



Employee Handbook

Table of Contents

Section 1:	Introduction	7
1.1	<i>Brief History of the School</i>	7
1.2	<i>Our Mission & Practice</i>	8
1.3	<i>Educational Philosophy & Community Life</i>	8
1.4	<i>Our Commitment to Diversity</i>	9
1.5	<i>About this Handbook</i>	10
Section 2:	Employment Policies	10
2.1	<i>Equal Employment Opportunity and Non-Discrimination</i>	10
2.2	<i>Persons with Disabilities and Reasonable Accommodations</i>	11
2.3	<i>Pregnancy Accommodations</i>	11
2.4	<i>Other Reasonable Accommodations</i>	12
2.5	<i>New York State Pay Equity Statue</i>	12
2.6	<i>Policy on Prevention of Sexual Harassment</i>	12
2.7	<i>Policy on Prevention of Other Forms of Sexual Harassment</i>	19
2.8	<i>Policy on Reporting Child Abuse or Sexual Harassment of Students by School Employees</i>	21
2.9	<i>Mandatory Reporting of Child Abuse and Maltreatment</i>	24
2.10	<i>Whistleblower Policy</i>	27
2.11	<i>Drug-Free and Alcohol-Free Workplace</i>	28
2.12	<i>Social Media Policy</i>	28
2.13	<i>Electronic Communications Policy</i>	31
2.14	<i>Conflict of Interest</i>	33
Section 3:	Standards of Employee Conduct	34
3.1	<i>General Expectations</i>	34
3.2	<i>Guiding Principles on Gender, Consent and Harm</i>	34
3.3	<i>Attendance and Tardiness</i>	35

3.4	<i>Faculty Specific Workday Expectations</i>	35
3.5	<i>Confidentiality</i>	35
3.6	<i>Professional Boundaries with Students</i>	35
3.7	<i>Media Inquiries</i>	37
3.8	<i>Children in the Workplace</i>	37
3.9	<i>Employees as Parents</i>	38
3.10	<i>Gift Acceptance Policy</i>	38
3.11	<i>Tutoring Policy</i>	39
Section 4:	Human Resources Administration & General Operating Procedures	39
4.1	<i>Hiring Policy</i>	39
4.2	<i>Pre-Employment Screenings</i>	40
4.3	<i>Appointments</i>	40
4.4	<i>Internal Promotions</i>	41
4.5	<i>Health Certificate and Immunizations</i>	42
4.6	<i>Verification of Authorization to Work in the United States</i>	42
4.7	<i>Personnel Records</i>	42
4.8	<i>Changes in Personal Information</i>	43
4.9	<i>Employment Opportunities at Calhoun</i>	43
4.10	<i>Building Hours and Usage</i>	43
4.11	<i>Computer Equipment Physical and Cyber Security Policy</i>	44
4.12	<i>Verification of Calhoun Employment or Income</i>	44
Section 5:	Work Hours, Employment Status and Compensation	45
5.1	<i>Work Hours</i>	45
5.2	<i>Employment Classifications</i>	45
5.3	<i>Faculty Compensation – Band System</i>	46
5.4	<i>Pay Schedule</i>	48
5.5	<i>Direct Deposit and Electronic Pay Statements</i>	48
5.6	<i>Paycheck Distribution for Employees without Direct Deposit</i>	48

5.7	<i>Paycheck Distribution for Employees without Direct Deposit</i>	48
5.8	<i>Time Payment Policy</i>	48
5.9	<i>Overtime Approval</i>	49
5.10	<i>Errors in Pay</i>	49
Section 6:	<i>Employee Benefits</i>	50
6.1	<i>Medical, Dental and Vision Coverage</i>	50
6.2	<i>Pharmaceutical Coverage</i>	51
6.3	<i>Waive Coverage</i>	51
6.4	<i>Changes to Your Healthcare Coverage & Flexible Spending Accounts</i>	51
6.5	<i>Continuation of Coverage under COBRA</i>	51
6.6	<i>Flexible Spending Accounts</i>	52
6.7	<i>Basic Life Insurance</i>	52
6.8	<i>Basic Accidental Death & Dismemberment (AD&D)</i>	52
6.9	<i>Retirement Savings Plan</i>	52
6.10	<i>Short-Term Disability Benefits</i>	54
6.11	<i>Long-Term Disability Benefits</i>	55
6.12	<i>Workers' Compensation Insurance</i>	55
6.13	<i>Commuter Benefits</i>	55
6.14	<i>Employee Assistance Program</i>	55
6.15	<i>Health Advocate</i>	55
6.16	<i>Tuition Remission for Children of Employees</i>	55
6.17	<i>Access to Fitness Center</i>	56
6.18	<i>Lunch & Continental Breakfast</i>	56
6.19	<i>Performing Arts Events</i>	56
6.20	<i>Professional Development Opportunities</i>	56
6.21	<i>Employee Referral Program</i>	57
6.22	<i>Plan Contacts</i>	57

Section 7:	Paid Time Off	58
7.1	<i>Paid Holidays</i>	58
7.3	<i>Personal Days</i>	58
7.4	<i>Vacation Days</i>	58
7.5	<i>Paid Sick Days</i>	59
7.6	<i>NYC Earned Sick and Safe Time Act</i>	59
Section 8:	Leaves	60
8.1	<i>New York State Paid Family Leave</i>	60
8.2	<i>Family & Medical Leave Act</i>	64
8.3	<i>Maternity Leave</i>	66
8.4	<i>Parental Leave</i>	67
8.5	<i>Bereavement Leave</i>	67
8.6	<i>Faculty Unpaid Leave</i>	67
8.7	<i>Jury Duty</i>	67
8.8	<i>Time Off to Vote</i>	68
8.9	<i>Blood Donation Leave</i>	68
8.10	<i>Blood Marrow Donation Leave</i>	68
8.11	<i>Nursing Mothers' Rights</i>	68
8.12	<i>Witness and Victims Leave</i>	68
8.13	<i>First Responder Leave</i>	69
8.14	<i>Military Leave</i>	69
8.15	<i>Leave for Military Spouses</i>	70
Section 9:	Campus Safety and Health	70
9.1	<i>General Workplace Safety</i>	70
9.2	<i>Work-Related Accidents</i>	70
9.3	<i>Emergency Closings</i>	70
9.4	<i>Emergency Drills</i>	71

9.5	<i>Visitors</i>	71
9.6	<i>School-Issued Identification Cards</i>	72
9.7	<i>Smoke-Free Workplace</i>	72
Section 10: Separation from Employment		72
10.1	<i>Voluntary Resignations</i>	72
10.2	<i>Dismissals – Misconduct</i>	73
10.3	<i>Notice & Compensatory Pay</i>	74
10.4	<i>Severance Pay</i>	74
10.5	<i>Return of School Property</i>	74
10.6	<i>Final Paycheck and Continuation of Benefits</i>	74

Section 1: Introduction

1.1 *Brief History of the School*

The school that became The Calhoun School was founded in 1896 by educator Laura Jacobi. From its earliest days, the Jacobi School sought to provide girls and young women with an alternative to hierarchical educational models prevalent in New York City. The Jacobi, and later The Calhoun School sought to attract a diverse student body, empower and excite its students and engage with the vibrant surrounding Upper West Side neighborhood.

In 1973, Calhoun appointed Eugene Ruth as Head of School and broke ground on its innovative, open floor plan new facility on West End Avenue. Ruth dedicated the newly coeducational school to “learner- centered instruction,” an educational philosophy with deep roots in the progressive tradition dating to John Dewey and others.

Ruth described learner-centered instruction as “accepting children at their individual developmental levels, evaluating or criticizing only by explicit public criteria, and supporting them during failures as well as during successes...helping to elicit from an individual a problem-solving orientation, decreased personal and interpersonal anxiety, ultimately lead[ing] to emotional adjustment and integrative affective and cognitive behavior—to a complete person, in other words.” Ruth’s focus on educating “a complete person” guided the school’s development as it grew to over 700 students, and continues to shape Calhoun’s approach to this day.

1.2 Our Mission & Practice

Calhoun inspires a passion for learning through a progressive approach to education that values intellectual pursuit, creativity, diversity and community involvement.

At Calhoun, there's a powerful synergy between our mission and practice. Our philosophies guide our progressive approach to education and inspire students to **THRIVE**:

Thirst for Knowledge

We believe that curiosity is the most powerful engine for learning. Our educational approach is built to harness that natural energy through inquiry-based learning.

Relationships

We stress the strong relationships between our teachers and students as the central element of our learning model. Our teachers are mentors and guides, helping to foster students' sense of inquiry.

