

Employee Handbook



Updated January 2022

Introduction

Here at Highland Retreat, we understand that our employees are vital in providing a safe and welcoming environment for our guest groups and summer campers, and that your willingness to serve enables Highland Retreat to continue in its mission to offer a mountain setting where people meet Jesus Christ, explore nature, and build relationships. We are grateful for each individual employee, and we thank you for your participation in Highland's ministry.

About This Handbook/Disclaimer

This handbook is designed to help employees find the answers to many questions that they may have regarding their employment with Highland Retreat. Please take the necessary time to read it.

We do not expect this handbook to answer all questions. Please ask your supervisor or co-workers for clarification or assistance as needed.

This handbook states only general Highland Retreat guidelines and does not confer any contractual rights whatsoever. Highland Retreat may, at any time, in its sole discretion, modify or vary from anything stated in this handbook, with or without notice, except for the rights of the parties to end employment at will.

Highland Retreat adheres to the policy of employment at will, which permits Highland Retreat or the employee to end the employment relationship at any time, for any reason, with or without cause or notice. Only the Executive Director may modify at-will status and/or provide any special arrangement concerning terms or conditions of employment in an individual case or generally, and any such modification must be in writing and signed by both the employee and the Executive Director.

Some matters covered by this handbook, such as benefit plan descriptions, are also described in separate documents, which are always controlling over any statement made in this handbook or by any member of management.

This handbook supersedes all prior handbooks and applies to all employees regardless of dates of hire.

Table of Contents

Introduction	2
About This Handbook/Disclaimer	2
1.0 – About Highland Retreat	5
1.1 - A Brief History of Highland Retreat	5
1.2 - Who We Are	6
1.3 - Statement of Faith	6
1.4 - Organizational Structure	7
1.5 - Roles Within Highland Retreat	8
2.0 – Standards of Conduct/General Policies	9
2.1 - General Expectations	9
2.2 - Equal Employment Opportunity	9
2.3 - Non-Harassment Policy	9
2.4 - Working Hours and Schedule	9
2.5 - Punctuality and Attendance	10
2.6 - Employee Dress and Personal Appearance	10
2.7 - Confidential Information	10
2.8 - Use of Communications and Computer Systems	10
2.9 - Use of Social Media/Public Statements	11
2.10 - Health and Safety	11
2.11 - Drug-Free and Alcohol-Free Workplace	11
2.12 - Prohibited Items	12
2.13 - Conflicts of Interest	12
2.14 - Use of Vehicles	12
2.15 - Use of Tools or Equipment	13
2.16 - Use of Cell Phones/Cell Phone Reimbursements	13
2.17 - Business Expense Reimbursement	14
3.0 – Payroll and Timekeeping	15
3.1 - Employee Classifications	15
3.2 - Your Employment Records	15
3.3 - Pay Rates and Raises	15
3.4 - Timekeeping Procedures	15

3.5 - Overtime for Non-Exempt Employees	16
3.6 - Travel Time for Non-Exempt Employees	16
3.7 - Safe Harbor Policy for Exempt Employees	17
3.8 - Your Paycheck	17
4.0 – Time Off	18
4.1 - Time Off Requests	18
4.2 - Paid Time Off	18
4.3 - Spiritual Enrichment Days	19
4.4 - Sabbaticals	19
4.5 - Leaves of Absence	19
4.6 - Maternity Leave/Lactation Breaks	20
4.7 - Time Off to Perform a Civic Service	20
5.0 – Additional Benefits	21
5.1 - Benefits Overview	21
5.2 - Workers’ Compensation	21
5.3 - Long-Term Disability Benefits	21
5.4 - Retirement Plan	21
5.5 - Health Insurance Programs	21
5.6 - Housing	22
5.7 - Meals	22
5.8 - Continuing Education and Conferences	22
5.9 - Use of Highland Facilities	22
6.0 – Employer/Employee Relations	23
6.1 - Performance Reviews – Year-Round Staff	23
6.2 - Performance Evaluations – Seasonal Staff	23
6.3 - Grievance Procedures	23
6.4 - Disciplinary Action	24
6.5 - Inspections	24
6.6 - If You Must Leave Us	25
Handbook Acknowledgement	26

1.0 – About Highland Retreat

1.1 - A Brief History of Highland Retreat

Highland Retreat began in 1958 to provide a space where local Mennonite congregations could hold tent meetings and youth gatherings. In the early years, Highland gatherings relied heavily on tents, with the Black House (first restrooms) and a well initially serving as the only permanent infrastructure. Summer youth camps were held starting in 1961, and more construction followed over the next ten years: the Tabernacle, the pond, the original kitchen (now the summer staff lounge), several staff cabins (now the youth office, the Program Director's residence, and Dogwood), and the first pool and pool bathhouse.

As summer camps increased in popularity in the 1970's and 1980's, Highland expanded onto some additional acreage (which included the small cabin now called Creekside). Starting in 1975, the ten A-frame camping cabins were built in small batches, allowing summer campers to gradually shift from tents to cabins. This was followed by the construction of Blue Spruce, to house additional summer staff. More camp activities, including a treehouse and the first ropes course, were also added during this time period, along with a new pool and pool bathhouse.

During the 1980's, Virginia Conference Assemblies were also held at Highland. These large gatherings led to the addition of water, electric, and sewer hookups in the lower campground, the construction of Martin Manor bathhouse, and a new well. This, along with the new upper campground around the Mt. Everett pavilion/bathhouse, made it possible for families and other groups to camp at Highland each weekend. Soon the opportunity to serve guests took off in a new way thanks to the construction of Mountain View Retreat Center; the first wing was built in 1984 and the second wing added in 1988, enabling guest groups of various sizes to be housed at Highland in all seasons.

The advent of year-round guests also required the addition of year-round Highland staff. In 1990, more land was purchased and Highland House (now the main office) was built to house year-round camp managers. The summer kitchen with its kitchen deck (also called Sassafras Pavilion) was completed in 1990, too, and three shelters in the wilderness camp area and the shop building were added later in that decade. Construction began on Red Oak Lodge in 1999, and since the building's opening in 2000, it has hosted many youth gatherings and other large guest groups.

Highland facilities continue to be maintained and upgraded as needed to better serve guests and summer campers. For example, Willowbrook bathhouse was completed in 2005, closely followed by an expansion of Highland's water system, and the pool bathhouse was given a partial overhaul in 2017. We've also seen bridges rebuilt or replaced and new recreation options, such as the gaga and human foosball court structures in the lower grounds, a nine-square court near Red Oak Lodge, and several modifications or expansions of the challenge course, including the addition of several new low elements and the construction of the Adventure Tower climbing wall in 2019. Highland also took on a larger renovation project with the purchase of the former Green Valley Clinic in 2019. The goal of transforming that building into housing for staff or volunteers is one of several plans to continue growing and improving Highland's ministry into the future.

