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SKILL ESCALATION & EMPLOYMENT DEVELOPMENT

**business and industrial coordinating council** 

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EMPLOYMENT SERVICE

RECEIVED  
JUL 10 1968  
RESISTIVE

July 8, 1968

TO: BICC Executive Committee  
FROM: William A. Mercer, Coordinator  
RE: BICC PERSONNEL MANUAL

The attached is mainly the brainchild of Jules Lozowick. It is a working copy that will become the permanent Manual after we receive your suggestions, deletions, amendments, etc., by Friday, July 19. This will enable us to have the final draft ready for your approval at the Monday, July 29 Executive Committee Meeting.

We recognize that the attached addresses itself to organizations larger than the BICC. This is meant to cover the organization if it expands to any appreciable degree.

At present the staff includes the Coordinator, the Business Consultant, the two secretaries, three In-School Neighborhood Youth Corps people and one summer associate. We also expect to hire within the week the person who will be coordinating the 1968 summer program for which we received an anonymous foundation grant.

WAM:ES  
Enclosure

## PERSONNEL MANUAL

This Personnel Manual of the Business and Industrial Coordinating Council (BICC) is designed to bring understanding to its employees.

The BICC is a non-profit Agency working to secure for every citizen, equal opportunity to develop his fullest potential and to share equitably the rewards and responsibilities of American citizenship. The BICC trained staff is supported in its work by volunteers. These volunteers are drawn from business, government, religion, labor, education, civil rights groups, and the community, with special emphasis on the non-white population.

The BICC attacks the problems of segregation and discrimination by conducting programs, preparing and presenting the facts to the community at large and to specific agencies, businesses and organizations. The facts include objective goals and standards and results achieved by the businesses and organizations. When necessary, the Agency will set up and maintain a particular action, such as the Labor-Management-Manpower Training Project and the Skill Escalation and Employment Development projects. While the BICC remains involved in all facets of community life that impinges on the discriminated population, it places special interest on manpower as it pertains to employment (innovative job development), unemployment and underemployment.

### MANAGEMENT OF THE AGENCY

The Agency is controlled by its own Board of Directors, who have the authority and responsibility for the BICC's finances and actions. The Board of Directors may delegate authority to its Executive Committee, officers of the Board of Directors; or the staff of the Agency particularly the Executive Director (Coordinator).

The Coordinator is the chief executive official of the Agency. He is charged with implementing the policies, directives and decisions of the Board of Directors. The administration of the Agency is his responsibility. The Board can expect the Coordinator to supply the creative direction required for the Agency to perform with purpose and economy. A job description of the Coordinator is Appendix A of this Personnel Manual.

The Organization has the right to require each employee to subscribe to the basic philosophy of the Agency and to adhere to policies enunciated by its Board.

DISCRIMINATION AND COERCION

There shall be no discrimination, interference or coercion by the Agency or any of its agents against the employees because of race, creed, color, sex, national origin, or religion.

CONTINUATION OF EMPLOYMENT

Continuation of employment in a position shall be based on satisfactory or better performance by an employee. Any employee who successfully completes the three-month probationary period and who continues to meet the Agency's standards of performance has the right to continue his employment without fear of arbitrary demotion or dismissal.

HIRING PROCEDURES

Coordinator (Executive Director)

The responsibility for the selection and hiring of the Executive Director (Coordinator) shall rest with the Executive Committee and be approved by the Board of Directors.

General Information

All applications for employment shall be submitted in writing and shall be supplemented by personal interviews with the individual responsible for making the choice. Job specification sheets shall be made available to prospective candidates and all candidates interviewed shall be informed whether or not they were chosen. Salary should be determined by the Board of Directors or a committee of its choosing.

PROBATIONARY PERIOD

All full-time employees shall be required to serve a probationary period of three (3) months.

Two weeks before the expiration of the probationary period the employee shall be notified by either of the Co-Chairmen of the Board of Directors whether or not he is to be continued. If he is retained, his employment shall be computed from the date of the original employment. The probationary period may be extended if both parties agree that it is desirable in order to reach a fair decision as to the retention or release of the probationary employee.

As soon as a determination is made that an employee will not be able to carry out his assigned duties, he should be notified by either or both Co-Chairmen of the Board of Directors and terminated.

