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**PERSONNEL**

**Permanent Personnel**

**Executive Director**

The Executive Director shall be appointed by the Board of Directors. The Executive Committee shall negotiate and establish a contract for and with the Executive Director.

(cf 9400, Bylaws & Board Operation)

Policy adopted by  
Board of Directors: 1/83

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.

**PERSONNEL****Recruitment and Selection**

The Executive Director shall be responsible for the recruitment and selection of qualified persons for Association staff positions. One member of the Executive Committee or Board of Directors shall participate in the final interviews for positions of Senior Staff Associate and above.

Appointments shall be based upon supporting evidence collected according to the best judgment of the Executive Director.

The Deputy Director and General Counsel shall be subject to discipline by the Executive Director, and to demotion or dismissal upon the recommendation of the Executive Director subject to the approval of the Executive Committee. All other staff shall be subject to discipline, including demotion and dismissal, at the sole discretion of the Executive Director.

(cf 4111 - Equal Opportunity)

**PERSONNEL****EQUAL OPPORTUNITY/ AFFIRMATIVE ACTION - RECRUITMENT AND SELECTION**

The Connecticut Association of Boards of Education, Inc. is, and shall be, an equal opportunity employer which, as required by law, will not discriminate in employment practices or in any other aspect of Association affairs on the basis of race, color, religious creed, age, sex, sexual orientation, marital status, national origin, ancestry, present, or past history of mental disorder, mental retardation, learning disability or physical disability.

CABE will actively seek minority applicants for all open positions.

Policy adopted by  
Board of Directors: 9/81  
Revised: 11/92  
Revised: 12/4/96  
Revised: 1/14/09

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.

**PERSONNEL**

**PERMANENT PERSONNEL**

**APPOINTMENT AND CONDITIONS OF EMPLOYMENT**

The Executive Director shall prepare and maintain an employee manual of personnel regulations, procedures, etc.

Policy adopted by  
Board of Directors: 1/83

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.

**PERSONNEL****PERSONNEL RECORDS**

All personnel records shall be maintained by the Executive Director. They may be reviewed by the employee at a mutually agreed upon time for said review. All personnel records are to be kept confidential.

**PERSONNEL**

**Orientation**

The Executive Director is responsible for assuring that all staff receives an orientation.

## PERSONNEL

### Computers, Software and Internet Use

#### Software

No employee may use or authorize the use of computer software in violation of copyright restrictions. All staff shall observe the following procedures:

1. Copies of computer software may be made in accordance with copyright restrictions with the approval of the Computer Coordinator. Backup copies shall be clearly marked "For Backup Use Only".
2. All computers shall be backed up at least once a week. The Computer Coordinator shall insure that copies of backups and software are stored offsite. No employee shall be held responsible for loss or damage to backup copies stored at their home at CABE's request.

In the absence of a Computer Coordinator, the Executive Director shall delegate the responsibility for these tasks to another staff member.

All diskettes to be used on Association computers must be scanned for viruses by the Association before being used on Association hardware. Use of software must comply with all copyright laws. All software purchased by CABE is to be used only for purposes deemed necessary for the proper operation of the Association, and not for personal use.

No personal software may be loaded on the Association computers or network without express permission of the Executive Director on a case by case basis. Use of such software must not violate the purchase agreement of the software manufacturer.

#### Operations

Employees should write all documents and other work files to their personal directories on the network server to ensure backup. Backup of files on department computers will be the responsibility of the department supervisor.

Tampering with or misuse of computer assets or taking any other action inconsistent with this policy will be viewed as a security violation and result in disciplinary action.

#### Internet

Use of the Internet access account, including e-mail, shall be limited to appropriate research and other purposes necessary for the operation of the Association. Management reserves the right to monitor Internet use. Inappropriate use of the CABE Internet accounts could result in loss of privileges or further disciplinary actions.

Regulation approved by  
Executive Director: June 30, 1988  
Revised: April 8, 1997

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.



**PERSONNEL****Hours of Employment**

The Association office shall be open for business from 8:30 a.m. to 4:30 p.m.

Employees of the Association shall work a total of 35 hours weekly. At the discretion of the Executive Director, a flexible time schedule may be established for each employee as long as the 35 hour requirement is met and the office is staffed during regular business hours.