Anyone interested in Highland's history can request a copy of "Highland Retreat: A Place Set Apart for the Holy," which was prepared in 2008 for Highland's 50th anniversary.

1.2 - Who We Are

Highland Retreat is a non-profit, year-round Christian retreat center and summer youth camp located in the mountains of northwestern Virginia on the edge of the Shenandoah Valley. Highland's legal name is 'Highland Retreat of the Mennonite Church,' but we serve many groups beyond our founding conference and denomination. The facilities are offered to a wide variety of churches, families, individuals, and groups whose interests are compatible with our mission and values, and with the Christian faith. Summer youth camps are open to all children regardless of race, color, national origin, gender, or (in some cases) disability.

Mission: Highland Retreat offers a mountain setting where people meet Jesus Christ, explore nature and build relationships.

Vision: Highland Retreat desires to create a natural sanctuary for people of all ages by providing welcoming facilities, outdoor settings, and engaging experiences designed to revitalize the spirit and strengthen bonds of Christian community, while being financially and environmentally sustainable.

Values:

- **Relationships** - We value the building of relationships with Jesus Christ and others marked by love, respect, integrity, and fun.
- **Nature** - We value the beautiful outdoor world God created, offering opportunities for enjoyment, education, and recreation.
- **Hospitality** - We value a welcoming and guest-centered environment which meets people's needs in appealing indoor and outdoor facilities where they can commune with God and others.
- **Restoration** - We value the experience of renewal, of having a place apart, where individuals, relationships, and nature are restored.
- **Personal growth** - We value opportunities for education and development which encourage learning, leadership, team building, and Christian spiritual growth.
- **Anabaptist distinctives within the Christian tradition** - We value the biblical calling to discipleship, Christian community, peace, and reconciliation.

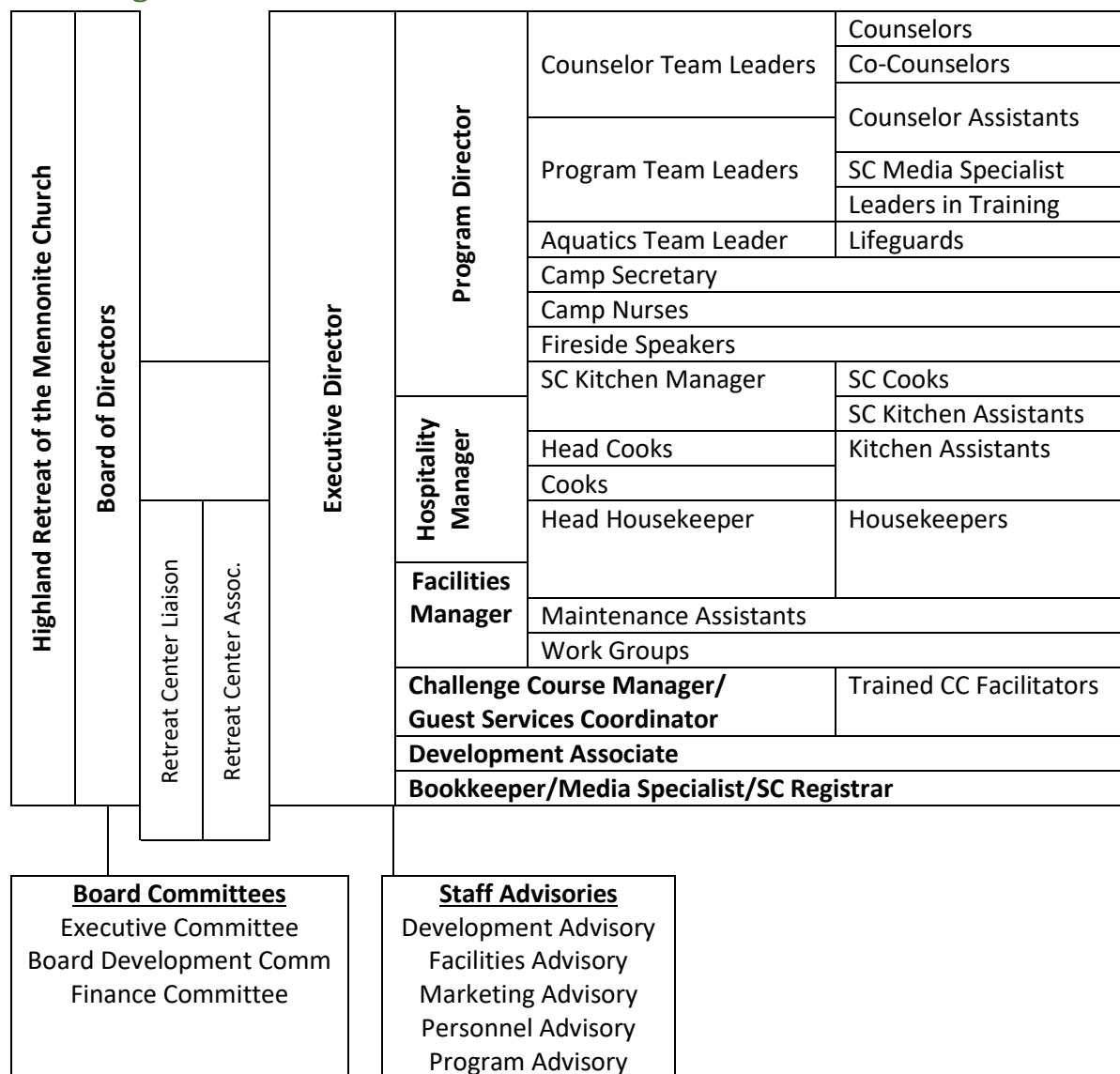
1.3 - Statement of Faith

The following is Highland Retreat's statement of faith, a summarized adaptation of the Mennonite Confession of Faith. (*Confession of Faith in a Mennonite Perspective* (Herald Press, 1995). Used with permission.)

- We believe that **God** exists and is pleased with all who draw near by faith. We worship the one holy and loving God who is Father, Son, and Holy Spirit eternally. God has created all things visible and invisible, has brought salvation and new life to humanity through Jesus Christ, and continues to sustain the church and all things until the end of the age.
- We believe in **Jesus Christ**, the Word of God become flesh. He is the Savior of the world, who has delivered us from the dominion of sin and reconciled us to God by his death on a cross.
- We believe in the **Holy Spirit**, the eternal Spirit of God, who dwelled in Jesus Christ, who empowers the church, who is the source of our life in Christ, and who is poured out on those who believe as the guarantee of redemption.