EMPLOYEE INFORMATION PROGRAM

It is the policy of the Agency to keep each employee fully informed of the objectives and working conditions of the Agency. Employees shall have access to the Personnel Manual and its appendii whenever they wish. The staff should be kept in-

formed of the committees of the Board of Directors and shall have a working relationship with the committees involved with their particular activities.

The committees of the Agency include the Board of Directors and Executive Committee.

Other standing committees are:

- Community Affairs
- Education
- Employment
- Finance
- Membership and Consultation
- Public Relations
- Research and Program
- Testing
- Training

Additional sub-committees may be created as the need arises by the Board of Directors.

Former BICC Co-Chairmen retain their membership on the Board to afford the Agency the continued benefit of their valued experience. Likewise, At-Large Board members will be drawn from the major, relevant organizations in the community.

#### DISCIPLINE

Discipline should be used only as a last means of educating an employee to the seriousness of his action. No one should be disciplined who has not been warned that a continuation of his conduct would lead to discipline, unless it is an emergency: such as, the act is an affront to the dignity of another individual or to the BICC and only discipline can protect the good name of the Organization.

Discipline can take the form of suspension or dismissal (see paragraph on "Dismissal") as the management of the Agency sees fit. Except in an emergency no one should be disciplined unless the Board of Directors approves. ✓

Suspended employees who believe that the action is unfair may have such complaint considered in accordance with procedures provided under the Grievance Procedure, provided he notifies the Agency of such complaint in writing within ten days after the effective date of such action.

#### TERMINATIONS

##### Dismissal

The term "dismissal" refers to termination of employment by the Agency because of unsatisfactory job performance or for disciplinary reasons. For unsatisfactory job performance, employees shall receive a dismissal notice of two weeks except professional employees who shall receive a dismissal notice of one month unless the professional employee is in the probationary period, when fifteen (15) days' notice is required.

Upon administrative judgment, when dismissal for unsatisfactory job performance is considered not the malicious or planned action of the employee, current vacation credit shall be allowed and shall be given prior to actual date of separation. Financial compensation may be made in lieu of dismissal notice depending upon administrative judgment.

An employee who has been notified of dismissal and believes the action unfair, may have such complaint considered in accordance with procedures provided under Grievance Procedures, provided he notifies the Agency of such complaint in writing within fifteen days after the effective date of such action. If time to clear a case runs beyond period employee receives monies from the Agency and he is cleared, he shall be reinstated without loss of pay and no interruption of service. However, the facts presented in the case shall be made a part of his permanent personnel record.

Release

The term "release" refers to termination of employment by the Agency for reasons beyond the control of the employee and bears no relation to employee job performance or conduct. Should the Agency be unable to continue a full-time employee (who has rendered satisfactory or better service) in his current position, because of budget cuts, reorganization or discontinuance or curtailment of a department, division or area of service, and is unable to offer some other mutually satisfactory assignment, the employee shall be released. Notification of release shall be given to the employee in writing by the Co-Chairmen one month in advance of the date of separation for professional staff and two weeks for all other employees.

Severance pay shall prevail in accordance with the provision of this personnel manual.

Current vacation credit shall be allowed and shall be given either in days prior to the actual date of separation or by financial compensation, depending upon administrative judgment.

Resignation

The term "resignation" refers to the voluntary termination of employment on the part of the employee. In the event of resignation, the Agency must receive a written notice fifteen (15) days in advance of date of leaving except professional employees who shall give thirty (30) days' notice in advance of date of leaving. ✓

Current vacation credit shall be allowed and shall be given either in days prior to the actual date of separation or by financial compensation, depending upon administrative judgment.

GRIEVANCE PROCEDURE

Any employee who believes he has a justifiable request or complaint shall first discuss the matter with the Coordinator. If the matter is not satisfactorily disposed of, the employee shall be free to carry such request or complaint to the Board of Directors. If no mutually acceptable resolution is achieved, the matter will then be turned over to a Personnel Committee whose decision and action shall be deemed final.

A grievance by the Coordinator shall be discussed with the Co-Chairmen and if not settled, brought to the Personnel Committee. If no mutually acceptable resolution is achieved, the matter will then be turned over to the full Board of Directors whose decision and action shall be deemed final.

PERSONNEL RECORDS

The Agency shall maintain a personnel file for every employee, consisting of:

Records of personal history, including information on education and training, and experience.