**PERSONNEL**

**Emergency Closing**

The Executive Director may close the Association office at his/her discretion.

**PERSONNEL**

**Evaluation/Supervision**

Employees will be annually evaluated and reviewed by their supervisor(s) and said evaluations will then be reviewed by the Executive Director.

**PERSONNEL****Evaluation/Supervision**

Written evaluations of all employees will be performed annually. The following process will be used in conducting evaluations:

1. Each supervisor will meet with the Executive Director, who will provide input concerning employees' performance and goals.
2. Supervisors will ask employees under their supervision to submit a written self-evaluation, based on the employee's job description, goals, and the attached factors.
3. The supervisor will review the self-evaluation and compile a written evaluation of the employee.
4. The supervisor will discuss the evaluation with the employee and provide a copy of the document to the employee.
5. The supervisor and employee will develop written goals for the employee's performance in the following year.
6. The supervisor will discuss the evaluation and goals with the Executive Director and make recommendations for salary increases.
7. Copies of each employee's evaluation and goals will be maintained in the employee's personnel file.

## **CABE Employee Evaluation Factors**

**Job Knowledge:** Familiarity with methods, procedures and practices of job acquired by formal education, training and/or experience.

- Knowledge is below minimum job requirements.
- Knowledge is sufficient to perform basic job requirements.
- Knowledge is sufficient to perform all job requirements.
- Knowledge of all aspects of job is exceptional.

**Quality of Work:** Caliber of work produced in accordance with requirements for accuracy, completeness and attention to detail.

- Quality is below expected standard and improvement mandatory.
- Quality satisfies normal job requirements.
- Quality often exceeds expectations or requirements.
- Quality is exceptionally high.

**Quantity of Work:** Volume of work produced under existing conditions and in accordance with allotted schedules.

- Quantity is far below expected standard and improvement mandatory.
- Quantity satisfies normal job requirements.
- Quantity often exceeds expectations or requirements.
- Quantity is exceptionally high.

**Cooperation:** Working effectively with others and jointly with a group.

- Often uncooperative. Unable to work with others.
- Usually cooperative and generally works well with others.
- Cooperative and willing. Respected by associates.
- Exceptionally cooperative. Works very effectively with others.

**Reliability:** Degree to which employee can be relied upon to complete assigned tasks.

- Unreliable. Needs constant direction and supervision.
- Generally reliable. Requires normal supervision.
- Reliable. Requires only occasional supervision.
- Very reliable.

**Initiative:** Ability to be a self-starter, anticipate needs.

- Reluctant to take action without considerable direction.
- Generally initiates action and anticipates requirements. New situations may require direction.
- Consistently able to initiate action and implement activities whether new or routine.
- Exceptional resourcefulness and self-reliance.

**Industry - Application to Work** Dedication and application of efforts to accomplish job tasks.

- Slow starter, needs constant urging to do the work. Wastes time.
- Generally performs necessary work with normal supervision.
- Quick starter and thorough finisher. Consistently does work without undo urging.
- Exceptionally hard worker. Unusually conscientious.

**Judgment:** Ability to think and arrive at sound decisions.

Impulsive. Does not organize facts. Cannot project probable results.

Exercises sound judgment and decisions in normal circumstances.

Exercises consistency sound judgment and decisions in difficult or unique circumstances.

Shows exceptional ability to make sound, practical decisions.

**Planning & Organizing:** Ability to plan and organize all activities.

Disorganized. Much difficulty in planning to complete assigned tasks.

Most activities well planned. Occasionally requires help on new assignments.

Consistent ability to plan and organize all activities.

Exceptional ability to plan and organize all activities.

**Communication:** Ability to effectively communicate with others.

Often misunderstood, communication skills needs immediate improvement.

Generally understood in routine situations.

Communications skills good in all situations including difficult ones.

Exceptional communications skills.

**Creativity:** Ability to recommend new concepts, ideas, etc.

Seldom recommends any change.

Occasionally recommends new ideas.

Often recommends new ideas.

Has exceptional ability to recommend new and worthwhile ideas.

**Delegation:** Ability to delegate effectively.

Seldom delegates even minor responsibilities.

Occasionally delegates responsibilities.

Delegates well.