Individual

We treat every student as an individual whose learning journey will be different. While those journeys will pass the same checkpoints of skill development or foundational content, we expect students will take different routes to pass them.

Values

We ground our education in a strong set of values: diversity, social justice, inclusion and community engagement. We want our students to develop a sense of purpose and identity to accompany a strong academic foundation.

Experiential

We understand that the most effective learning is multi-sensory, multi-disciplinary and experiential. Much of our curriculum looks beyond the walls of Calhoun and draws the outside world in.

1.3 Educational Philosophy & Community Life

Calhoun seeks to inspire a passion for learning through a progressive approach to education that values intellectual pursuit, creativity, diversity and community involvement.

Progressive Education

Calhoun's philosophy of teaching is based on three core principles that draw on the work of such educational theorists as John Dewey, Jean Piaget, Jean-Jacques Rousseau, Eleanor Duckworth and Lucy Sprague Mitchell.

1. Teaching and learning begin with the needs, interests, questions and diverse life experiences of the individual student, who works to create a meaningful understanding of self, community and the world.
2. Students learn by doing: by constructing knowledge; by collaborating with administrators, faculty and staff in the real work of the school; and by engaging as citizens to promote social justice and democracy within the school and the world beyond it.

3. Teachers and students work together to create a dynamic learning community grounded in cycles of inquiry and action, and focused on the processes and the products of learning and living. Simply stated, people learn best through experience and discovery. At Calhoun, the purpose of education is for students to develop their critical thinking skills and to become thoughtful participating citizens in their communities.

1.4 Our Commitment to Diversity

Calhoun is a school that values the rich diversity of the human experience. It is a school that strives to build a community representative of this diversity, one that is accepting and inclusive. And it is a school that acknowledges and accepts that the work does not stop there.

Calhoun strives to practice cultural awareness and sensitivity at all times, both inside and outside of the classroom. Our mission is centered around the intentional inclusion of, and respect for, diversity in all its manifestations within and beyond the reaches of our community. This practice includes, but is not limited to, all aspects of school-wide programming and events. In our attempt to embrace both the richness of cultural diversity, as well as the need to uplift and respect that diversity, we request that in planning programs and events, community members exercise awareness and take precautions to avoid themes that may misrepresent, co-opt, or otherwise unintentionally offend or disrespect the experiences of any cultural group or identity.

At Calhoun our work around diversity includes:

1. Openly acknowledging and naming social inequities in our country and world, and identifying the concrete ways this reality impacts each member of our community. This includes a particular focus on racial inequity as a historical and foundational component of U.S. culture, and a commitment to the critical analysis and dismantling of racist attitudes, beliefs and policies inherent to our school and society.
2. Responding to social inequities through the creation of a variety of mechanisms to validate, support and respond to the varying needs of our diverse community. These mechanisms can and should include structural elements such as student clubs, affinity groups, parent groups, periodic discussions and forums, multilingual communications, mentoring programs, and recruitment opportunities for admissions and hiring.
3. Reflecting on the various lenses through which we view our students and each other, i.e., confronting the prevalence of bias (personal and institutionalized) and its impact on our self-perception, our teaching, our choices of and (dis)comfort with various kinds of curricula, and how we live in and experience the world. This facilitates our ability to educate students about their own biases, and how these perspectives create barriers to our acceptance of, and engagement in a multicultural society.

As an institution, Calhoun does not view this work as tangential, but as an integral component of program and of the school's self-image. We simultaneously accept the challenges inherent in establishing pathways of understanding, and validate and encourage those challenges instead of shying away from and avoiding them.

1.5 About this Handbook

This handbook has been written to serve as a summary of personnel and operational policies and procedures that are central to the employment relationship between you and The Calhoun School. It is designed to answer frequently asked questions about the School's policies, procedures, programs and benefits for full-time and part-time faculty and staff. These policies and procedures are driven by our commitment to a safe, fair and respectful workplace that creates a stimulating and caring environment for our student body. However, this handbook presents only general and summarized information, explanations and guidelines. It is not intended to be comprehensive or to address all possible applications of, or exceptions to, the general policies and procedures described. For that reason, if you have any questions concerning eligibility for a particular benefit or the applicability of a policy or practice, you should address your specific question to your direct supervisor, the Director of Human Resources or the Head of School.

All policies, programs, practices, benefits and procedures described in this handbook are subject to modification and further development. Certain policies, however, will never be changed: our policy of strictly prohibiting discrimination and harassment; our policy of encouraging reports of all unlawful or unethical conduct; and our policy of strictly abiding by the letter and spirit of all applicable laws. For a more comprehensive description of particular employee benefits programs, employees should refer to the actual plan documents and the summary plan description, which are available from Human Resources and are also available online on the Benefits & HR section of the Calhoun Portal.

Except as stated above, Calhoun in its sole discretion may amend, modify, suspend or terminate any policy, program, practice, benefit, procedure or description contained in this handbook at any time without prior notice. Calhoun has the sole discretion to interpret and apply its policies and to make all determinations of fact with respect to the application of policies.

This handbook is not a contract; it does not confer any contractual right, either expressed or implied, nor does it guarantee any fixed terms and conditions of your employment.

Section 2: Employment Policies

2.1 Equal Employment Opportunity and Non-Discrimination

The Calhoun School is strongly committed to equal employment opportunities for all individuals. The School does not discriminate in employment opportunities or practices on the basis of race, religion, color, national origin, ancestry, citizenship, disability, marital status, veteran status, sexual orientation, gender identity, age, sex, creed, genetic predisposition or carrier status, or on any other basis protected by federal, state, or local law.

This policy applies to all terms and conditions of employment, including but not limited to recruitment, hiring, compensation, training and development, benefits, promotions, demotions, transfers, discipline, discharge, and all other terms and conditions of employment.

The School prohibits and will not tolerate any discrimination on the basis of any of the categories listed above. It is expected that every employee will treat every other employee with sensitivity and respect and that all relationships among colleagues in the workplace will be business-like and free of prejudice. This policy and those that follow apply whenever a School-related function is taking place.

Any employees with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of their immediate supervisor, Division Head, Director of Human Resources or the Head of School. Employees can raise concerns or make reports without fear of retaliation. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

2.2 *Persons with Disabilities and Reasonable Accommodations*

The Calhoun School is committed to complying with the federal Americans with Disabilities Act, the New York Human Rights Law, and all applicable laws providing for non-discrimination in employment against qualified individuals with disabilities. The School will not discriminate against any qualified employee or job applicant with respect to any terms, privileges, or conditions of employment because of a person's physical or mental disability.

If an employee thinks they will need a reasonable accommodation in order to perform an essential job function, they have the responsibility to inform their immediate supervisor, Division Head, the Director of Human Resources or the Head of School that the accommodation is needed. Consistent with the policy and applicable law, upon request, the School will provide reasonable accommodations to enable an otherwise qualified candidate or employee to perform the essential functions of the job, unless such accommodation would constitute an undue hardship on the School.

All information concerning disabilities will be considered confidential and will be released only in accordance with the requirements of the Americans with Disability Act and the New York Human Rights Law.

2.3 *Pregnancy Accommodations*

It is illegal for any employer with more than four employees to fire an employee because she is pregnant—or to change the terms, conditions, and privileges of employment because of pregnancy, childbirth, or related conditions. It is also illegal for an employer to refuse to hire an applicant because she is pregnant.

As of January 2016, New York state law explicitly guarantees pregnant workers the right to reasonable accommodations for any pregnancy-related conditions, including:

- Occasional breaks to rest or drink water,
- Modified work schedule,
- Leave for related medical needs,
- Available light duty assignments, and
- Transfers away from hazardous duty.

Employees, who take leave due to a pregnancy or a pregnancy-related condition, have the right to return to the same position or a position with equivalent status, pay, benefits, and other employment terms. Calhoun may not require you to remain on leave until you give birth, and must hold your job for you as long as they do for employees who take leave for other reasons.

Employees wishing to request an accommodation should contact Human Resources.

2.4 Other Reasonable Accommodations

Calhoun will also provide reasonable accommodations for employees' religious practices, nursing needs, or needs as a victim of domestic violence, sexual abuse, or stalking. Anyone who needs a special accommodation for any of these reasons should contact Human Resources.

2.5 New York State Pay Equity Statute

Pursuant to Labor Law Section 194, it is unlawful for an employer to pay an employee less than an employee of the opposite sex for equal work. Employers are also prohibited from restricting its employees' ability to inquire or discuss wages with their colleagues. This applies to any person, corporation, limited liability company, or association employing any individual in any occupation, industry, trade, business or service.

Differentials in pay may, however, be based on a:

- Seniority system;
- Merit system;
- System which measures earnings by quantity or quality of production; or
- Bona fide factor other than sex, such as education, training, or experience.