- We believe all **Scripture** (the Bible) is inspired by God through the Holy Spirit for instruction in salvation and training in righteousness.
- We believe that God has **created human beings** in the divine image. We confess that, beginning with Adam and Eve, humanity has disobeyed God, given way to the tempter, and chosen to **sin**. Through Jesus Christ, God offers **salvation** from sin and a new way of life. We receive God's salvation when we repent and accept Jesus Christ as Savior and Lord. The **baptism** of believers with water is a sign of their cleansing from sin.
- We believe that **peace** is the will of God. Led by the Holy Spirit, we follow Christ in the way of peace, doing justice and bringing reconciliation. We place our hope in the **reign of God** and its fulfillment in the day when Christ will come again in glory to judge the living and the dead.

1.4 - Organizational Structure



1.5 - Roles Within Highland Retreat

Board of Directors – The governing body of Highland Retreat, responsible for the major policies and decisions that impact the organization as a whole.

Retreat Center Association – Mountain View Retreat Center was built through the direct funding and efforts of a group of families, and representatives of those families maintain responsibility for major decisions that impact that building.

Executive Director – In charge of the overall operations and health of Highland Retreat, including short- and long-term planning and finances.

Program Director – In charge of the summer camp program, including hiring and supervising summer staff.

Hospitality Manager – Coordinates housekeeping and kitchen staff, including ordering food and necessary cleaning and kitchen supplies.

Facilities Manager – Maintains all facilities and grounds, including sourcing supplies and coordinating volunteer or hired labor for projects.

Guest Services Coordinator/Challenge Course Manager – Oversees guest reservations, including contracts and deposits; coordinates challenge course facilitators and maintains equipment.

Development Associate – Maintains positive relationships with donors, especially in regards to fundraising appeals and regular fundraising events.

Bookkeeper/Media Specialist/Summer Camp Registrar – Maintains bank accounts, payment of bills, and payroll; manages Highland's website and social media; processes summer camp registrations.

Housekeepers – Keep facilities sanitary and inviting for guests.

Cooks – Prepare and serve meals for guest groups and/or summer camps.

Summer Leadership Team – Various individual roles related to overseeing camp programs and staff.

Summer Counselors – Live with and minister directly to groups of campers each week of camp.

Summer Support Staff – Various individual roles related to the summer program.

2.0 - Standards of Conduct/General Policies

2.1 - General Expectations

The Christian ministry of Highland Retreat relies on employees who follow the example of Jesus Christ as they serve guests, campers, and/or fellow staff. This includes acting with integrity and treating others with kindness and respect. Highland Retreat is committed to honoring and caring for its staff, and is willing to work with staff to find creative and generous solutions when unusual situations arise. Employees of Highland Retreat are expected to hold themselves to a similar high standard. In general, we encourage you to act with courtesy, use common sense, let the Spirit of Christ guide you, and seek advice from co-workers or supervisors when needed.

2.2 - Equal Employment Opportunity

Highland Retreat is committed to offering equal employment opportunity to all qualified individuals, and does not discriminate on the basis of race, color, national origin, age, sex, marital status, or any other characteristic protected by applicable federal, state or local laws. This non-discrimination policy will apply to all aspects of employment, compensation, and general treatment. As a Christian organization, however, we do ask that all employees be able to affirm and support the mission, vision, and values of Highland Retreat (as detailed in section 1.2, Who We Are).

Highland Retreat will endeavor to make a reasonable accommodation to the known physical or mental limitations of qualified employees with disabilities unless the accommodation would impose an undue hardship on the operation of our business. If you need assistance to perform your job duties because of a physical or mental condition, please let the Executive Director know.

2.3 - Non-Harassment Policy

It is Highland Retreat's policy to prohibit intentional and unintentional harassment (including sexual harassment) of any individual by another person on the basis of any protected classification including, but not limited to, race, color, national origin, age, sex, or marital status. We desire to maintain a friendly and Christ-centered workplace, where no one harasses another individual. The term "harassment" can cover a wide range of behaviors – everything from offensive jokes to direct threats or requests for sexual favors – that may create an unprofessional and hostile working environment. Any employee who feels uncomfortable or unsafe at Highland Retreat due to the behavior of any supervisor, employee, customer, or vendor should report the harassment (following the process outlined in section 6.3, Grievance Procedures) so that Highland can take steps to resolve the situation.

2.4 - Working Hours and Schedule

Each employee's working hours and schedule will vary depending on their tasks and Highland's guest reservations and/or summer camp sessions. Generally, staff should know their work schedule at least 3 weeks in advance, and all changes (e.g. housekeeping, lifeguarding, etc. for a last-minute reservation) will be communicated to the impacted employees as soon as possible. In the case of a late schedule change, no employee will face negative reprisals if they are unable to accept additional hours of work, and all reasonable efforts will be made to avoid reducing scheduled hours without sufficient notice.

Highland Retreat's main office is normally open (i.e. at least one member of the office staff is working) from 9 am to 5 pm, Monday through Friday. Additionally, someone will be scheduled to work most Friday evenings and Saturdays, as well as Sunday afternoons during the busy summer season, to be available and "on call" to guest groups. Weekend hours and on-call duties are shared between several employees; no employee will be required to work every weekend.

Most Highland Summer Camp sessions (and summer staff training weeks) run from Sunday to Friday. Unless a separate hourly schedule is set or time off is granted, summer staff will report to camp on Sunday afternoon and stay until Friday evening each week of the camp season.

2.5 - Punctuality and Attendance

Employees are hired to perform important functions at Highland Retreat, and it is expected that each employee will show up on time as scheduled to complete these functions. Excessive absenteeism or tardiness will result in disciplinary action up to and including discharge.

We do recognize, however, there are times when absences and tardiness cannot be avoided. In such cases, employees are expected to notify their supervisor as early as possible, but no later than the start of the work day. Apart from a severe medical emergency, the employee should call in each day that they must be absent, and unreported absences of three consecutive work days generally will be considered a voluntary resignation of employment with Highland Retreat.

2.6 - Employee Dress and Personal Appearance

Employees are expected to report to work well groomed, clean, and dressed according to the requirements of their position. Employees should consult their supervisor for specific information regarding acceptable attire for their position. If employees report to work dressed inappropriately, they may be prevented from working until they return to work wearing the proper attire.

2.7 - Confidential Information

During the course of work, employees may become aware of confidential information, including personal information about guests, campers, donors, or employees. It is extremely important that all such information remain confidential, and only be used in service of each individual as they relate to Highland Retreat. Employees may also become aware of information about Highland Retreat that is not public knowledge; this may include financial information, major decisions that have not yet been publicized, or similar. Any employee who improperly copies, removes (whether physically or electronically), uses or discloses confidential information to anyone outside of Highland Retreat may be subject to disciplinary action up to and including discharge.

2.8 - Use of Communications and Computer Systems

Highland Retreat's communication and computer systems (including the voice mail, e-mail and Internet systems) are intended primarily for business purposes; however, limited personal usage is permitted if it does not hinder performance of job duties or violate any other Highland Retreat policy. Highland Retreat's policies prohibiting harassment, in their entirety, apply to the use of Highland Retreat's communication and computer systems. Employees must also respect copyright laws that apply to computer software, and should use good judgement in downloading and installing software on

Highland's computers. Violators of this policy may be subject to disciplinary action, up to and including discharge.