Demonstrates exceptional ability in delegating effectively.

**Supervision:** Ability to supervise effectively.

Has little or no supervision responsibilities.

Needs additional assistance to fulfill supervisory responsibilities.

Supervises adequately on routine tasks; needs assistance on more complex issues.

Supervises well.

Demonstrates exceptional supervisory ability.

**PERSONNEL**

**Probation**

A 90-day probationary period shall be in effect for all new employees.

The performance of the employee will be reviewed in writing at 60 and 90 days by the supervisor and permanent status obtained upon satisfactory completion of this 90-day probationary period.

**PERSONNEL**

**Unsatisfactory Performance**

Staff Disciplinary Regulations

The following procedures will apply to all Association staff members whose job performance behavior falls below minimally acceptable standards:

- The supervisor will discuss orally the performance with the employee whose workmanship, attendance or disregard for Association rules, policies or regulations is unacceptable as determined by the employee's supervisor.
- If the performance or behavior is not corrected following the oral discussion, the supervisor will discuss the issue with the Executive Director and jointly develop with the Executive Director a written description of the unacceptable performance to be placed in the employee's personnel file. A copy of the description will be provided to the employee.
- Continuation of the unacceptable performance or behavior after the second warning may constitute grounds for dismissal by the Executive Director, except for dismissal of the deputy director and general counsel.

All disciplinary steps and records shall be confidential between the employee, supervisor and Executive Director.

If the employee feels any step of the disciplinary procedure to have been unfair, he/she may appeal directly to the Executive Director.

Nothing in this regulation shall be construed to prohibit the authority of the Executive Director to immediately terminate any employee, except the Deputy Director and General Counsel.

The Deputy Director and General Counsel shall be subject to demotion or dismissal upon the recommendation of the Executive Director subject to the approval of the Executive Committee.

Regulation approved by  
Executive Director: 9/15/77  
Revised as per  
Attorney's Review: 4/81  
Revised: 3/16/90  
Revised: 6/1/11

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.



## **PERSONNEL**

### **Code of Conduct**

#### *Introduction*

Members of the board of directors and staff carry certain duties and responsibilities for the well being of the organization. The Code of Conduct outlines some of those duties and responsibilities in accordance with governing documents.

#### *Confidentiality*

Board members and staff will have access to information, that if revealed to outsiders, could be damaging or sensitive to other members or staff, harmful to the best interests of the organization, or create legal liability. Information provided to the board and staff may concern personnel, financial, contractual, membership or legal matters. It will often be confidential and is intended for use in decision making and governance. Information shall be held in the strictest of confidence and shall not be divulged to any outside party, including other members, without authorization of the board chair or organization executive director.

#### *Conflicts of Interest*

Board members and staff members owe a high fiduciary duty to the organization. Thus, no board or staff member shall maintain any business enterprise or other activity that directly conflicts with the interests of the organization. Any conflict of interest, or potential conflict of interest, shall be acknowledged and disclosed as soon as it is recognized.

#### *Violations*

Violations of the Code of Conduct may result in disciplinary action. Discipline may include removal of a board member from office or termination of a staff member.

Policy adopted by  
Board of Directors:  
1/14/09

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.

**PERSONNEL****Social Media Policy: Personal Use Guidelines for All Staff**

This policy provides guidance to staff to prevent social media postings from inadvertently harming CABE's reputation or its ability to serve our members.

You are CABE's ambassadors on social media. Please feel free to follow, like, or connect with our official brand presences on social media and share CABE content on your personal social media profiles and networks.

Share carefully and strategically. Remember that any post or share is likely to trigger reactions that will comment on CABE's programs and official presence.

**DO's and DON'Ts for All Staff on Social Media****DO's**

- If you are using our organization logo, insure that your post is reviewed by a senior staff member.
- State clearly that the views/opinions are your own. Speak in the first person.
- Get your facts right, be truthful. Support your opinions with facts. Cite the sources of your content.
- Add value, think before posting.
- Use common sense and be polite. Admit mistakes, apologize if needed.
- Be respectful of other cultures, religions, values, etc.
- Respect copyright.
- Monitor the reactions to your posts and make sure they are true and respectful.