A bona-fide factor other than sex is one that:

- Is not based upon or derived from a sex-based differential in compensation; and
- Is job-related with respect to the particular position and consistent with business necessity.

A bona-fide factor is not one where:

- The employer's actions or practices cause a disparate impact on the basis of sex; and
- The employer has not adopted an existing alternative practice that would serve the same business purpose that would not produce such an impact.

Any employees with questions or concerns regarding pay equity, as it relates to their own salary, are encouraged to bring these concerns to the attention of the Director of Human Resources.

2.6 Policy on Prevention of Sexual Harassment

Definition of Sexual Harassment

Sexual harassment is a form of sex discrimination and is unlawful under federal, state, and local law. Sexual harassment includes harassment on the basis of sex, sexual orientation, self-identified or perceived sex, gender expression, gender identity and the status of being transgender.

Sexual harassment includes unwelcome conduct that is of a sexual nature, or that is directed at an individual because of that individual's sex, when:

- The conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment, even if the reporting individual is not the intended target of the conduct;

- The conduct is made either explicitly or implicitly a term or condition of employment;
- Submission to or rejection of the conduct is used as the basis for decisions affecting an individual's employment; or
- The conduct has the purpose or effect that the individual has been treated less well than others because of the individual's sex, gender or sexuality.

A sexually harassing hostile work environment can be created by words, signs, jokes, pranks, intimidation, or physical violence. Sexual harassment can also consist of unwanted verbal or physical advances or derogatory statements.

Sexual harassment also occurs when a person in authority tries to trade job benefits for sexual favors. This can include hiring, promotion, continued employment or any other terms, conditions or privileges of employment. This is also called "quid pro quo" harassment.

Any employee who feels harassed should report it, so that any violation of this policy can be corrected promptly. Any harassing conduct, even a single incident, can be addressed under this policy, even if it does not rise to the level where it violates particular laws. No employee should be made to feel uncomfortable at work because of his or her sex or sexuality.

Examples of Sexual Harassment

The following describes some of the types of acts that may be unlawful sexual harassment and that are strictly prohibited under this policy:

- Unwanted physical acts of a sexual nature, such as:
 - Touching, pinching, patting, kissing, hugging, grabbing, poking, or brushing against an employee's body;
 - Rape, sexual battery, molestation, actual or attempted.
- Unwanted sexual advances or propositions, such as:
 - Requests for sexual favors accompanied by implied or overt threats concerning the target's employment or job-related benefits or detriments;
 - Subtle or obvious pressure for unwelcome sexual activities.
- Sexually-oriented gestures, noises, remarks or jokes, or comments about a person's sexuality or sexual experience.
- Sex stereotyping, which occurs when conduct or personality traits are considered inappropriate simply because they may not conform to other people's ideas or perceptions about how individuals of a particular sex should act or look.
- Sexual or discriminatory displays or publications anywhere in the workplace, such as displaying pictures, posters, calendars, graffiti, objects, promotional material, reading materials or other materials that are sexually demeaning or pornographic. This includes displays on computers or cellphones.
- Hostile actions taken against an individual because of that individual's sex, sexual orientation, gender identity and the status of being transgender, such as:

- Interfering with, destroying or damaging a person's work station, tools or equipment, or otherwise interfering with the individual's ability to perform the job;
- Sabotaging an individual's work;
- Bullying, yelling, or name-calling.

It makes no difference if the harassment is "just joking" or "teasing" or "playful." Jokes may be just as offensive as any other type of harassment, and will be dealt with in the same manner.

Harassment by peers is just as strictly prohibited as harassment by supervisors. No employee may take any action that creates a sexually offensive environment for any other employee.

Who can be a Target

Sexual harassment can occur between any individuals, regardless of their sex or gender. New York law protects employees, paid or unpaid interns, and non-employees such as independent contractors and those employed by companies contracting to provide services in the workplace. Harassers can be a superior, a subordinate, a co-worker or anyone else in the workplace, including independent contractors, vendors, clients, temps, customers, or visitors.

Where and When Can Sexual Harassment Occur

Sexual harassment in violation of this policy is not limited to the physical workplace. It can occur while employees are traveling for business or at employer-sponsored events or parties. Calls, texts, emails, and social media usage by employees can constitute unlawful workplace harassment, even if they occur away from the workplace premises, on personal devices, or during non-work hours.

Preventing Sexual Harassment: Everyone's Responsibility

Calhoun cannot prevent or remedy sexual harassment unless it knows about it. Anyone who has been subjected to behavior that may constitute sexual harassment is encouraged to report such behavior to a supervisor, manager or Human Resources. Anyone who witnesses or becomes aware of potential instances of sexual harassment should report such behavior to a supervisor, manager or Human Resources. If you believe that a supervisor or manager violated this policy, then your complaint should go to a higher-level manager, or to Human Resources.

Reports of sexual harassment may be made orally or in writing. A form for submission of a written complaint is located at the end of this Handbook. All employees are encouraged, though not required, to use this complaint form. Employees who are reporting sexual harassment on behalf of other employees should note on the complaint form that it is submitted on another employee's behalf. Employees who believe they have been a target of sexual harassment may also seek assistance in other available forums, as explained below in the section on Legal Protections.

The availability of this reporting procedure does not preclude individuals who believe they are being harassed from directly telling the offender that his or her behavior is unwelcome and should be stopped. If you feel comfortable trying this, it may in some circumstances remedy the situation immediately.

Supervisory Responsibilities

All supervisors and managers who receive a complaint or information about suspected sexual harassment, who observe what they believe may be sexually harassing behavior, or who for any other reason suspect that sexual harassment is occurring, are required to report such suspected sexual harassment to Human Resources.

In addition to being subject to discipline if they engaged in sexually harassing conduct themselves, supervisors and managers will be subject to discipline for failing to report suspected sexual harassment or otherwise allowing sexual harassment to continue.

Supervisors and managers will also be subject to discipline for engaging in any retaliation.

Investigations

All allegations of discrimination, harassment, and retaliation will be promptly investigated ensuring due process for all parties. The investigation may include individual interviews with the parties involved and, when necessary, with individuals who may have observed the alleged conduct or may have other relevant knowledge. If an employee refuses to participate in the inquiry, the School will base its conclusions on the other information gathered during the inquiry, and inferences drawn from all of the credible evidence.

While the process may vary from case to case, Human Resources generally will conduct an immediate review of the allegations, and recommend to the Head of School any interim actions that may be necessary to protect all employees pending the investigation's completion. For example, this may include instructing an accused harasser to refrain from communications with the complainant. If the complaint is oral, the individual will be encouraged to supply the information requested on the Complaint Form.

For complaints against the Director of Human Resources, the Head of School or their designate will conduct the investigation. For complaints against the Head of School, the Director of Human Resources will inform the Chair of the Board of Trustees, who will oversee the investigation in collaboration with the Director of Human Resources.

In all other cases, the Director of Human Resources will conduct the investigation, while keeping the Head of School informed of its progress. Where circumstances warrant, Calhoun may hire a neutral, third party investigator to assist with the investigation of a sexual harassment accusation.

The School will endeavor to maintain confidentiality throughout the investigatory process to the extent practical and appropriate under the circumstances. The School, however, has a legal obligation to act on all information it receives if it believes an individual may be engaging in wrongful conduct or violating the law. Individuals involved in the investigation process are expected to provide their full cooperation and to maintain confidentiality.

If the investigation concludes that harassment has occurred, then corrective action will be proportionate to the offense and sufficiently serious to ensure that the misconduct stops and does not recur. In some cases, the corrective action may also be aimed at deterring others from committing similar misconduct. Corrective action may include separation of employees from each other, an apology, sensitivity training, demotion, suspension, or termination of employment. Repeat offenses will generally be treated more

harshly than first-time offenses, though immediate discharge may be an appropriate for a serious first-time offense.

The individual who reported the problem and the individual(s) about whom the complaint was made will be notified in writing of the final determination and of the imposition of any corrective actions.

Follow-up interviews may be conducted as appropriate to ensure that the corrective action has worked and that the problem has not recurred

Rights of Redress, Remedies and Available Forums

Sexual harassment is not only prohibited by Calhoun; it is also prohibited by state, federal, and, where applicable, local law.

Aside from the complaint procedure described above, employees may also choose to pursue legal remedies with the following governmental entities. While a private attorney is not required to file a complaint with a governmental agency, you may seek the legal advice of an attorney.

In addition to those outlined below, employees in certain industries may have additional legal protections. While the School encourages employees to first utilize the available internal complaint procedure and believes that this investigation and corrective action process will lead to a fair and effective resolution, no one will be retaliated against for using external legal remedies or for contacting a lawyer or any of the government agencies listed below.