Employees have no legitimate expectation of privacy in regard to their use of Highland Retreat systems. Highland management may access the voice mail and e-mail systems or review Internet usage, without notice, in order to: maintain the system; prevent or investigate allegations of system abuse or misuse; assure compliance with software copyright laws; comply with legal and regulatory requests for information; ensure that Highland Retreat operations continue appropriately during an employee's absence; or any other instance where Highland Retreat deems it appropriate or necessary. Further, since Highland Retreat's communication and computer systems are intended for business use, all employees, upon request, must inform management of any private access codes or passwords.

2.9 - Use of Social Media/Public Statements

Highland Retreat respects the right of any employee to maintain a blog or web page or to participate in social networking or other forms of social media. However, employees should generally only use personal social media outside of work time so it does not hinder performance of job duties. Employees are also asked to use good judgement in posting anything related to Highland Retreat; all rules regarding confidential information apply to all forms of social media, and employees should take care to protect Highland's ministry in all public forums, including social media posts.

Employees can be ambassadors for Highland by sharing posts made on Highland's own social media pages, but should use caution in individually posting anything potentially sensitive related to Highland. Only the Executive Director, or their designee, is authorized to make or approve public statements on behalf of Highland Retreat. All media inquiries regarding Highland Retreat's position on any issue must be referred to the Executive Director, and no employees, unless specifically designated by the Executive Director, are authorized to make public statements on behalf of Highland Retreat, even on personal social media. If in doubt about whether something is appropriate, consult with a supervisor before posting. Failure to follow these guidelines may result in discipline, up to and including discharge.

2.10 - Health and Safety

The health and safety of employees and others on Highland Retreat property are very important, and Highland Retreat intends to comply with all applicable health and safety laws. To this end, employees are required to be conscientious about workplace safety, and should comply with all rules and guidelines governing workplace safety and health.

Any unsafe conditions or potential hazards should be reported to management immediately, even if the problem appears to be corrected. Any workplace injury, accident, or illness must be reported to the employee's supervisor as soon as possible, regardless of the severity of the injury or accident. (See also section 5.2, Workers' Compensation.)

2.11 - Drug-Free and Alcohol-Free Workplace

Highland Retreat is a drug- and alcohol-free workplace. Use or possession of recreational drugs, alcohol, or tobacco by an employee anywhere on Highland Retreat premises, while on Highland Retreat business, or while representing Highland Retreat, is strictly prohibited. Employees also are prohibited from reporting to work or working while they are using or under the influence of alcohol or any

controlled substances which may impact the employee's ability to perform their job or otherwise pose safety concerns. Violation of this policy will result in disciplinary action, up to and including discharge.

If you feel that a prescription drug (e.g. anxiety medication) or over-the-counter medication (e.g. allergy relief) unexpectedly affects your senses, thinking, or movement, ask for the rest of the day off. This is recommended both for workplace safety and because disciplinary action could arise from suspicion of substance abuse.

2.12 - Prohibited Items

In addition to banning recreational drugs, alcohol, and tobacco (including e-cigarettes), it is Highland's standard policy that firearms, fireworks, and pets are also prohibited anywhere on Highland Retreat property, and all-terrain vehicles are not allowed on hiking trails or footpaths. This policy applies to guests and campers as well as staff, although some exceptions may apply (e.g. licensed service animals), and not all prohibitions apply to those living in year-round staff housing (e.g. some indoor pets may be allowed in staff residences). If you have questions about why these things are prohibited, or you would like to request an exception to the standard policy, please talk to the Executive Director.

2.13 - Conflicts of Interest

All employees should avoid any conflict between their personal interests and those of Highland Retreat. The intent is not to prevent employees from nurturing Highland's relationship with "friends of Highland" (the businesses and individuals who support Highland's ministry), but rather that no employee should profit personally from a relationship they promote on Highland's behalf or otherwise bring their own personal interests into conflict with the best interests of Highland Retreat. Even the appearance of such a conflict of interest could be damaging to the integrity and reputation of both the employee and Highland, so good judgement should always be exercised whenever a potential conflict of interest arises.

Similarly, a familial relationship among employees has the potential to create a conflict of interest in the employment setting, especially where one relative supervises another relative. To avoid this problem, Highland Retreat will exercise careful judgement when it comes to hiring family members, and may refuse to hire or place a relative in a position where the potential for favoritism or conflict exists. Highland's intent is not to forbid hiring of related individuals, but rather to be careful not to create an unhealthy situation involving related employees.

2.14 - Use of Vehicles

Vehicles are needed for many routine tasks around the Highland property, as well as off-property travel for work-related meetings, conferences and events, or general errands. Highland Retreat owns several vehicles that can be used for such purposes, but sometimes employees' personal vehicles are also used. In general, try to use camp vehicles for camp work, and only use your personal vehicle sparingly for work purposes. If significant work-related travel is required and one of Highland's vehicles is not available for use, an employee may acquire permission from the Executive Director or Program Director to use their personal vehicle and submit their mileage for reimbursement at the standard rate used for tax purposes.

Similarly, Highland's vehicles may be used sparingly for personal purposes as necessary. However, the employee should acquire prior permission from the Executive Director, with the understanding that they

may be asked to reimburse Highland for the mileage on the camp vehicle at the standard rate used for tax purposes.

For the sake of Highland's insurance, employees must meet age requirements and have a good driving record in order to drive a Highland-owned vehicle. All employees must have a valid driver's license in their possession while operating any vehicle off or on Highland Retreat property. It is the responsibility of every employee to drive safely and obey all traffic, vehicle safety, and parking laws or regulations. Drivers must demonstrate safe driving habits at all times, including refraining from cell phone use while driving. Employees who commit traffic violations (e.g. speeding) while driving on Highland business or in Highland's vehicles will be solely responsible for all liabilities that result from such actions.

2.15 - Use of Tools or Equipment

When using tools or equipment that are Highland's property, employees are expected to exercise care, perform required maintenance, and follow all operating instructions, safety standards, and guidelines. Employees should notify their supervisor if any equipment, machines, or tools appear to be damaged, defective or in need of repair. Prompt reporting of loss, damages, defects and the need for repairs could prevent deterioration of equipment and possible injury to employees or others. Improper, careless, negligent, destructive, or unsafe use or operation of equipment can result in discipline, up to and including discharge.

In general, work at Highland should be completed using Highland's tools or equipment. However, in some cases an employee or volunteer may elect to use their personal tools or equipment. Personal property being used on Highland's behalf should be used with caution. A personal computer or other communications equipment should only be used to access data for work purposes if both the device and the network connection are reasonably secure. Check with your supervisor for security standards before using Highland-specific software or accessing potentially confidential data on a personal device.