**DON'Ts**

- Don't post things you would be embarrassed to have your supervisor see.
- Don't post in a way that reflects negatively on CABE staff, board members, superintendents, CABE, or others.
- Don't spam people.
- Don't speak on behalf of our organization unless you are authorized to do so. (Use a disclaimer if you have your own blog or social media profile.)
- Don't associate CABE and its logo with any inappropriate content.
- Don't post vulgar, defamatory, obscene, hateful or threatening material. It reflects poorly on you as well as on CABE.
- Don't share private and confidential internal information.
- Don't cite colleagues or external stakeholders or post their materials without their permission.
- Don't censor other's opinions.

## **PERSONNEL**

### **Whistleblower Policy**

#### **Introduction**

CABE's Policies and Regulations and Code of Conduct requires directors, officers and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. Employees and representatives of CABE must practice honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations.

#### **Reporting Responsibility**

It is the responsibility of all directors, officers and employees to comply with the Code and to report violations or suspected violations in accordance with this Whistleblower Policy.

#### **Retaliation**

No director, officer or employee who in good faith reports a violation of the Policies and Regulations and Code shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within CABE prior to seeking resolution outside of the organization.

#### **Reporting Violations**

In most cases, an employee's supervisor is in the best position to address any area of concern. However, if you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor's response, you are encouraged to speak with any supervisor whom you are comfortable approaching. Supervisors are required to report suspected violations of the Code of Conduct to CABE's Executive Director or General Counsel, who have responsibility to investigate all reported violations.

Policy adopted by  
Board of Directors:  
1/14/09

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.

## **PERSONNEL**

### **Sexual Harassment**

The Equal Employment Opportunity Commission (EEOC) has issued "Guidelines on Sex Harassment" utilizing the following definition: "Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment 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." 29 C.F.R. Sec. 1604.11(a) (1987).

It is the policy of CAFE to maintain a working environment free from harassment, insults or intimidation on the basis of sex or sexual orientation. Verbal or physical conduct by a CAFE board member, supervisor or co-worker relating to sex or sexual orientation which has the effect of creating an intimidating, hostile or offensive work environment, interferes with the employee's work performance, or adversely affects the employee's employment opportunities is prohibited.

Any infraction of this policy by CAFE board members, supervisors or co-workers should be reported immediately to the employee's supervisor, Executive Director or any Director Level Staff. Confidentiality will be maintained at the time of reporting of the infraction. Retaliation against any employee for complaining about harassment on the basis of sex or sexual orientation is prohibited. Violations of this policy shall result in discipline up to and including dismissal of the employee or removal from the CAFE Board.

**PERSONNEL****Investigating a Sexual Harassment Allegation**

Under Title VII and E.E.O.C. Guidelines on Sexual Harassment, an employer may be held legally responsible for acts of its agents or employees with respect to sexual harassment. To prevent the liability of CAGE for unauthorized acts of such agents or employees, claims of harassment will be thoroughly investigated. Any employee found to have engaged in sexual harassment shall be subject to sanctions including but not limited to warnings, suspension or termination.

Employees who believe that sexual harassment activity has occurred shall report such matters to their immediate supervisor, director level staff or Executive Director. Complaints reported to supervisory personnel shall be referred to the Executive Director or as an alternate the General Counsel, immediately and in a confidential manner. Such claim must be filed within thirty (30) days of the alleged conduct. Information regarding an investigation of sexual harassment shall be confidential and those individuals who are involved in the investigation shall not discuss information regarding the complaint outside the investigation.

It shall be the responsibility of the General Counsel to promptly investigate claims of sexual harassment involving employees to determine the validity of such claim utilizing an informal process. Upon receiving a complaint, the General Counsel shall confer with the person making the complaint to obtain a statement of facts. Once the General Counsel has obtained such statement from the person filing the complaint, the General Counsel shall attempt to meet with the person charged with sexual harassment to obtain a response to the complaint. The General Counsel may meet with any and all parties involved in the complaint as the General Counsel deems applicable to accord sufficient procedural safeguards. Upon completion of the investigation, the General Counsel shall make an investigative report and recommendation to the Executive Director. The Executive Director will make a determination of the facts and take such remedial action as prudent.

It shall be the responsibility of the Executive Director to investigate promptly claims of sexual harassment involving members of the CAGE Board of Directors. The Executive Director shall make an investigative report and recommendation to the President or First Vice President upon completing such investigation.