1. New York State Human Rights Law

The New York Human Rights Law (HRL) applies to all employers in New York State and protects employees, paid or unpaid interns, and non-employees, regardless of immigration status. A complaint alleging a violation of the Human Rights Law may be filed either with the New York State Division of Human Rights (DHR) or in New York State Supreme Court.

Complaints with DHR are subject to a one-year statute of limitations. Lawsuits in state court under the HRL are subject to a three-year statute of limitations. An individual may not file with DHR if they have already filed a HRL complaint in state court.

You do not need to hire an attorney or pay a fee to file a complaint with DHR.

DHR will investigate your complaint and determine whether there is probable cause to believe that sexual harassment has occurred. Probable cause cases are forwarded to a public hearing before an administrative law judge. If sexual harassment is found after a hearing, DHR has the power to award relief, which varies but may include requiring your employer and/or the harasser(s) to take action to stop the harassment, or redress the damage caused, including paying of monetary damages, attorneys' fees and civil fines.

If sexual harassment is found to have occurred, not only can Calhoun be sued; so can the individual harasser(s).

DHR's Central Headquarters for New York State is located at:

One Fordham Plaza
Fourth Floor
Bronx, New York 10458

You may call (718) 741-8400 or (888) 392-3644, or visit www.dhr.ny.gov. The website has a complaint form that can be downloaded, filled out, notarized and mailed to DHR. The website also contains contact information for DHR's regional offices across New York State.

2. United States Equal Employment Opportunity Commission (EEOC)

The United States Equal Employment Opportunity Commission (EEOC) enforces federal anti-discrimination laws, including Title VII of the 1964 federal Civil Rights Act, which prohibits sexual harassment (as well as several other forms of discrimination and harassment). Charges of harassment may be filed with the EEOC subject to a 300-day statute of limitations. There is no cost to file a complaint with the EEOC. The EEOC will investigate the complaint, and determine whether there is reasonable cause to believe that discrimination has occurred, at which point the EEOC will issue a "Right to Sue" letter permitting the individual to file a complaint in federal court.

The EEOC does not hold hearings or award relief, but may take other action including pursuing cases in federal court on behalf of complaining parties. Federal courts may award remedies if discrimination is found to have occurred. In general, private employers must have at least 15 employees to come within the jurisdiction of the EEOC.

An employee alleging discrimination at work can file a "Charge of Discrimination." The EEOC has district, area, and field offices where complaints can be filed. The EEOC can be contacted by calling 1-800-669-4000 (TTY: 1-800-669-6820), visiting their website at www.eeoc.gov, or via email at info@eeoc.gov.

If an individual filed an administrative complaint with DHR, DHR will file the complaint with the EEOC to preserve the right to proceed in federal court.

3. New York City Human Rights Law

Many localities enforce laws protecting individuals from sexual harassment and discrimination. Employees who work in New York City may file complaints of sexual harassment with the New York City Commission on Human Rights, located at:

40 Rector
Street 10th
Floor
New York, New York

The City Commission on Human Rights can be reached by calling 311 or (212) 306-7450; or through its website, www.nyc.gov/html/cchr/html/home/home.shtml.

4. Local Law Enforcement

If the harassment involves physical touching, coerced physical confinement or coerced sex acts, the conduct may constitute a crime. Contact the local police department.

Retaliation is Prohibited

The School prohibits retaliation against any individual who engages in "Protected Activity". Protected Activity includes when a person has:

- Made a complaint of sexual harassment, either internally or with any anti-discrimination agency;
- Testified or assisted in a proceeding involving sexual harassment under the Human Rights Law or other anti-discrimination law;
- Opposed sexual harassment by making a verbal or informal complaint to management, or by simply informing a supervisor or manager of harassment;
- Reported that another employee has been sexually harassed; or
- Encouraged a fellow employee to report harassment.

Unlawful retaliation can be any action that could discourage a worker from coming forward to make or support a sexual harassment claim. Adverse action need not be job-related or occur in the workplace to constitute unlawful retaliation. Even if the alleged harassment does not turn out to rise to the level of a violation of law, the individual is protected from retaliation if the person had a good faith belief that the practices were unlawful.

Retaliation against an individual for reporting discrimination or harassment or for participating in an inquiry into a claim of discrimination or harassment is a serious violation of this policy. Any person who retaliates against another individual for reporting any perceived acts of discrimination or harassment or for participating in the investigation process will be subject to disciplinary action up to and including termination of employment.

Disciplinary Action for Violating this Policy

If the investigation concludes that harassment has occurred, then corrective action will be proportionate to the offense and sufficiently serious to ensure that the misconduct stops and does not recur. In some cases, the corrective action may also be aimed at deterring others from committing similar misconduct.

Corrective action may include separation of employees from each other, an apology, sensitivity training, demotion, suspension, or termination of employment. Repeat offenses will generally be treated more harshly than first-time offenses, though immediate discharge may be an appropriate for a serious first-time offense.

Disciplinary Action for Willfully Making False Accusations

The School recognizes that false accusations of discrimination or harassment can cause serious harm to innocent persons. If an investigation results in a finding that the complainant knowingly, maliciously and falsely accused another person of harassment, the complainant will be subject to disciplinary action, up to and including termination of employment.

2.7 Policy on Prevention of Other Forms of Sexual Harassment

Calhoun prohibits and will not tolerate harassment of any employee or applicant for employment in any form. In addition to sexual harassment (covered in Policy 2.6), this includes harassment based on an

individual's race, religion, color, national origin, ancestry, citizenship, disability, marital status, veteran status, age, creed, genetic predisposition or carrier status, or on any other basis protected by federal, state, or local law.

Definitions of Harassment

Harassment on the basis of any protected characteristic is strictly prohibited. Under this policy, harassment is verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of race, color, religion, national origin, age, disability, pregnancy, alienage or citizenship status, marital status, creed, genetic predisposition or carrier status, sex, sexual orientation, gender identity, or any other characteristic protected by law and that: (i) has the purpose or effect of creating an intimidating, hostile, or offensive work environment; (ii) has the purpose or effect of unreasonably interfering with an individual's work performance; or (iii) otherwise adversely affects an individual's employment opportunities.

Harassing conduct includes, but is not limited to: epithets, slurs, or negative stereotyping; threatening, intimidating, or hostile acts; denigrating jokes and display or circulation in the workplace of written or graphic material that denigrates or shows hostility or aversion toward an individual or group (including through e-mail or text).

It makes no difference if the harassment is "just joking" or "teasing" or "playful." Jokes may be just as offensive as any other type of harassment and will be dealt with in the same manner.

Harassment by peers is just as strictly prohibited as harassment by supervisors. No employee may take any action that creates an offensive environment for any other employee.

Retaliation is Prohibited

The School prohibits retaliation against any individual who reports discrimination or harassment or participates in an investigation of such reports. Retaliation against an individual for reporting harassment or discrimination or for participating in an investigation of a claim of harassment or discrimination is a serious violation of this policy and, like harassment or discrimination itself, will be subject to disciplinary action.

Procedures for Reporting an Incident of Harassment, Discrimination, or Retaliation

The School encourages all members of the School community (students, faculty, and staff) to report all incidents of discrimination, sexual or other types of harassment, or retaliation regardless of who the offender may be. The School will investigate any report of discrimination, harassment, or retaliation and will take whatever corrective action is deemed necessary, including disciplining, suspending, or discharging any individual who is believed to have violated these provisions.

Any employee of the School who believes that he or she has been discriminated against, harassed, or retaliated against, or has witnessed an incident of discrimination, harassment, or retaliation should immediately report the incident to the Head of School, Division Director, Supervisor or Director of HR.

Employees are strongly encouraged to take advantage of preventive and corrective opportunities provided by the School whenever it is reasonable to do so, in order to avoid discrimination, harassment, or any related harm.

Employees concerned about harassment, discrimination, or retaliation may also use the Whistleblower Policy described in Section 2.9 below.

Any supervisor who sees or hears about conduct that may constitute discrimination, harassment, or retaliation under this policy must immediately contact the Head of School or Director of Human Resources, even if the victim makes no complaint of his or her own.

Investigation of and Responses to Harassment Complaints

All allegations of discrimination, harassment, and retaliation will be promptly investigated ensuring due process for all parties. The investigation may include individual interviews with the parties involved and, when necessary, with individuals who may have observed the alleged conduct or may have other relevant knowledge. If an employee refuses to participate in the inquiry, the School will base its conclusions on the other information gathered during the inquiry, and inferences drawn from all of the credible evidence.