If personal tools or equipment clearly sustain damage while being used for camp purposes, the employee who owns the damaged item may submit a request for repair or replacement at Highland's expense to their supervisor. Any such expense is subject to approval by the Executive Director.

Employees who wish to borrow Highland's tools or equipment for personal use should ask the relevant supervisor (usually the Facilities Manager or Guest Services Coordinator) for permission. All borrowed tools or equipment should be returned in the same condition as they were in prior to the personal use; if damage results from personal use, the tools or equipment should be repaired or replaced at the borrower's expense.

2.16 - Use of Cell Phones/Cell Phone Reimbursements

All communication via cell phone on Highland's behalf, even on a personal cell phone, should be professional and follow Highland policies on confidentiality and harassment. Employees should also observe all laws and safety measures regarding use of a cell phone while driving or operating machinery.

Employees who are required by the nature of their responsibilities to use their personal cell phone for work purposes are eligible for a regular cell phone reimbursement at the rate of at least \$15 per month, paid quarterly. This would apply to employees who are sometimes "on call" for guest groups, for example, or employees who are not assigned a landline in the office but who regularly make and receive

phone calls in the course of their work day. Reimbursement rates may vary based on each employee's individual situation, and are subject to the Executive Director's approval.

2.17 - Business Expense Reimbursement

Employees who will frequently make purchases on Highland's behalf may be issued a company credit card for that purpose. All receipts for purchases on company cards should be submitted to the Bookkeeper in a timely manner, along with any required documentation. Employees who do not have a Highland credit card will be reimbursed for reasonable approved expenses incurred on Highland's behalf. All expenses incurred should be submitted to the Bookkeeper in a timely manner, along with the receipts and required documentation, including a supervisor's signature where appropriate. Employees should contact their supervisor in advance if they have any questions about whether an expense will be reimbursed.

3.0 – Payroll and Timekeeping

3.1 - Employee Classifications

For purposes of this handbook, all Highland Retreat employees fall within one of the classifications below.

Full-Time Employees – Year-round employees who regularly work at least 40 hours per week.

Part-Time Employees – Year-round employees who regularly work fewer than 40 hours per week. This includes employees who work 40 hours per week during part of the year (e.g. during the busy summer season) but less than 40 hours per week during the rest of the year.

Seasonal Employees - Employees who were hired for the busy summer season (e.g. summer camp staff) or for a short-term project or task.

In addition to the above classifications, employees are categorized as either "**exempt**" (year-round employees who are paid a fixed salary and do not receive overtime pay) or "**non-exempt**" (year-round or seasonal employees who are paid by the hour, or who qualify for overtime pay) for purposes of federal and state wage and hour laws. The employee will be informed of these classifications upon hire and informed of any subsequent changes to the classifications.

3.2 - Your Employment Records

Paperwork that includes employees' personal information, including mailing addresses and telephone numbers, is kept on file at Highland Retreat. Employees should keep their personal information up to date by informing the Bookkeeper of any changes. Unreported changes of address, marital status, etc. can affect tax withholding or benefit coverage, and out of date contact information that results in an inability to reach employees can cause significant problems.

3.3 - Pay Rates and Raises

Each employee will have a base pay rate that is agreed upon at the time they are hired. Pay rates for full-time and part-time employees are reviewed regularly by the Personnel Advisory, in consultation with the Executive Director. Adjustments based on changes in responsibility are made as needed, while cost-of-living adjustments are usually made once per year, typically in January for exempt (salaried) staff and May or June for non-exempt (hourly) staff. Though it is Highland Retreat's desire to reward faithful employees through regular pay increases, all raises are dependent on the overall financial health of the organization, and cannot be guaranteed.

Pay rates for seasonal summer camp staff are set each year by the Program Director and Executive Director. Wage increases for staff who have worked at Highland for multiple summers are included in these recommendations; no additional raises will be awarded during the course of a single summer season.

3.4 - Timekeeping Procedures

Employees must record their actual time worked for payroll and benefit purposes. Timesheets will be provided for each two-week pay period, and all employees are expected to record the time their work

begins and ends, as well as the beginning and ending time of any break from work that is longer than 20 minutes. Employees are also asked to record their working time by class on their timesheets. The various classes refer to the type or location of the work that's being done, and are important for Highland Retreat's recordkeeping; consult your supervisor or the Bookkeeper if you need clarification about this part of the timesheet. All timesheets should be turned in promptly, within two days of the pay period's end, so that paychecks can be processed on schedule.

The only employees who do not have to record their hours on timesheets are the seasonal employees who are paid a fixed per-day rate for work in summer camps; both their daily pay and the class allocation of their time is fixed, so no timesheet is needed. These employees will confirm their days of work with a supervisor, and their supervisor will pass the necessary information on to the Bookkeeper.

Exempt employees are required to record their use of any paid time off on each timesheet (see section 4.2, Paid Time Off).

Non-exempt employees should note if they have worked overtime hours in a given week (see below).

Falsifying or tampering with time records is prohibited. It is the employee's responsibility verify the accuracy of all time recorded. Any errors should be reported immediately to the Bookkeeper, who will attempt to correct legitimate errors.

3.5 - Overtime for Non-Exempt Employees

Any non-exempt employee who works overtime will be compensated at the rate of 1.5 times their normal hourly wage for all time worked in excess of 40 hours each week, unless otherwise required by law. However, overtime hours should be rare and only worked with prior authorization from the employee's supervisor.

Generally speaking, employees will be scheduled to work no more than 40 hours in a single workweek (Sunday to Saturday), but occasionally a particularly busy week requires more hours of work. Sometimes overtime is approved in the work schedule (e.g. a summer camp cook who is asked to help cook for a guest group on their normal day off), and sometimes it comes up unexpectedly (e.g. a broken pipe requires a maintenance assistant to work longer than planned). Any non-exempt employee who finds themselves nearing overtime due to working more hours than they were originally scheduled should talk to their supervisor; the supervisor will determine whether the employee should reduce their work schedule later in the week to stay at 40 hours, or continue as scheduled and receive overtime pay.

3.6 - Travel Time for Non-Exempt Employees

Under the Portal to Portal Act, travel from home to work and from work to home is generally non-compensable. However, if a non-exempt employee is asked to increase their travel time to complete a work-related task (e.g. picking up supplies for a work project on the way to work), the additional time spent traveling is compensable and should be recorded on the employee's timesheet. Note that only the portion of the trip *in excess* of the regular commute is compensable. If compensable travel time results in more than 40 hours worked by a non-exempt employee, regular overtime policies apply (see above).

3.7 - Safe Harbor Policy for Exempt Employees

Those classified as exempt employees will receive a salary which is intended to compensate them for all hours they may work for Highland Retreat. This salary will be established at the time of hire or classification as an exempt employee. While it may be subject to review and modification from time to time (see section 3.3, Pay Rates and Raises), the salary will be a predetermined amount that will not be subject to deductions for variations in the quantity or quality of the work performed.