If a resolution among the parties cannot be obtained at the conclusion of the General Counsel's investigative report and Executive Director's determination, either individual involved in the complaint may appeal in writing to the Board within ten (10) working days. The Board will render a final decision within thirty (30) days following the Board meeting at which such appeal is received.

**PERSONNEL**

**Internships**

All internships at the Association in any area must be reviewed and approved by the Executive Director.

Regulation approved by  
Executive Director: 3/17/81

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.

**PERSONNEL**

**Consultants/Legal Counsel**

**Consultants**

Consultants may be used from time to time at the discretion of the Executive Director.

Regulation approved by  
Executive Director: 3/17/81

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.

**PERSONNEL****Seminars, Workshops, Visits**

All requests to attend other than Association seminars, workshops, and visits, must be approved by the Executive Director before payment can be assumed by the Association.



**PERSONNEL**

**Travel and Meal Expense Allowance**

CABE shall reimburse its employees and official representatives for actual and necessary expenses incurred while attending authorized meetings or conferences consistent with guidelines developed by the CABE Executive Director. Issues concerning the appropriateness of specific expenses incurred during travel for CABE will be resolved by the Executive Director.

Policy adopted by  
Board of Directors: 9/20/89  
Revised: 12/4/97

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.

**Travel, Meal And Other Expense Allowance**

Individuals requested or authorized to travel or attend meetings for CABE will be reimbursed by CABE for all reasonable expenses which are incurred as a result of the travel and/or attendance at meetings. Employees or other individuals travelling for CABE with authorization are not expected to pay for reasonable expenses unless they choose to do so. All travel arrangements should be made as far in advance as possible and practical to ensure the most appropriate arrangements at the most economical rates. CABE does not authorize first class travel except in an emergency.

Reasonable expenses are for meals and transportation which are business related. When a meal is provided at an Association function and an individual elects to dine elsewhere, such meal expenses will not be reimbursed except when authorized by the Executive Director. Business related entertainment and car rentals are subject to the approval of the Executive Director. Exceptional expenses will be reviewed by and approved or disapproved at the discretion of the Executive Director.

Cash advances will be provided at the discretion of the Executive Director.

Expenses shall be submitted within sixty days of being incurred.

Receipts should be presented whenever possible. Reimbursement without receipts will be at the discretion of the Executive Director.

Regulation approved by  
Executive Director: 9/20/89  
Revised: 2/15/90  
Revised: 8/20/08

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.

**PERSONNEL**

**Automobile Expense Allowances**

**Personal Automobiles**

Personal automobiles shall be used for Association business only when use has been approved by the Executive Director. Automobile owners are responsible for automobile insurance coverage. Authorized representatives using their personal automobiles for approved Association business shall be reimbursed at a rate consistent with the amount allowable by the IRS.

**Rental Cars**

Rental cars shall be authorized by the Executive Director. Charges related to unauthorized rental cars shall not be reimbursed.

**PERSONNEL**

**Public Transportation Expense Allowances**

Public carrier fares are reimbursable if travel is for official Association business. Reimbursement shall occur on the least costly but practical means of transportation. For airplane and train travel, Association representatives shall travel tourist class unless such transportation is not available.

Regulation approved by  
Executive Director: 3/18/81  
Revised: 2/15/90

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.

**PERSONNEL**

**Telephone Calls and Telephone Credit Cards**

When on official CAFE business, CAFE will reimburse its employees and other official CAFE representatives for a reasonable number of personal telephone calls.

At the discretion of the Executive Director, certain authorized representatives shall be provided telephone credit cards to conduct Association business.

Policy adopted by  
Board of Directors: 9/20/89  
Revised: 4/11/90  
Revised: 12/4/96

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.

**Lodging**

CABE employees or CABE representatives who are required to be away from home over night on CABE business will be provided with private rooms. If individuals choose to share a room, they are welcome to do so but it is not required.

When travelling for the association, reservations will generally be made in the hotel or meeting center where the majority of the meetings will be taking place. However, individuals not staying in the hotel meeting center where the majority of meetings will be taking place are expected to stay in medium priced hotels whenever possible. Exceptions can be made at the discretion of the Executive Director.