While the process may vary from case to case, Human Resources generally will conduct an immediate review of the allegations, and recommend to the Head of School any interim actions that may be necessary to protect all employees pending the investigation's completion. For example, this may include instructing an accused harasser to refrain from communications with the complainant. If the complaint is oral, the individual will be encouraged to supply the information requested on the Complaint Form.

For complaints against the Director of Human Resources, the Head of School or their designate will conduct the investigation. For complaints against the Head of School, the Director of Human Resources will inform the Chair of the Board of Trustees, who will oversee the investigation in collaboration with the Director of Human Resources.

In all other cases, the Director of Human Resources will conduct the investigation, while keeping the Head of School informed of its progress. Where circumstances warrant, Calhoun may hire a neutral, third party investigator or mediator to assist with its investigation.

The School will endeavor to maintain confidentiality throughout the investigatory process to the extent practical and appropriate under the circumstances. The School, however, has a legal obligation to act on all information it receives if it believes an individual may be engaging in wrongful conduct or violating the law. Individuals involved in the investigation process are expected to provide their full cooperation and to maintain confidentiality.

If the investigation concludes that harassment has occurred, then corrective action will be proportionate to the offense and sufficiently serious to ensure that the misconduct stops and does not recur. In some

cases, the corrective action may also be aimed at deterring others from committing similar misconduct. Corrective action may include separation of employees from each other, an apology, sensitivity training, demotion, suspension, or termination of employment. Repeat offenses will generally be treated more harshly than first-time offenses, though immediate discharge may be an appropriate for a serious first- time offense.

The individual who reported the problem and the individual(s) about whom the complaint was made will be notified in writing of the final determination and of the imposition of any corrective actions.

Follow-up interviews may be conducted as appropriate to ensure that the corrective action has worked and that the problem has not recurred.

2.8 Policy on Reporting Child Abuse or Sexual Harassment of Students by School Employees

Students have the right to feel safe and respected and to work and learn in an environment that is free from abuse. No student shall be subjected to abuse by employees (teachers, administrators, and staff) on or off School property. The School prohibits all forms of abuse or sexual harassment as defined below.

Definition of Abuse

“Abuse” shall mean any of the following acts committed by an employee against a School student, regardless of the student’s age: intentionally or recklessly inflicting physical injury or death; intentionally or recklessly engaging in conduct that creates a substantial risk of physical injury or death; sexual abuse, including sexual intercourse genital contact or touching of the sexual or other intimate parts of the body for the purpose of gratifying sexual desire of either party; intimate kissing; romantic relationship between a school employee and a student, regardless of the age of the student and whether or not there is any evidence of sexual activity, or dissemination of pornographic or indecent materials to a student or engaging a student in the production of pornographic or indecent materials.

Definition of Sexual Harassment

“Sexual harassment” shall mean any of the following committed by an employee against a School student: unwelcome conduct of a sexual nature, which can include sexual advances; requests for sexual favors; other verbal, nonverbal, or physical conduct of a sexual nature; touching of a sexual nature; making sexual comments, jokes or gestures; writing graffiti or displaying or distributing sexually explicit drawings, pictures, or written materials; calling students sexually charged names; spreading sexual rumors; rating students on sexual activity or performance; or circulating, showing, or creating email messages or websites of a sexual nature.

Coverage of Policy

Studies have shown that certain adults "groom" children over a period of time to target them for potential sexual abuse and harassment. Grooming can be defined as "an act of deliberately establishing an emotional connection with a child to prepare the child for child abuse" (including sexual harassment and assault). Accordingly, any act of abuse or sexual harassment that occurs within 4 years of a student's attendance at, or graduation from, the School is covered by this policy.

General Procedures for Reporting

The School requires all teachers, administrators, and staff who have actual knowledge of or who have reasonable cause to suspect an incident of abuse to report such knowledge or reasonable suspicion, regardless of who the offender may be. The School strongly encourages students or parents who have actual knowledge of or who have reasonable cause to suspect an incident of abuse to report under this policy. The School will take prompt, reasonable action to prevent, investigate, and remedy abuse.

The School has designated members of the administration as "Point Persons" who share the responsibility for receiving, responding to, and investigating abuse complaints with coordination and direction provided by the Head of School. If a complaint is brought to a Point Person under this policy, the Point Person must alert the Head of School who, in turn, will alert the Chairperson of the Board of Trustees. If the Head of School is the subject of the allegations, the Point Person should alert the Chairperson of the Board of Trustees. Upon a determination that an allegation appears substantiated (as described in the Investigations section below), the Chairperson of the Board of Trustees will alert the rest of the Board of Trustees.

The designated Point Person(s) are: Head of School; Associate Head of School for Teaching and Learning; Division Directors; Athletic Director; School Nurse; Director of Auxiliary and Administrative Programs; Director of Equity and Inclusion, and the Director of Human Resources.

The School will attempt to protect the privacy of the individuals involved during any investigation, restricting related information on a "need to know" basis. Although the School cannot guarantee confidentiality, the School will not reveal the name of a person who reports possible abuse without making the reporter aware that their name has been shared.

The School will not retaliate against any person who submits a complaint under this Policy in good faith, or who assists in providing information about a complaint or participates in an investigation pursuant to this Policy.

The School recognizes that false accusations of abuse can cause serious harm to innocent persons. Although the School encourages complaints made in good faith, if an investigation reveals that an employee, parent, or student knowingly or maliciously accused another person falsely of abuse, the School will take all appropriate action.

Expectations of Reporting

Any employee who has actual knowledge of or reasonable cause to suspect that any School student has been the victim of abuse by a School employee must immediately report the incident to a Point Person. Any parent or student who believes that a student has been or is being abused by an employee should also report to a Point Person.

Parental Notification

Whenever a report of abuse against a student by an employee has been made, the parent of the student must be promptly notified of the report. The School will keep the parent regularly informed of the progress of any internal investigation and will provide the parent with a written copy of the findings and recommendations of the investigative body. The School will promptly notify the parent if the appropriate law enforcement authority has been notified of the report under the procedure set forth below.

Investigations

Following initial consultation between the student and the Point Person(s), the School will determine whether further investigation is required. If the allegation appears substantiated, the alleged offender may be placed on administrative leave pending the outcome of any internal or external investigation. The terms of such leave shall be determined by the Head of School.

Investigation may be performed by outside counsel or an independently appointed investigation firm. The investigation may include interviews of the complainant, the alleged offender, and others. The alleged offender may be asked to respond to the allegations in writing, and to produce documents including emails, texts and social media posts as deemed relevant by the investigator.

Law Enforcement Notification

Upon a determination that the allegation appears substantiated (as described in the Investigations section above) and that there is reason to suspect that the alleged abuse against the student constitutes a criminal act, the Head of School or the Chair of the Board of Trustees shall immediately report this determination to the appropriate law enforcement authorities, which shall include the New York City Police Department and the New York County or Bronx County District Attorney. Where the alleged incident of abuse has occurred in a location other New York Counties, the appropriate law enforcement authorities in that location must also be notified. Additionally, when a complaint is received under this Policy, the complainant will be strongly urged to report the complaint immediately and directly to the appropriate law enforcement authority. Whenever law enforcement has been notified, the victim's parent must also be notified as required by the parent notification procedure above.

Discipline

If it is determined that the School's policy prohibiting abuse or sexual harassment has been violated, the School will take disciplinary action against the offender, as determined by the Head of School in consultation with the Board Chair. Discipline may include probation, suspension, or termination of employment.

Romantic or sexual relationships between employees (teacher, administrator or staff member) and students are expressly prohibited. Violations of this policy will be considered misconduct on the part of an employee and will be subject to immediate termination if investigation proves the allegations to be true, regardless of the student's age or consent.

Recordkeeping

The School will maintain records of complaints of abuse and any subsequent investigation. Access to these files is strictly limited.

Training

The School offers instruction and training to all members of the School community on issues of abuse and the School's related policies. The School also notifies all incoming students and employees of this policy. In addition, all Point Persons receive training about reporting abuse and applying the appropriate investigative and remedial techniques.

2.9 Mandatory Reporting of Child Abuse and Maltreatment

Under New York State Social Services Law and the Family Court Act, all mandated reporters must report suspicions of child abuse and maltreatment when they have reasonable cause to suspect that a parent or legal guardian of a child coming before them in their official or professional capacity has abused or maltreated the child. New York State Social Services Law and Family Court Act defines all Calhoun personnel as "mandated reporters."

Mandated reporters at the School are not required to seek the consent or approval of their supervisor or anyone else at the School before making a call to the Statewide Central Registry of Child Abuse & Maltreatment (the "SCR"). The School's Division Directors and guidance counselors are all available, however, to support and consult with the mandated reporter throughout the process of making a report to the SCR, including providing assistance in determining whether a concern is reportable.