Under federal and state law, salary is subject to certain deductions, such as insurance premiums; state, federal or local taxes; social security; or voluntary contributions to a retirement plan. Additionally, salary may be reduced for other reasons, including:

- full-day absences in excess of available paid time off;
- to offset amounts received as payment for jury duty, attendance as a witness, or military leave;
- the first or last week of employment in the event the employee works less than a full week; and
- any full work week in which the employee performs no work and has no available paid time off.

In any work week in which the employee performed any work, salary will not be reduced for:

- full or partial day absences that can be covered by paid time off;
- an absence because Highland Retreat has decided to close a facility on a scheduled work day;
- absences for jury duty, attendance as a witness, or military leave (apart from any offsets); and
- any other deductions prohibited by state or federal law.

See also section 4.2, Paid Time Off, and section 4.7, Time Off to Perform a Civic Service.

If employees believe they have been subject to any improper deductions, they should immediately report the matter to the Bookkeeper so that legitimate errors can be promptly rectified.

3.8 - Your Paycheck

Employees will be paid bi-weekly for all the time worked during the previous pay period. Timesheets are to be turned in the Monday after a pay period ends, and checks will be available to pick up from the office on the following Friday. Paychecks will only be mailed if the employee specifically requests it, or if it's known that an employee will not be nearby to pick up their check (e.g. summer camp staff will have their last paycheck mailed to them).

Payroll stubs itemize deductions made from gross earnings. By law, Highland Retreat is required to make deductions for Social Security, federal income tax, and any other appropriate taxes. These required deductions may include any court-ordered garnishments. Payroll stubs will also differentiate between regular pay received and overtime pay received.

It is Highland Retreat's policy and practice to accurately compensate employees and to do so in compliance with all applicable state and federal laws. To ensure proper payment and that no improper deductions are made, employees should review pay stubs promptly to identify any errors. If there is an error in any employee's pay, the employee should bring the matter to the attention of the Bookkeeper immediately so that legitimate errors can be promptly rectified.

Highland Retreat does not permit advances on paychecks or against accrued paid time off.

4.0 – Time Off

4.1 - Time Off Requests

All time off requests (paid or unpaid) should be submitted in writing to the employee's supervisor for approval, with as much advance notice as possible. Summer camp staff time off requests must be submitted at the time they sign their staff agreement. Every effort will be made to grant time off requests, provided the time off will not substantially impact Highland Retreat's operations.

4.2 - Paid Time Off

Exempt employees (i.e. year-round, salaried employees who are regularly scheduled to work 20 or more hours per week) are eligible for paid time off (PTO). Time off under this policy includes holidays, vacation time, sick days, bereavement leave, and personal days, with no distinctions.

Full-time employees will accrue paid time off as follows:

Employee experience	Accrued hours per pay period	PTO hours in a full year	Approx. PTO days per year	Max accrued PTO hours
1st-2nd years	5	130	16	208
3rd-5th years	5.5	143	18	224
6th-9th years	6.5	169	21	248
10th-14th years	7.5	195	24	272
15th year and on	8.5	221	28	304

Time off can be used in half day (4 hour) or full day (8 hour) increments only, and can be used in any pay period after the hours are accrued. PTO hours are accrued at the *end* of each pay period; employees may not use PTO hours in the same pay period that they are accrued. Accrued hours will be capped at approximately 80 hours more than the number of PTO hours accrued in a full year, adjusted to a multiple of 4 hours. Any PTO hours earned in excess of this maximum will be lost without compensation if the employee does not use them.

Accrual rates and maximum accrued hours of paid time off for eligible *part-time* employees will be prorated based on their salaried hours (i.e. accrual rate x (weekly salaried hours/40), rounded to the nearest half). Part-time employees may not use PTO hours in excess of the hours they would normally be scheduled in a given week (eg. an employee who is normally scheduled for 20 hours in a given week cannot use more than 20 PTO hours for that week).

Rate of PTO accrual is determined by the number of years each employee has worked at Highland Retreat; experience level advances at the start of each calendar year. Employees who come to Highland with prior experience in a similar role may have their PTO rate adjusted upward accordingly, at the discretion of the Executive Director in consultation with the Personnel Advisory (eg. a new employee who comes to Highland with 4 years of experience in a similar role may start accruing PTO at the 5th year rate rather than the 1st year rate).

All unused paid time off will be paid to the employee upon separation, unless otherwise required by law.

4.3 - Spiritual Enrichment Days

In order to promote the spiritual health of key staff, all year-round staff who work full time in the busy summer season are encouraged to take a paid spiritual enrichment day both before and after the summer (generally in May, prior to Memorial Day, and September, after Labor Day). These days are in addition to any regular paid time off, and may be available to some employees who are not eligible for regular paid time off.

The intent of these days is to prepare and rejuvenate the spirit, so they are to be spent primarily in solitude, apart from work and distractions, with a deliberate focus on prayer, meditation, and reading for Christian nurture and spiritual refreshment. Requests for spiritual enrichment days must be submitted in writing to the Executive Director for approval.

4.4 – Sabbaticals

After a full-time staff member has served at Highland Retreat for 7 years, or multiples thereof, it is appropriate for them to make a request, through the Executive Director to the Board of Directors, for a time of renewal and rest. Sabbaticals of up to six weeks may be requested, with full wages and benefits provided during that time.

Each sabbatical request should include a detailed plan for the Board to review and consider. The purpose of a sabbatical is both to rest from regular work responsibilities and to be renewed and equipped for further service, with an emphasis more on growth for future service than on reward for past service. Therefore, sabbatical proposals should include enriching opportunities and activities related to the employee's role at Highland Retreat.

Staff members returning from a sabbatical will provide a minimum of one year of continued service at Highland Retreat following a sabbatical, with the understanding that repayment of sabbatical wages and benefits will be made if they fail to do so. They will also report on their experience and learning through a written reflection to the Executive Director and appropriate debriefing and conversation with the Executive Director, staff team, and Board of Directors. The Executive Director's sabbatical reports will be to the Board of Directors.

4.5 - Leaves of Absence

Highland Retreat, under certain circumstances, may grant employees a leave of absence without pay. Employees will generally not receive benefits while on leave, though some exceptions may apply. A written request for a leave of absence should be presented to the Executive Director at least two weeks before the anticipated start of the leave. If the leave is requested for medical reasons, medical certification may also be required. The request will be considered on the basis of staffing requirements and the reasons for the requested leave, as well as performance and attendance records. Normally, a leave of absence will be granted for a period of up to 8 weeks, though an employee may, prior to the end of leave, submit a written request for an extension to the Executive Director. The employee should notify management of their expected return date at least one week before the end of their leave.