If a family or friend is traveling with a CABE representative, CABE will pay the single room cost and any additional cost will be paid by the employee, board member or CABE representative.

**Credit Cards**

CABE corporate credit cards will be provided to CABE employees and board of director members consistent with regulations developed by the Executive Director. They are to be used only for official CABE business.

**Credit Cards**

The following individuals shall receive a CABA American Express Credit Card:

The CABA President and the CABA Executive Director.

Other staff members will receive an association credit card at the discretion of the Executive Director and when there is a clearly demonstrated need for such a card. Need is determined by a job requirement for travel, business meals or entertainment or as a result of a job requirement to purchase items, supplies and equipment for the association with a credit card when a check is not acceptable.

Employees will not be asked nor are expected to use their own personal credit cards or checking accounts for association purposes even though the individual would be reimbursed.

The association credit card may only be used for business expenses. An itemized receipt for all charges shall be provided to the accounting department. The officer or employee shall provide reimbursement to CABA for any personal or unauthorized charge within ten working days.

Regulation approved by  
Executive Director: 9/20/89  
Revised: 8/20/08  
Revised: 6/1/11

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.



## **CONFLICT OF INTEREST**

### **EMPLOYEES**

The Connecticut Association of Boards of Education expects that the primary interest of each employee will be the business of the Association in the performance of his/her duties. A conflict of interest occurs when the interests of an employee or a third party actually or potentially affect the Connecticut Association of Boards of Education.

### **ADJUNCT EMPLOYMENT**

Any employee of the Connecticut Association of Boards of Education may participate as a speaker, facilitator or in any other capacity at a convention, workshop or other program sponsored by another state association or educational organization with the permission of the Executive Director.

The employee shall not accept honoraria or other compensation from such activity without the express written permission of the Executive Director. In the event that the Executive Director grants permission and the employee receives compensation from such other organization, the employee shall:

- (1) Perform services for such other organization at no expense to the Connecticut Association of Boards of Education and no detriment to the employee's job responsibilities.
- (2) Not be considered an employee of the Connecticut Association of Boards of Education while involved in adjunct activity.
- (3) Make a disclaimer that said employee's service is not connected in anyway with the Connecticut Association of Boards of Education during the performance of educational or adjunct services for the other association or organization.

**CONFLICT OF INTEREST (continued)****OUTSIDE EMPLOYMENT**

Employees may have outside business interests and employment so long as these do not interfere with job performance. No employee shall engage in employment, have business interests or provide private consulting services with a local or regional board of education without the express written approval of the Executive Director.

The Executive Director shall use the following criteria in granting such approval:

- (1) Whether the service to be provided is not currently provided by CABE or which CABE anticipates providing
- (2) The performance of such service by the employee will not create the appearance of a conflict or competition with programs or services provided by CABE to its membership.

**GIFTS and GRATUITIES**

Employees are not to accept gifts, gratuities, free trips, personal property or other items of value from an outside person or organization as an inducement to provide services.

**PERSONNEL**

**Organization Membership**

Membership fees for professional organizations must be approved by the Executive Director before payment can be made.

Regulation approved by  
Executive Director: 3/17/91

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.

**PERSONNEL**

**Salary Schedules/Administration**

The Executive Director may grant salary increases within the amounts appropriated by the Board of Directors for such purposes.

A salary review will be made by the Executive Director prior to the setting of the next fiscal year's budget.

Regulation approved by  
Executive Director: 3/18/91

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.

**PERSONNEL**

**Salary Checks/Deductions**

All checks are to be made payable to the employee (or his/her designee) and payroll and deduction records maintained by the appropriate personnel.

**PERSONNEL****Insurance****Life Insurance**

Each full-time employee of the Association is insured for life up to an amount equal to his/her salary to the nearest thousand, to the extent available from the insurance carrier.

**Workers' Compensation Insurance**

Each full-time employee is covered by Workers' Compensation Insurance.

**Group Insurance**

Full-time employees shall be provided with group insurance benefits. Any employee may purchase group medical and hospitalization coverage for eligible dependents.

Premium sharing for employee and dependent coverage may be established by the Executive Director with the approval of the Executive Committee, consistent with the CAFE budget.