Letter of recommendation and references.

Statement of terms of employment including medical waivers, if any, signed by the employee and employer's representative.

Attendance records, evaluations, supervisor's reports, etc.

This file shall be kept accurate and up to date and shall include all materials relating to changes in status, job titles, job grades, etc., and any other matters having a bearing on the individual employee's relationship to the Agency.

Also, the Agency shall maintain a file of all personnel memoranda issued to the staff as a whole for the current and previous two years.



RATINGS

Evaluations shall be made at least annually. A formal written evaluation shall be prepared in October of each year by the Coordinator and a copy given to the employee and one put into employee's personnel record. The Executive Committee shall be considered the supervisor of the Coordinator.

The Coordinator and employee should prepare themselves carefully for the evaluation session. They should:

Review the accomplishments of the employee for the past year.

List goals of immediate future.

List steps to reach goals.

List sources of help.

Be objective and base opinions on observed work and not on potentialities or social relationships.

Not confuse one good or bad job with entire year's work.

Coordinator should:

Arrange for a private room.

Arrange for enough time.

Arrange not to be interrupted.

Inform employee that the rating form is merely a device to record employee's and supervisor's opinion at that time and that the most important part of the evaluation is the discussion between them.

The session should be based upon the development of the employee for his present position and for possible promotion and to allow the supervisor and the employee to understand each other.

The rating form is designed to aid the discussion between the employee and his supervisor. The form is Appendix B.

SALARY

The Agency shall maintain salary schedules showing the minimum and maximum salary for each position (job title and job grade) in the Agency. This information shall be kept on file in the office of the Coordinator. These salary schedules shall be subject to annual review by the Executive Committee and the Coordinator. (Appendix C)

HOURSRegular and Summer Schedules

The office has a normal work week (Monday-Friday) of thirty-five (35) hours. The office shall operate on a schedule from 9:00 a.m. to 5:00 p.m. with one hour for lunch. The lunch periods are between the hours of 12:00 noon and 2:00 p.m. Lunch periods are to be arranged so that the office is covered adequately throughout the work day.

Clerical and administrative employees shall be allowed one rest period in the morning and one in the afternoon, not to exceed ten minutes each. A staff, time and effort roster will be maintained.

OVERTIMEAdministrative and Clerical Staff

Overtime is to be discouraged. However, it is recognized that the day's duties on occasion need to carry beyond the normal closing hour and that such occasional extra service does not count as overtime. In unusual situations, overtime for administrative and clerical staff may be authorized by the Coordinator.

Work on Saturday or evening or on holidays is considered overtime. The employee shall be reimbursed by compensatory time, hour for hour. Recompensed time cannot be authorized for less than two (2) hours or more than five (5) in any one day, excluding Saturday, Sunday and holidays. Authorized overtime is to be certified in writing by the employee and the memorandum countersigned by the Coordinator.

#### HOLIDAYS

BICC employees shall have the following holidays:

New Year's Day	Independence Day
Lincoln's Birthday	Labor Day
Washington's Birthday	Thanksgiving
Good Friday	Christmas Day
Memorial Day	

If a holiday falls on Sunday, the following Monday shall be considered the holiday.

Time off to vote shall be granted as required. Members of the Hebrew faith will also be allowed holidays on Rosh Hoshona and Yom Kippur.

#### VACATIONS

Vacation plans shall be made as early as possible in the calendar year, in consultation among staff members and the Executive. The Administrative Secretary shall keep accurate records of used and unused vacation credits for all employees.

All vacation credits are computed on the basis of continued months of service prior to June 1st of each year. The regular vacation period is from June 1st

and September 30th, the employee shall be required to give the office ample notice of the period selected so that the necessary clearance can be arranged.

Saturdays, Sundays and legal holidays observed by the Agency are not charged as a part of vacation.

No vacation shall be granted to any employee who has not served a minimum of three months of continuous service. Vacation is not granted to probationary staff members if termination of service occurs during the probationary period.

Vacations are taken in time-off duty. Under no circumstances may staff members serve the Agency during a vacation period to earn extra salary, either at their own request or for the convenience of the organization.

Annual vacation allowance shall be computed at the employees rate of pay at time of vacation as follows:

Administrative and Clerical Staff

After three months to one year of continuous employment on a prorated basis of 3/4 of a day for each month of service.