Upon completion of the personal leave of absence, Highland Retreat will attempt to return employees to their original job or a similar position, subject to prevailing business considerations. Reinstatement, however, is not guaranteed. Failure to advise management of availability to return to work, failure to

return to work when notified, or a continued absence from work beyond the time approved by Highland Retreat will be considered a voluntary resignation of employment.

4.6 - Maternity Leave/Lactation Breaks

While Highland Retreat does not have a standard policy for maternity leaves, year-round employees who are pregnant may request a leave of absence (see above) at the time of their child's birth, and exempt employees are welcome to use their paid time off for this purpose.

In the event that an employee requires lactation breaks to express breast milk for their infant child, Highland Retreat will provide a suitably private location and a reasonable amount of break time for this purpose. Highland will make the necessary arrangements with the employee, with the understanding that lactation breaks may be unpaid time in some circumstances, subject to applicable law.

4.7 - Time Off to Perform a Civic Service

Highland Retreat will allow employees time off to perform a civic service (i.e. voting, jury duty, attendance as a witness, or military leave), as required by law. Employees are expected to provide as much advance notice as is possible before taking time off for civic service, and this type of leave is generally unpaid, unless otherwise required by law. However, exempt employees may choose to use paid time off for some or all of their civic service, and may receive their regular salary (apart from any reductions to offset amounts received as payment for jury duty, attendance as a witness, or military leave, where applicable) for any week in which time is missed due to civic service if work is performed for Highland Retreat during that same week (see also section 3.7, Safe Harbor Policy for Exempt Employees, and section 4.2, Paid Time Off).

Voting: Employees will generally have time outside normal working hours in which they can vote in statewide elections, but, if necessary, an employee may adjust their working hours to allow them to vote at the beginning or end of their regular work schedule.

Jury duty or attendance as a witness: Employees required to perform jury duty or to be in court as a witness are expected to provide proper documentation of their need to perform these duties, keep management informed of the expected length of service, and report to work for the major portion of the day if excused by the court.

Military leave: If employees are called into active military service or enlist in the uniformed services, they will, by law, be eligible to receive an unpaid military leave of absence. Provided the absence does not exceed applicable statutory limitations, employees will retain reemployment rights and accrue seniority and benefits in accordance with applicable federal and state laws. Employees who are required to attend yearly Reserves or National Guard duty can also apply for an unpaid temporary military leave of absence, not to exceed the number of days allowed by law (including travel).

5.0 – Additional Benefits

5.1 - Benefits Overview

This section contains a brief outline of additional benefits Highland Retreat provides for eligible employees. The information presented here is intended to serve only as guidelines. Some benefits may have official plan documents which contain more comprehensive descriptions of the eligibility requirements and benefit provisions than the summaries provided in this handbook; in such cases, the official plan documents should be consulted for the most accurate and up-to-date information.

While Highland Retreat intends to maintain these employee benefits, it reserves the absolute right to modify, amend, or terminate these benefits at any time and for any reason. Highland will regularly evaluate benefits programs and policies to keep up with changing times and needs. Employees who will be impacted by a modification will generally be notified in advance of any significant benefit changes.

Questions regarding benefits should be directed to the Executive Director or the Bookkeeper.

5.2 - Workers' Compensation

On-the-job injuries are covered by Highland Retreat's Workers' Compensation Insurance Policy, which is provided to all employees at no cost. If employees are injured on the job, no matter how slightly, they should report the incident immediately to the Executive Director or Program Director. Failure to follow Highland Retreat procedures may affect the ability of employees to receive Workers' Compensation benefits, such as payment for medical expenses related to a workplace injury.

Please note that receipt of Workers' Compensation benefits is not a leave of absence entitlement. Employees who need to miss work due to a workplace injury must also formally request a leave of absence (see section 4.5, Leaves of Absence).

5.3 - Long-Term Disability Benefits

Full-time employees are eligible to participate in the Long-Term Disability plan, subject to all terms and conditions of the agreement between Highland Retreat and the insurance carrier. This is solely a monetary benefit and not a leave of absence. Employees who will be out of work must also formally request a leave of absence (see section 4.5, Leaves of Absence).

5.4 - Retirement Plan

Eligible employees (those who earn at least \$5,000 at Highland each year) are invited to participate in Highland Retreat's retirement plan. Plan participants may make pre-tax contributions to a SIMPLE IRA retirement account, and Highland will generally add in a matching contribution of up to 3% of their wages on a quarterly basis. Employees will receive an annual notification near the end of each calendar year if they are eligible for this benefit, along with detailed plan documents, and will be able to choose whether or not they wish to participate in the retirement plan.

5.5 - Health Insurance Programs

Full-time employees may participate in Highland Retreat's health insurance programs. The goal is to provide eligible employees and their families with health insurance coverage, either through enrollment

in a plan paid for by Highland Retreat *OR* through a fixed sum added to the employee's annual salary to allow them to purchase their own insurance. Insurance plans often change from year to year, so the precise nature of Highland's insurance benefits will also vary. Eligible employees will receive more detailed information when they become eligible for insurance benefits and any time there is a change.

5.6 – Housing

Staff who are required by the nature of their responsibilities to live at Highland will be provided with housing (including basic utilities) as part of their reimbursement package. This includes summer staff housing for certain seasonal staff as well as housing for certain year-round staff.

Year-round staff who live on Highland property are welcome to have personal guests in their homes, and may also use available Highland facilities to house additional guests (see section 5.9, Use of Highland Facilities). Along with the staff member and their family, personal guests are free to enjoy the grounds, provided they follow camp policies and work around scheduled use of the facilities.

5.7 – Meals

During the summer camp season, meals will be served regularly from the Summer Kitchen. These meals are considered part of the reimbursement package for some staff (usually those who are provided housing at Highland or those who are required to be present at meals in order to fulfill their job responsibilities), but all employees are welcome to eat with the summer campers when it is convenient.

Any employee whose work agreement does not include meals will be asked to reimburse Highland for food costs at a rate of \$2.50 per meal. The same applies to all guests of employees. It will be the responsibility of the person eating their meals at camp to regularly report the number of meals eaten to the main office (e.g. as a note on your time sheet); at the end of the summer camp season, the Bookkeeper will issue each employee a bill for their total meals eaten.

5.8 - Continuing Education and Conferences

Highland Retreat has some funds available for continuing education and conferences. An employee who believes that a certain program or conference would be advantageous to themselves and to Highland should submit a request to attend to the Executive Director.

5.9 - Use of Highland Facilities

All year-round employees have the option of using an available meeting space for a gathering (e.g. a Christmas party in a meeting room or a graduation party in a pavilion) at no charge.

Exempt (salaried) employees are additionally eligible to use up to 6 nights each year in Creekside or Dogwood cottage at no charge; these nights can be used in up to two stays, with only one stay impacting a weekend.

Employees are also welcome to book other Highland facilities at standard rates.

In all cases, standard booking policies apply and reservations must be confirmed with the Guest Services Coordinator to ensure availability.