**PERSONNEL**

**Employee Protection and Safety**

The Association staff members and Members of the Board of Directors shall be protected by a travel accident policy while on any business trip for the Association and for Board of Directors meetings.

The Association, as a corporate entity, and its Board of Directors and staff, shall be covered by a professional liability insurance policy.

(cf 9400 - Board of Directors Protection and Safety)

**PERSONNEL****Salary Schedules/Administration****Staff Compensation Philosophy**

CABE'S compensation philosophy is predicated on its ongoing resolve to provide an organizational setting that attracts, retains and motivates its employees. CABE seeks to offer salary opportunities that are competitive in the Hartford, CT, metropolitan area job marketplace, internally equitable, and grounded in the Association's fiscal ability to pay.

Thus, the CABE Board of Directors and Executive Director shall endeavor:

- to inform employees:
  - that actual salaries paid are related to both current salary ranges and the financial health of CABE;
  - that the salary ranges of CABE are examined by and action taken as appropriate by the Executive Committee every year;
- to consider changes in the budgeted funds for salaries and benefits as part of the budget adoption process with regular annual reviews for continuing CABE employees taking place by July 1;
- to offer salary opportunities that are externally competitive and internally equitable;
- to value jobs based on their levels of responsibilities and contributions; and
- to reward individuals employees on the basis of their performance and level of responsibilities.



## **PERSONNEL**

### **Attendance**

Attendance of each employee is vital to the total operation of the organization.

CABE supervisory personnel will monitor absences to insure that the abuse of leave policies does not occur. Appropriate disciplinary action will be taken in the case of abuse of sick or other leave.

The supervisor shall take appropriate progressive disciplinary action which may include but not be limited to the following:

1. Counseling Conference
2. Written Counseling Memo - which may provide that the employee submit subsequent written evidence or documentation of the reason for such absence(s)
3. Written Warning
4. Probation
5. Suspension or termination

In considering whether an individual's use of sick leave has been excessive the following criteria will be considered.

1. The number of absences
2. The timing of absences
3. The frequency with which the absences occur before or after weekends or holidays.
4. The type of leave taken (i.e. medical appointments of less than one day, or funerals should not be considered use of leave).
5. The amount of leave remaining
6. The existence of documented evidence of conditions requiring such absence(s)

**ATTENDANCE** (continued)

The following general criteria will be used to assess whether an employee's absenteeism is abusive.

1. Use of Vacation or personal leave without prior approval
2. More than five separate occasions of unpaid sick leave within a three month period without medical certification
3. The number of absences due to illness during a six month period without a medical certificate
4. Three or more unauthorized absences on the last work day preceding or the first work day following a weekend, holiday or vacation.

**PERSONNEL****Sick Leave**

Sick leave will be granted to full-time employees up to a total of 15 days per year without loss of pay. Sick leave is earned at the rate of 1/4 days per month. At the discretion of the Executive Director, sick leave which is not yet earned may be used. Unused sick leave may be accumulated up to 65 days. Upon termination of employment, employees are not eligible to receive compensation for unused sick leave days.

The staff attendance record is kept by the staff person responsible for finance and administration.

Policy adopted by  
Board of Directors: 3/15/71  
Revised: 4/11/90

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.

**PERSONNEL**

**Sick Leave Time Upon Retirement or Resignation**

CABE will provide payment upon retirement or resignation (excluding termination for cause) for accumulated sick days that exceed 30 days based on 25% of the accumulated sick days over 30 days at the time of the employee's retirement or resignation. The existing limitation on the total sick days accumulated remains at 65 days. Payment will be based on the employee's then current rate of pay.

**PERSONNEL**

**Jury Duty Leave**

Full-time employees called to jury duty shall receive their normal salary less any amount received for such duty.

Policy adopted by  
Board of Directors: 3/15/71

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.

**PERSONNEL**

**Personal/Emergency Leave**

Three personal days with pay may be granted to full-time employees annually for emergencies, at the discretion of the Executive Director.

Policy adopted by  
Board of Directors: 3/15/71  
Revised: 4/11/90

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.

**PERSONNEL**

**Bereavement Leave**

CABE employees may receive a maximum of five (5) days leave with pay in the event of the death of a spouse (or equivalent), child, parent, mother-in-law, father-in-law, grandparent, or sibling.