The law provides that a mandated reporter who has reasonable cause to suspect abuse or maltreatment as described herein and in the law must personally make a report to the SCR, and then must notify the Head of School that a report has been made.

Employees who are not mandated reporters are encouraged to speak with the Head of School or their supervisor about suspicions they may have of child abuse or maltreatment, or to make a report directly to the SCR.

Definitions: An "abused child" is a child younger than 18 years of age whose parent or other person legally responsible for his or her care:

1. Inflicts or allows to be inflicted upon the child serious physical injury, or
2. Creates or allows to be created a substantial risk of physical injury, or

3. Commits a sexual offense against the child or allows a sexual offense to be committed. Such sexual offenses are described in the New York State Penal Law and include but are not limited to sexual misconduct, rape, criminal sexual acts, forcible touching, sexual abuse, female genital mutilation, facilitating a sex offense with a controlled substance, promoting prostitution, or incest.

The term "injury" includes but is not limited to bruises, welts, broken bones, and other serious injuries, injuries which cause or would be likely to cause protracted impairment of physical or emotional health, and injuries which cause or create a substantial risk of death.

A "maltreated child" is a child under 18 years of age whose physical, mental, or emotional condition has been impaired or is in imminent danger of becoming impaired as a result of the failure of his or her parent or other person legally responsible for his care to exercise a minimum degree of care:

1. in supplying the child with adequate food, clothing, shelter, education, medical or surgical care, though financially able to do so or offered financial or other reasonable means to do so; or
2. in providing the child with proper supervision or guardianship; or
3. by unreasonably inflicting, or allowing to be inflicted, harm or a substantial risk of harm, including the infliction of excessive corporal punishment; or
4. by misusing a drug or drugs; or
5. by misusing alcoholic beverages to the extent that he or she loses self-control of his actions; or
6. by any other acts of a similarly serious nature requiring the aid of the Family Court; or
7. by abandoning the child.

Reporting Procedure

- A mandated reporter who has concluded, based on what he or she has observed or been told, combined with his or her training and experience, that he or she has reasonable cause to suspect that harm or imminent danger of harm to a child could be the result of an act or omission by the child's parent or other person legally responsible for the child, must report the suspicions to the Statewide Central Registry of Child Abuse & Maltreatment (the "SCR").
- The toll-free mandated reporter hotline for the SCR is **1-800-635-1522**. The mandated reporter should ask the SCR specialist for the "Call I.D." number assigned to the report they made if a report is registered.
- The SCR agent will ask about the following:
 - What is the nature and extent of the child's injuries, or the risk of harm to the child?
 - Have there been any prior suspicious injuries to this child or his/ her siblings?
 - What is the child's name, home address, age, sex and ethnicity?
 - What is the name, age and address of the parent or other person legally responsible who caused the injury, or created the risk of harm to the child?

- What are the names and addresses of the child's siblings and parents if different from the information provided above?
 - What is the name and address of the residential care facility or program in which the child resides or is receiving care?
 - Do you have any information regarding treatment of the child, removal or keeping of the child?
 - When appropriate, has the medical examiner or coroner been notified?
 - What actions were taken by the source other than causing a report to be made (taking of photographs or X-rays, did you tell anyone in the family you were making the report, etc.)?
 - Any additional information which may be helpful; and
 - The name of the source of the report (you and/or who provided you with the information transmitted to the State Central Register).
- The Head of School must be notified, either in consultation before a call is placed, or immediately thereafter. If the Head of School is not immediately available, the proper contact is the respective Division Director.
 - The Head of School and his or her designated representatives are responsible for subsequent information and follow-up necessitated by the call.
 - The Head of School will decide if, and by whom, the student and/or family may be contacted prior to or following the report.
 - If a child lives in a state other than New York, the mandated reporter should make a report to the SCR as outlined above, but should also notify the Head of School or respective Division Director who will determine if an additional report must be made in the other venue.
 - Within 48 hours after the call to the SCR the mandated reporter, in conjunction with the Head of School or his or her designated representative, must prepare a written report using form LDSS- 2221-A.
 - If after a report has been made to the SCR regarding a specific child, a mandated reporter learns any further information that leads him or her to have reasonable cause to suspect further or continued abuse, maltreatment, or neglect of the same child, another report must be made to the SCR, following the same guidelines.
 - The School will cooperate with law enforcement and child protective services in any investigation related to child abuse and maltreatment under this policy. Parental consent is not required. Such cooperation is detailed in the School's Cooperation with Child Protective Services Policy.

Failure by mandated reporters to report reasonable suspicions of abuse and maltreatment is punishable as a Class A misdemeanor that can result in a penalty of up to a year in jail, a fine of up to \$1,000, or both. Additionally, failing to report may result in a civil lawsuit for monetary damages.

As provided by law, the School will not take retaliatory personnel action against any employee who believes that he or she has reasonable cause to suspect that a child is an abused or maltreated child and then makes a report to the SCR in accordance with the law.

If you have any questions about this policy, please contact your Division Director or the Head of School.

2.10 Whistleblower Policy

In accordance with federal law and best practice guidelines, Calhoun's Board of Trustees has established a procedure for employees to report illegal or dishonest activity or other misconduct involving the School's financial affairs. Whistleblower policies are necessary components of good non-profit governance. The intent of our policy is to allow a safe mechanism for members of the community to report possible instances of illegal or unethical conduct. Examples of illegal or dishonest activities include violations of federal, state or local laws, billing for services not performed, fraudulent financial reporting or other misconduct involving the School's business affairs. The policy also prohibits retaliation against any individual reporting such behavior. The enactment of this policy represents Calhoun's ongoing commitment to best governance practices.

Reporting Conduct Concerns in Confidence

The Calhoun School is committed to maintaining the highest standards of conduct and integrity. Members of the Calhoun community have multiple avenues for expressing concerns about inappropriate behavior or actions to a proper person to address them without reprisal. In the event you are reluctant to come forward with a particular concern, Calhoun also provides a confidential reporting option.

The Board of Trustees expects every member of the Calhoun community to read this policy and understand his/her responsibility to report in accordance with it.

If you know of, or have a good faith suspicion about, any illegal, unsafe, fraudulent, dishonest or unethical conduct or practice in connection with the school's operations, you should inform the Head of School. If the conduct concerns the Head of School, you should notify the Treasurer of the Board of Trustees instead.

Any communications from employees are completely confidential.

How to Log Complaints

Complaints can be submitted anonymously by filling out the PDF form available on the Faculty/Staff portal, and mailing it to or dropping it off at school marked **CONFIDENTIAL**.

Complaint Form A: regarding Members of the Calhoun Community (goes to Head of School).

Complaint Form B: regarding the Head of School (goes to Board Treasurer).

Upon the receipt of such information, the Head of School or Treasurer will inform the Executive Committee of the Board of Trustees, which will investigate. If any material allegation is confirmed or the

Executive Committee otherwise feels the full Board of Trustees should be aware of the situation, the full Board will be informed and will promptly address the situation.

No Retaliation

This Whistleblower Policy is intended to encourage and enable Protected Persons to raise concerns involving the School's financial or business affairs for investigation and appropriate action. With this goal in mind, no protected person who, in good faith, reports a concern shall be subject to retaliation or, in the case of an employee, adverse employment consequences. Moreover, anyone who retaliates against someone who has reported a concern in good faith is subject to appropriate disciplinary action.

Notwithstanding anything contained herein to the contrary, this Whistleblower Policy is not an employment contract and does not modify the employment relationship between the School and its employees. Nothing contained herein is intended to provide any protected person with any additional rights or causes of action, other than those provided by law.

Anyone reporting a concern must act in good faith. The act of making allegations that prove to have been made maliciously, or with the foreknowledge that the allegations are false, will be viewed as a serious disciplinary offense and may result in disciplinary action, up to and including termination of employment.

2.11 Drug-Free and Alcohol-Free Workplace

The unlawful possession, use, or distribution of illegal drugs, including prescription drugs without proper prescriptions, will not be tolerated on School premises or while at a School sanctioned event. Upon finding evidence of such, the School will take appropriate disciplinary action, up to and including termination of employment. In addition to School sanctions, employees may be subject to criminal prosecution under federal, state, and local laws that specify fines or imprisonment for conviction of drug-related offenses. The School will cooperate fully with law enforcement agencies.

Alcoholic beverages may not be consumed on School premises unless provided at School events with the approval of the Head of School.

2.12 Social Media Policy

Social media (including, but not limited to, social networks, blogs, Internet websites, Internet forums, and wikis such as Facebook, Twitter, YouTube, LinkedIn, Instagram) serves as a powerful tool for interactive communications and learning. The Internet adds a public aspect and this dynamic platform crosses over professional, personal, public and private dimensions. As such, The Calhoun School's interest is in defining the educational and work-related contexts of social media for the protection of our employees, students and the school community as a whole.