6.0 – Employer/Employee Relations

6.1 - Performance Reviews – Year-Round Staff

Highland Retreat encourages employees and supervisors to discuss job performance on a frequent and ongoing basis. Additionally, it is each supervisor's responsibility to regularly provide each year-round employee (full-time or part-time) the opportunity to formally discuss their job responsibilities, as established in their job description, and how well they have accomplished these tasks. These performance review meetings should happen at least once per year to allow the supervisor and employee to exchange ideas that will strengthen their working relationship, review the past year, and anticipate Highland Retreat's needs in the coming year. In addition to identifying areas of excellence or potential for improvement in the employee's performance, this is also a chance to discuss whether job responsibilities have changed in the past year, or if they should be changed.

The review should end with both supervisor and employee agreeing on goals and objectives for the coming year. This having been done, the discussion should be summarized in writing by the supervisor and signed by both parties. One copy will be given to the employee, and one copy will be kept as part of the employee's personnel record; this summary should be used as a guide during the course of the year.

The Executive Director will review the performance of all supervisors. Work reviews for other staff are the responsibility of the appropriate supervisor, subject to confirmation by the Executive Director. The Chair of the Board will be responsible the Executive Director's performance review.

Please note that a positive performance evaluation does not guarantee a wage increase, promotion, or continued employment. The review process should be beneficial for both Highland Retreat and the employees, but the signed review is not a contract and does not change anyone's employment status.

6.2 - Performance Evaluations – Seasonal Staff

Highland Retreat encourages employees and supervisors to discuss job performance on a frequent and ongoing basis. Seasonal employees, who are employed for limited time periods, are not required to take part in formal performance reviews. However, supervisors of seasonal employees should make notes concerning each employee's performance, and may choose to share their evaluation with the seasonal employee at the end of their time at Highland. The supervisor's notes should be kept on file, and, while a positive evaluation does not guarantee the employee will be hired again, those evaluations will be used in deciding who to hire in subsequent summers or for other short-term projects.

6.3 - Grievance Procedures

Any employee of Highland Retreat who feels they have been the target of harassment, discrimination, or otherwise unfair treatment, or who witnessed or became aware of a violation of Highland's policies or standards, should report the issue. Every complaint will be fully investigated and corrective action will be taken where appropriate. All complaints will be kept confidential to the extent that maintaining confidentiality does not impede Highland Retreat's ability to investigate and respond to the complaints. In addition, Highland Retreat will not allow any form of retaliation against individuals who report unwelcome conduct to management or who cooperate in the investigations of such reports. Any such retaliation should be reported in the same manner as any other type of harassment.

All potentially dangerous situations should be reported *immediately* to any member of management with whom the employee feels comfortable (e.g. the Executive Director, Program Director, or anyone in a supervisory role). Formal complaints or appeals can wait until there is no immediate threat of danger.

In less urgent situations, the complainant should follow the steps outlined below until the issue is resolved.

1. The employee should report the issue to their immediate supervisor. The supervisor may ask for the complaint in writing.
2. If the supervisor is unable to resolve the issue satisfactorily within 7 days, the complaint and the supervisor's decision process should be put in writing and submitted to the Executive Director or Program Director.
3. If the Executive Director or Program Director is unable to resolve the issue satisfactorily within 7 days, the complaint and the decision process of both the supervisor and the Executive Director/Program Director should be put in writing and submitted to the Personnel Committee.
4. If the Personnel Committee is unable to resolve the issue satisfactorily within 14 days, the complaint and the full decision process should be put in writing and submitted to the Board Chair. The decision of the Board Chair, in consultation with the Board's Executive Team at a confidential meeting, will be final.

Please note: While the complainant may *choose* to discuss the issue with the offender directly (if it seems appropriate and they are comfortable doing so), they are never *required* to directly discuss their complaint with the offender, even if the offender is in the chain of command. If the offender has displayed intimidating, aggressive, or otherwise inappropriate behavior *OR* if the issue involves more than just the complainant and the offender (e.g. suspected substance abuse), the complaint should be taken to *the offender's* immediate supervisor by the complainant and/or the complainant's supervisor.

6.4 - Disciplinary Action

All employees are expected to act in ways that support and uphold Highland's mission and to reliably perform their duties as assigned. Unacceptable conduct may subject the offender to disciplinary action, up to and including discharge, at Highland Retreat's sole discretion. Unacceptable conduct includes, but is not limited to: violation of the policies outlined in this handbook, such as those regarding workplace safety, prohibited items, and harassment; unsatisfactory job performance; and involvement in activities that run counter to Highland's mission.

Disciplinary action often, but not always, involves verbal or written warnings which are documented in the employee's personnel file. Note that all employees are employed at-will, and Highland Retreat reserves the right to impose whatever discipline it chooses, or none at all, in a particular instance. Highland Retreat will deal with each situation individually and nothing in this handbook should be construed as a promise of specific treatment in a given situation.

6.5 – Inspections

Should it become necessary (e.g. in the course of an investigation into suspected substance abuse), Highland Retreat reserves the right to conduct inspections of employees on Highland Retreat property, including their persons, work areas, all personal possessions and property with them at Highland

Retreat, and all vehicles parked on Highland Retreat property. Employees are expected to cooperate in the conduct of any search or inspection.

6.6 - If You Must Leave Us

Should any employees decide to leave Highland Retreat, we ask that they provide management with advance notice of departure. As noted previously, all employees are employed at-will and nothing in this handbook changes that status; therefore, no employee is obligated to provide advance notice, though thoughtfulness will be appreciated. It is helpful for full-time and part-time employees to provide 4 weeks' notice, and the Executive Director and Program Director are asked to give 6 months' notice when resigning, if possible. A signed, written resignation is preferred.

All Highland Retreat property (e.g., keys) must be returned at separation.

Handbook Acknowledgment

I acknowledge that I have received and read a copy of Highland Retreat's Employee Handbook, which contains important information about Highland's policies, rules, and benefits, including policies regarding harassment (including sexual harassment), confidential information, and substance abuse. I understand that I am expected to abide by the policies and rules that relate to employee conduct.

I further understand that my employment is terminable at will, either by myself or Highland Retreat, with or without cause or notice, regardless of the length of my employment or the granting of benefits of any kind. I understand that no representative of Highland Retreat other than Executive Director may alter "at will" status and any such modification must be in writing and duly signed.

Additionally, I understand that the policies, rules, and benefits described in this handbook are subject to change at the sole discretion of Highland Retreat at any time, and that receipt of this handbook does not constitute a contract of employment.

I understand that my signature below indicates that I have read and understand the above statements and that I have received a copy of Highland Retreat's Employee Handbook.

Employee's Printed Name: _____

Employee's Signature: _____ Date: _____

The signed original copy of this acknowledgment should be given to the Executive Director or Program Director; it will be filed in your personnel file.