Regulation approved by  
Executive Director: 9/13/89  
Revised: 5/29/96

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.

**PERSONNEL**

**Professional Leave Policy**

Employees must have been employed by CAFE for at least 10 years prior to requesting professional leave.

Professional leave proposals must specify professional development activities or a project which are related to the employee's responsibilities at CAFE.

Professional leave requests must be made by March 1<sup>st</sup> preceding the fiscal year for which leave is requested. Professional leave requests must be approved by the employee's supervisor, Executive Director and Executive Committee in order to be granted.

Professional leave may be granted for 2 – 3 months at full salary, or 4 – 6 months at 50% salary. A staff member on professional leave will remain covered by health, dental and life insurance, and sick leave will continue to accumulate.

Only one employee at a time may be on professional leave.

Employees granted professional leave shall report on the activities in which he or she engaged during the leave and how the employee will apply the experiences to their duties at CAFE.

The employee shall report on their professional leave in a manner provided by the Executive Director.



**PERSONNEL****Unpaid Leave of Absence**

At the discretion of the Executive Director, an unpaid leave of absence may be granted to an employee who has exhausted their paid leave.

The employee shall submit a written request to the Executive Director specifying the period of time for which the unpaid leave is requested.

During the period of unpaid leave of absence, the employee is not entitled to earn vacation, holiday and sick leave.

Regulation approved by  
Executive Director:  
8/20/08

CONNECTICUT ASSOCIATION OF  
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**PERSONNEL**

**Vacations/Holidays**

Support staff vacation provisions:

During the first two years: 10 days per year

During the third year: 15 days

During the fourth and successive years: 20 days

All other staff will receive the following vacation:

During the first year: 10 days

During the second year: 15 days

During the third and successive years: 20 days

All vacation time is accrued on a monthly basis. At the discretion of the Executive Director vacation time which is not yet earned may be used.

Vacation time for full-time employees may be accumulated from year to year for a total of not more than 30 working days. (Current vacation time and accumulated vacation time may not equal more than 30 days in any fiscal year.) Such time must be scheduled through the immediate supervisor and the Executive Director.

## TELECOMMUTING

### Definition

Telecommuting is a work arrangement that allows employees to work at home or at some other off-site location for all or some of their regularly scheduled work hours. Telecommuting may be a temporary or long term arrangement. Although not all jobs can be performed satisfactorily from other locations, CABE recognizes that, in some cases, telecommuting arrangements can provide a mutually beneficial option for both CABE and employees.

### Employee Eligibility

Candidates for telecommuting arrangements must:

- possess good time-management and organizational skills, and
- be self-motivated, self-reliant and disciplined.

Telecommuting plans must be approved by the employee's supervisor and the CABE Executive Director.

Periodic requests to work from home for a few days may be approved by the employee's supervisor.

### Types of Arrangements

While employees and supervisors have the freedom to develop arrangements tailored to employee and departmental needs, the following basic requirements must be met:

- Employees must be able to carry out the same duties, assignments and other work obligations at their home office as they do when working on CABE's premises.
- The workweek for all full-time regular employees is 35 hours, divided into five days, Monday through Friday, with employees expected to work seven hours per day.
- Employees must be available to attend scheduled meetings and participate in other required office activities at the home office as needed.
- The employees at home work hours will conform to a schedule agreed upon by the employee and his or her supervisor.
- Employees shall submit weekly time sheets as required by CABE policy.

### Equipment and Office Supplies

CABE may provide telecommuting employees with computer hardware and software, connectivity to host applications and other applicable equipment as CABE deems necessary. Employees are responsible for equipping and maintaining their home offices so that they can accomplish their work in an efficient and expeditious manner.

CABE will provide common office supplies such as paper, pens and paper clips for employees to use in their home offices.

### Request Process

Telecommuting arrangements are approved by the supervisor and Executive Director on a case by case basis. Telecommuting might not be feasible within some departments, for certain positions within a department, or at certain times of the year.

CABE has the right to cancel or suspend employee telecommuting privileges at any time, for any reason or for no reason.

### Policy adopted by

Board of Directors: 9/9/20

CONNECTICUT ASSOCIATION OF  
BOARDS OF EDUCATION, INC.