After one year of continuous employment, 10 working days.

Professional Staff

After three months to one year of continuous employment on a prorated basis of 1 1/2 days for each month of service.

After one year of continuous employment, one month or 23 working days.

Temporary and Special Employees

Employees hired for part-time and temporary periods shall receive vacation allowance similar to regular employees only if they worked on a regular schedule

for more than three months and the schedule was fifteen hours a week or more.

It should be understood that vacation schedules are subject to change, or even cancellation, should unforeseen circumstances arise which justify such action, that is, the needs of the Agency outweigh the convenience of an individual employee. Also, each vacationing employee shall keep the office informed of how he may be contacted within a reasonable time in case of emergency. However, the Agency should exercise the right to disturb the vacation only when no alternative is available. Allowed vacation time not taken by an employee does not accumulate.

#### ABSENCES

##### Personal Absence

Employees shall be excused for personal absences only when there is no other time to accomplish personal business. Such leaves should be brief and, if possible, the time loss can be made up by corresponding overtime. When it is impossible to make up the loss of time, the leave can only be given if agreed to by the Executive Director, and pay for such time beyond a day can only be granted if agreed to by the Board of Directors.

##### Sick Absence

The Administrative Secretary shall keep accurate records of used and unused sick leave credits for all employees. Regulations regarding sick leave shall be as follows:

After one year of continuous employment, an employee shall be entitled to sick leave with pay, not to exceed twelve working days during the calendar year, but not cumulative.

Employees who have been with the Agency less than one year shall be entitled to sick leave, after they have served their probationary period. This sick leave shall not exceed one day for each month of service up to a maximum of eight days.

Employees shall report sickness absences to their supervisor the first thing in the morning.

An employee who is ill and absent from the office for a period of three or more consecutive working days shall present a statement from the attending physician upon his return to duty or submit relevant evidence which will justify the absence from work. Vacation credits continue to accrue during sick leave.

#### Conference, Institutes, Workshops

Consideration shall be given when possible to the attendance by professional staff members at conference, institutes and workshops designed to further professional competence.

### OTHER EMPLOYEE BENEFITS

#### Workmen's Compensation

The Agency provides Workmen's Compensation, at no cost to the employee, covering all employees in case of injury. Employees shall fully comply with the rules and regulations stipulated by the insuring agency. A copy of these rules and regulations are available to the employees from the Administrative Secretary.

#### Social Security

Employees of the Agency are enrolled under the Federal Old Age and Survivors Insurance Program. Participation is financed by a tax on the employer and on each individual employee at a rate prescribed by law. Full information is available from the Administrative Secretary.

Expense Accounts

Employees of the Agency shall be reimbursed for approved use of their personal automobiles at the rate of 10 cents a mile. The mileage rate shall be supplemented by payment of tolls and parking fees. Staff using their personal automobiles are requested to carry insurance, a minimum of \$50,000 liability for each occurrence, and \$10,000 liability for property damage.

As long as the Agency does not compensate employees for overtime, they shall have a meal allowance of \$2.25 for those who work through a second meal period.

Employees shall be reimbursed for costs incurred in connection with attendance at luncheons, conferences, etc., when they attend at the request of the Agency.

Meals

For those who must attend such functions as part of their duties, the cost will be reimbursed as follows:

- (a) Luncheons -- deduct \$1.00 from cost, charge balance
- (b) Dinners -- charge total

Itemize on petty cash slip.

Name of Organization

Type of meeting or luncheon

Date

The practice of buying luncheons or dinners for those people you meet in line with your duties should be exercised with great discretion. Reimbursement approval must be secured from the Coordinator.

Retirement Program

In addition to Social Security, BICC contributes a major portion of the cost of the Retirement and Group Insurance program for permanent employees provided by the

National Health & Welfare Retirement Association, Inc. Permanent employees also contribute 3% of their salary up to \$4,800 plus 6% over \$4,800 to the program.

Requirements for employee inclusion in this program are:

- (1) Must be a regular permanent employee.
- (2) Must be 25 years of age or older.
- (3) Must not have reached his 60th birthday.
- (4) Must be employed for one year for which BICC service prior to April 1968 is valid.

OR

- (5) Must have been a participant in the National Health and Welfare Retirement Association with a transferable account.

An employee is eligible for coverage as of January 1st on which he has completed the preceding requirements.

