In all help wanted advertisements or recruitment efforts, the Office of Human Resources will state that the Archdiocese of Cincinnati is an Equal Employment Opportunity (EEO) employer.

3. **Forwarding of Applications**

Applications/resumes for positions in the Archdiocesan Central Offices are sent to the Office of Human Resources and then forwarded to the Office Director or the Department Director for review.

4. **The Application Process**

- a. Department Director and Office Director Vacancies
 1. When a department has a position open for a Department Director or an Office Director, a search committee is established and chaired by a Department Director
 2. The Priests' Personnel Board is involved when the Department Director or Office Director is to be a priest.
 3. The Archbishop reserves the right to dispense from this procedure.
- b. Applicants for all other vacancies including those already employed in the Archdiocesan Central Offices follow a standard application process which includes:
 1. Completion of an application form.
 2. Pre-employment interview.
 3. Assessment of applicant's experience. A transcript of grades may be required.
 4. Objective work related tests where applicable.
 5. Reference checks.
 6. Background checks through fingerprinting.

- c. When a current employee is transferred from one department to another as a result of a position opening or reorganization the Office of Human Resources will coordinate the transfer. The Director of the Office of Human Resources will request written confirmation from the receiving Office Director (or the Department Director if the move involves an Office Director). The Office of Human Resources will facilitate the transfer and notify the office that the employee is leaving. Both the receiving office and the sending office must approve the transfer.
- d. The Office Director/Department Director will work with the Director of Human Resources to identify the appropriate salary to be offered to the candidate.
 - 1. When a candidate is hired, the Office of Human Resources notifies the candidate in writing with an offer letter stating the position title, salary, name of supervisor, starting date and benefits.
 - 2. If the candidate accepts employment with the Archdiocese of Cincinnati, the candidate returns the signed offer letter to the Office of Human Resources where it is placed in the employee's permanent human resources file.

5. **Post-Hiring Procedures**

As soon as possible after a new employee reports to work, he/she should report to the Office of Human Resources to sign the necessary forms and to receive an explanation of employee benefits as they apply to his/her type of employment. Archdiocesan compliance with federal immigration law requires verification of citizenship or appropriate alien status.

7.2 **Statement of Equal Employment Opportunity**

The Archdiocese of Cincinnati is an Equal Opportunity Employer. It is the policy of the Archdiocese of Cincinnati to promote equal opportunity in the areas of recruitment, employment, training, development, transfer, and promotion. Employment in the Archdiocesan offices and subsequent development, transfer or promotion will go to those individuals whose training and experience most nearly qualify them for the positions offered without regard to race, color, religion, sex, age, disability or national origin, except where religion, sex or ordination is a bona fide occupational qualification. In the event of reorganization, Policy 5.2 will be operative.

7.3 **Employee Problem Solving Process**

The Archdiocese of Cincinnati is committed to providing professional working conditions for its employees. Part of this commitment is encouraging an open and honest atmosphere in which employees may express and resolve any appropriate issues or concerns. The Employee Problem Solving Process assures a complete, impartial and prompt attempt to resolve work-related conflicts.

If an employee believes that an employment condition is unjust or that a provision of the written policies of the Human Resources Policies and Procedures Handbook has been improperly, unjustly, or inequitably applied, an employee problem solving process must be employed as the sole and exclusive remedy for any such claim.

An employee using the problem solving process must follow the specified time schedule at each step of the informal and formal process. The Employee Problem Solving Process is intended to resolve differences in a cooperative manner between employees who work together toward the same goals. The complete text of this policy is available online at:

http://www.catholiccincinnati.org/files/personnel/pdf/employee_problem_solving_process.pdf