Key Principles

Interacting online with colleagues, students, parents and alumnae is no different from face-to-face interactions with these individuals or groups, i.e., employees are expected to maintain the principles of respect, dignity, prudence, professionalism and concern for the safety and protection of children in all interactions in both physical and virtual (online) space.

With specific regard to social media, it is the School's expectation that employees:

- *Understand* that they are accountable for their postings (words, image) and other electronic communications, particularly online activities conducted via school email address or while using school property, networks and resources, or while discussing school-related activities.
- *Recognize* that our students use adult behavior as a model. Social media activities may be visible to current, past or prospective students, parents, colleagues and community members. Serving as a role model is a critical aspect of the work of employees at the School and, as such, employees must exercise appropriate discretion when using social media.
- *Keep in mind* that the uneven power dynamics of the School, in which adults have implied authority over students or other community members, continue to shape those relationships after the end of the school day and year. Employees are expected to act in a manner that always respects and never exploits the power inherent in these relationships whether with a student, a colleague or other members of the community.

Please be aware that the School considers discretion and prudent judgment in social networking activities to be a serious matter with regard to protecting the School, its students and employees. As such, violation of policies and guidelines may lead to corrective action, up to and including termination of employment.

Guidelines

- Use of Social Media for Academic Purpose: Online tools can assist in providing equal, age- appropriate access for students to course materials. New social networking tools and features are being continually introduced, which may or may not be appropriate for course use. The same care must be taken in choosing such tools as other tools and support materials.
- Use of Social Media for Marketing / Alumnae Relations Purposes: The School has established an "official" website and social media presence (i.e., Facebook page) for development, alumnae relations, communications or other school-related purposes. All official School postings to this school-controlled site will be initiated under the direction of the Communications Office.
- "Friending" Students, Alumnae, and Parents: Do not initiate or accept social media relationship requests (also known as "friend" or "contact" requests) from current students of any age or former students under the age of 18. Use discretion when "friending" alumnae 18 and over. Please recognize that many former students have online connections with current students (including younger siblings and underclassmen friends), and that information shared between recent alumnae is likely to be seen by current students as well.
- School-Related Friends (co-workers, supervisors and subordinates): Be mindful when "friending" supervisor(s) or subordinates as this may have an impact on the work relationship or raise concerns such as conflict of interest, unequal treatment, discrimination, etc.
- Posted Content: Exercise care with personal profile data and posted content, to ensure that this information does not reflect poorly on your ability to serve as a role model or otherwise create a conflict of interest. Content should be placed thoughtfully and periodically reviewed.

Likewise, be mindful of being "tagged" in photos on the sites of friends or others, especially where the photos may imply activities not appropriate for viewing by students and other community members.

- Privacy Settings: On most sites, privacy settings can be changed at any time to limit searches and access to profiles. Employees must be prudent in limiting access to their personal content, in line with the above guidelines.
- Online Identity and Posting to Blogs: As a vibrant academic community, we encourage active engagement in a range of activities, intellectual pursuits, causes, and the like, including social, political, religious, and civic-oriented groups, blogs, etc. At the same time, an individual's right to participate in these groups must be balanced with the School's right to manage public communications issued in its name or on its behalf.

School employees should not communicate on behalf of the School in their capacity as a school employee unless previously authorized to do so. The School strives to anticipate and manage all situations in order to reduce disruption to our employees and to maintain our reputation as a premier independent school. To best serve these objectives, the School will respond to blogs, media inquiries, etc., in a timely and professional manner only through designated employees.

- Protecting Confidential Information: All confidential information must be protected and disclosed only pursuant to School policy or as otherwise required by law. No social media or blog posts may communicate any confidential information.

Confidential information includes, but is not limited to, information concerning a student's, and, as applicable, one or more family member's, health, finances, counseling, child custody, learning disabilities, grades, reports, assessments, or other school-related matters. It includes information concerning drug use and abuse; alcohol use and abuse; suicidal thoughts and ideas; child abuse, maltreatment or neglect; physical and/or sexual abuse; sexual harassment; death and bereavement; parental separation and divorce; illness of a student or of a student's parent or family member; a psychological or emotional crisis; or a learning or other disability.

Confidential information also includes personal identification information such as home and work addresses, phone numbers, etc. This information should be released only for authorized, legitimate School purposes.

- Use of Logos, Trademarks, and Intellectual Property: Respect all copyright and other intellectual property laws. For the School's protection as well as your own, it is critical that you show proper respect for the laws governing copyright, fair use of copyrighted material owned by others, trademarks and other intellectual property, including the School's own copyrights, trademarks, videos, audio, and photographs.
- Acceptable Use and Monitoring of Electronic Activities: Employees are prohibited from engaging in illegal activities or accessing websites with illegal or otherwise prohibited content when using school networks or school equipment on or off of school property, during or after working time, or while directly or indirectly representing the School in any way, such as by way of social media sites.

The School reserves the right to monitor employee electronic communications and activities that are transmitted through school networks and/or using school-provided equipment to protect the School, its students, employees, and other community members from potential harm, liability, or other risk.

2.13 Electronic Communications Policy

The School's resources include computer hardware, software, software services, phone system, network, electronic mail (e-mail), voice mail, computer network access, and other computer or electronic communication or data storage systems ("Computer Systems"). This policy addresses the use of this equipment and these systems.

School Use

All communications and information transmitted by, received from, or stored on the School's Computer Systems are records and property of the School. Although the School permits occasional personal use of its Computer Systems, the School assumes no responsibility for maintaining or restoring personal data stored on School devices. The School reserves the right to remove personal data as part of routine security, upgrade, or replacement cycles. All data on the School's computer systems may be accessed by the School, and therefore, no one should have any expectation that such data will be kept private.

Professional Use of System Required

The School's policy against harassment and discrimination applies fully to the use of the School's Computer Systems. The School strictly prohibits use of email and other information systems of the School in a way that may be discriminatory, harassing, intimidating or offensive to others based on race, color, religion, age, sex, national origin, disability, sexual orientation, gender identity, or any other classification protected by law. There is to be no display, downloading, or transmission of sexually-explicit images, messages, or cartoons, or any transmission or use of email or other communications that contain ethnic slurs, racial epithets, profane language, intimidating, defamatory, or otherwise inappropriate language or material, or anything that may be construed as harassment or disparagement of others based on their race, national origin, sex, sexual orientation, gender identity, age, disability, religious beliefs, or any other characteristic protected by law. Employees encountering or receiving this kind of material should report the incident immediately to the Head of School or Director of Human Resources. Other than blocking known malware sites, the School does not filter or restrict internet access. It is up to the employee to exercise reasonable professional discretion when browsing the web, especially when searching for content in the presence of students.

Employees are reminded to be courteous to other users of the system and always to conduct themselves in a professional manner. Employees are reminded of the School's commitment to the health and wellness of employees and are asked to limit sending emails outside of regular work hours when possible. E-mails, in particular, are sometimes misdirected or forwarded and may be viewed by persons other than the intended recipient. Remember, email records and computer files may be subject to discovery in litigation. Users should write e-mail communications with no less care, judgment, and responsibility than they would use for letters or internal memoranda written on Calhoun letterhead.

Confidential Information

All employees are expected and required to protect the School's confidential and student information. This includes all information about individual students, such as academic, attendance, and disciplinary records, social security numbers, residence, and personal appearance. Confidential and student information should never be transmitted or forwarded to outside individuals or companies not authorized to receive the information. Employees must exercise greater care when transmitting School

confidential and student information using email than with other communication means because email makes it easier to redistribute or misdirect School confidential data to unauthorized individuals.

The School also requires its employees to use email in a way that respects the confidential and proprietary information of others. Employees are prohibited from copying or distributing copyrighted material—for example, software, database files, documentation, or articles—using the email system. The systems shall not be used to send or receive copyrighted materials, proprietary information, confidential information, or similar materials without approval from the Head of School.

Email is an inappropriate method of communicating certain types of confidential information. Employees should consult their supervisor and the systems administrator before emailing highly sensitive, proprietary, copyrighted, or confidential information.

Access to Information

The School reserves the right to review and disclose all electronic documents (meaning word processing documents, spreadsheets, databases, and computer files of all other kinds) and messages (including email, voicemail, and any other means of electronic communications) that are stored or processed on the School's computers or other equipment, including such documents and messages that do not relate to the School. Authorized representatives of the School may review such information for any purpose. These purposes may include, but are not limited to, retrieving business information, troubleshooting hardware and software problems, preventing system misuse, investigating alleged misconduct, assuring compliance with software distribution policies, applicable legal requirements, and legal and regulatory requests for information.