#### Hospital and Medical

##### (a) Blue Cross and Blue Shield

BICC pays 100% of this coverage for permanent employees through United Community Fund of Essex and West Hudson Counties, Inc. (UCF) group enrollment in Hospital-Medical Service Plan of New Jersey. New employees may be enrolled in the group at enrollment time which is May or November for coverage effective July 1st or January 1st.

##### (b) Major Medical

In addition to Blue Cross and Blue Shield, Major Medical coverage is provided on a voluntary basis through Prudential Insurance Company within the group plan of UCF. This insurance provides benefits, under contract conditions, up to \$10,000 in any one year.



The cost is provided through payroll deductions on a graduated percentage of salary basis and a contribution from BICC. New employees may be enrolled at the same time as Blue Cross-Blue Shield which is a requisite for this coverage.

United Community Fund and Council of Essex and West Hudson Counties, Inc.

The United Community Fund and Council provides the opportunity to all employees to participate in this voluntary, charitable contribution plan through payroll donation. UCF benefits over 100 health and welfare agencies. A suggested contribution scale made effective by signing the employee authorization card is:

Pre-professional and Clerical employees -- One hour's pay a month

Administrative and Professional employees -- 1% of salary.

Severance Pay

Severance pay shall be granted as follows:

A regular employee who has had a period of continuous service with the Agency for two (2) or more years, whose service during this period has been satisfactory or better, shall be entitled to severance pay if he is released from service because of budget cuts, reorganization, or discontinuance or curtailment of an area of service. Severance pay shall be in accordance with the following:

Regular employees with two (2) to five (5) years' service -- one month's pay at the employee's current rate.

Regular employees with six (6) to nine (9) years' service -- two months' pay at the employee's current rate.

Regular employees with ten (10) or more years of service -- four (4) months' pay, plus an additional sum to be agreed upon by action of the Board of Directors. In no instance shall the severance pay exceed a total to twelve (12) months' pay at the employee's current rate.

#### MISCELLANEOUS

##### Outside Employment

Those who are employed on a full-time basis are expected to utilize their time off the job for necessary leisure and recreation. Acceptance of other employment shall be permitted only by special permission of the Executive Director who shall consider the suitability of the outside position, including the possibilities of its effect on the efficiency of the employee on his BICC job and its compatibility with his BICC employment. The Co-Chairmen's permission is required to permit the Coordinator to accept other employment. The Board of Directors' permission is required to supplement any employee's salary for extra work done on special projects of the Agency.

##### Personal Visitors

The conduct of personal social activity or personal business during office hours is discouraged. However, should any employee find it necessary to conduct personal business during office hours, the business should be conducted as briefly as possible and in privacy.

##### Office Department

Employees are expected to give close attention to their work during office hours and not to lose time away from their desks in lengthy conversations unrelated to work. The BICC has a right to expect a "full day's work for a full day's pay."

### Dress Regulations

Good grooming is an important factor in success on the job.

### Business Conduct

A businesslike conduct is as necessary as a businesslike appearance. A few points to remember:

Courtesy to volunteer and fellow workers is a business requisite. This includes addressing other employees as "Miss", "Mrs.", or "Mr.", in the presence of outsiders.

Combing hair and applying make-up belong in the washroom, not at your desk.

Chewing gum is not for business hours.

Humming, whistling, unnecessary noise and personal conversations have no place in a business office. They are very annoying to the others in the office with you.

A well-modulated voice is desirable at all times.

### Change in Address

All changes in employee's personal address or telephone number should be reported immediately.

### Confidentiality

Many things come up in any office that are of a confidential nature. This is particularly true of an agency like the BICC that deals with scores of persons and has many personal records concerning them. It is imperative, therefore, that each employee keep in strictest confidence whatever information he may acquire concerning the affairs of the BICC and/or its clients. Any deviation from this regulation is cause for immediate and summary dismissal. The name, premises and office facilities of the BICC shall not be used by an employee for partial political purposes.

The freedom with which an employee may express himself on matters of general or community concern shall be subject only to such limitations as apply to any citizen, and by the BICC's status as a tax-free and tax-exempt organization.

When an employee wishes to speak on an important policy on which the BICC has not taken a position, he shall make every reasonable effort to clarify, and emphasize the fact that he is not speaking or acting as a representative of the Agency.