It is possible that others may access (i.e., view, listen to, copy, print, etc.) electronic documents and messages inadvertently. In addition, in some instances some degree of retrieval may be possible even of electronic documents or messages that have been “deleted” by individual system users.

Even though the School has the right to retrieve and read any email messages, those messages should still be treated as confidential by other employees and accessed only by the intended recipient.

Employees are not authorized to retrieve or read any email messages not sent to them.

No Privacy Rights

Employees have no reasonable expectation of personal privacy with respect to any matter stored in, created, received, or sent over the Computer Systems. The School may monitor or review any and all aspects of its Computer Systems and all files, documents, or other information contained or accessible through the Computer Systems for any reason and without the permission of any employee. This includes possible monitoring of chat and news groups, e-mail, and blogs, as well as review of deleted files, metadata, and other electronic information stored on the School's central back-up system or otherwise available as part of its data management. Other than blocking known malware sites, the School does not filter or restrict internet access. It is up to the employee to exercise reasonable professional discretion when browsing the web, especially when searching for content in the presence of students. An employee does not have any greater right of privacy or otherwise diminish Calhoun's right of access by using passwords or other security measures on the School's Computer Systems.

Electronic documents and messages generated or stored on the School's computers and other equipment are potentially subject to discovery in court cases, can be read by others who have the password, and can be read by persons with access to the system for any reason and without the employee's permission. In using the School's equipment and services, all employees waive any right to privacy with regard to any use of the School's equipment and systems. Because these communications are not private, employees should be careful in transmitting confidential School information. No School or student information should be sent outside the School unless the recipient is authorized to receive the information.

Limitations on Internet Use

Although the School recognizes that the Internet may have useful applications to the School's business, employees may not engage in personal Internet use ("surfing the net," playing games, shopping, blogging, or accessing or downloading entertainment software) in a manner that interferes with the performance of job duties.

Spam Blocking

The School uses spam-blocking software that may block or delete certain emails. It is each employee's responsibility to contact by telephone senders or recipients of emails with contents that are urgent in nature to ensure receipt or delivery. The School is not responsible for email messages that do not reach their intended recipients.

Enforcement of Policy

Any employee who becomes aware of misuse of the School's equipment and systems should report the matter to the Director of Technology or the Director of Human Resources.

2.14 Conflict of Interest

An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in a personal gain for that employee or for a relative as a result of the School's business dealings. For purposes of this policy, a "relative" means spouse, mother, father, spouse's mother, spouse's father, son, daughter, brother, sister, aunt, uncle, or one whose relationship with the employee is similar to that of a relative.

Personal gain may result not only in cases in which an employee or relative has significant ownership in a firm with which School does business, but also in cases in which an employee or relative receives a gift or special consideration as a result of any transaction or business involving the Calhoun School. Conduct that results in such personal gain is strictly prohibited and may result in disciplinary action including suspension or termination of employment as determined by the Head of School.

Calhoun employees are asked to complete and sign a Conflict-of-Interest statement, stating that, to their best knowledge, except as described below, they:

- Do not hold any office or directorship, or have a personal financial interest, or beneficial interest of any kind, directly or indirectly, in any entity which transacts with the business of the School, or is currently or prospectively competing with the School;
- Have not and will not seek, accept or retain any form of compensation, gifts or favors from any vendor or supplier of the school, or any entity seeking to do business with the School;
- Do not individually transact any business, directly or indirectly, with the School; and
- Are not related to any individual doing business with the School.

Employees agree that, if in the future any situation arises that would require disclosure of a real or potential conflict of interest they will notify the Head of School immediately in writing. If they become aware of anyone acting in a manner that is not in compliance with this policy, they will pursue the procedures set forth in the School's Whistleblower Policy.

Employees specifically agree that in fulfilling their professional responsibilities to the Calhoun, they will disclose to the Head of School any interests in a transaction or decision where they, their family, or close associates will receive benefit or gain, or have any direct or indirect financial interest. If such a conflict occurs, they will not be involved in any decision making on the subject matter.

Section 3: Standards of Employee Conduct

3.1 General Expectations

At Calhoun, we strive to maintain an atmosphere that encourages excellence, personal integrity, professionalism, and respect for one another. While individual contributions are highly regarded, we place great emphasis on, and expect, teamwork: working together to achieve our goals and taking personal accountability for following through.

Satisfactory performance of job duties and responsibilities is fundamental to this expectation. Employees should always be focused on achieving their job objectives and acting with diligence and integrity at all times.

School employees must comply at all times with all applicable School policies, laws, and regulations, and act professionally, appropriately, and honestly in the School environment. The School does not condone activities that achieve results through violation of the law or unethical dealings.

3.2 Guiding Principles on Gender, Consent and Harm

1. Calhoun acknowledges that we live in a wider culture that tolerates and promotes gender based violence and relationships of domination and coercion.
2. Calhoun aims to foster gender equality and respect through a culture of consent from the earliest ages.
3. Calhoun strives to be inclusive of all genders and orientations, regardless of expression.

4. All community members are expected to establish and share common expectations of conduct and procedures in our pursuit of gender respect.
5. Community members share responsibility for sustaining an inclusive community and suitable work environment, upholding principles and policies, and honoring the continuum of gender-based conduct.
6. Calhoun understands harm from everything including inappropriate or uncomfortable language or behavior, to sexual assault and rape as part of the same continuum of gender based violence.
7. When gender based harm or violence is allegedly committed, Calhoun aspires to respond with fairness and sensitivity to all community members. The sexual misconduct policy recognizes the needs and experiences of those who have experienced harm, while simultaneously acknowledging the humanity and dignity of those who have committed harm.

3.3 Attendance and Tardiness

Punctuality and regular attendance are essential. Absenteeism and lateness can disrupt the work of your team and the School. If you must be absent, tardy, or leave early due to illness or for another legitimate reason, you are responsible for notifying the School as early in the day as possible, in accordance with the procedures established by your Division or direct supervisor, as applicable. All sick and time off requests should be recorded and tracked in Paycom. Chronic absenteeism, tardiness, or early departure will not be tolerated.

3.4 Faculty Specific Workday Expectations

All faculty members are expected to be on site from the beginning of the school day until dismissal. The beginning and end of the school day may vary slightly from division to division. All faculty members are expected to attend a weekly faculty meeting which may, depending on the division's needs, last until 5:30pm. These meetings include anecdotes, workshops, diversity, full faculty, department and curriculum meetings, etc. Faculty members are also expected to make themselves available until 4:00pm for meetings with parents, students, or for other institutional needs when necessary.

3.5 Confidentiality

It is important to safeguard all School property, particularly confidential student, teacher, and employee information. No employee is permitted to remove from the School originals or copies of any School or student records, reports, files, or other documents without prior approval except for grading and teaching purposes. Unauthorized use of any School equipment, such as computers, photocopiers, fax machines, etc., is strictly prohibited. In addition, contents of the School's or student's records or information otherwise obtained in regard to Calhoun may not be disclosed to anyone, except where required for a School-related purpose or where the records or information have previously been disclosed to the public by the School or where authorized in writing by the Head of School.

3.6 Professional Boundaries with Students

In addition to the prohibited behavior in other policies, employees:

- Should not engage in any type of behavior that might have the appearance of impropriety if observed by others.
- Should avoid being alone with a student. Employees of contracted service providers and volunteers/interns should not be alone with students in a non-public space or inside a room with a closed door. Coaches and other athletic staff should not be alone with a student when engaging in otherwise permitted physical contact such as when teaching a skill. It is understood that teachers may meet with their students for educational purposes outside of classroom time and that some of those meetings will involve one-on-one meetings. Any such private meeting with a student should, whenever possible, occur within the visibility of other Calhoun community members.
- Should not discipline students in any physical manner.
- Should not lavish inappropriate attention on a particular student, including giving inappropriate gifts.
- Should not converse with students about their sexual lives except for an educational, health, or safety-related purpose, nor should they reveal details of their own sexual lives or romantic relationships to students.
- Should not reveal other inappropriate details about their personal lives to students.
- Should not inappropriately "hang out" with students outside of school or spend an inordinate amount of time "hanging out" with students even inside school. Adults at the School should always remember they are not the students "friends" and therefore should not be engaging in peer-like behavior with the students.
- Should not provide alcohol or drugs to a student, nor permit one to drink or use drugs in their presence.
- Should not have extended affectionate physical contact with a student. Any such contact should be limited to a supportive, congratulatory, or quick hug, arm squeeze, or pat on the back. Patting of the buttocks with a hand even in an athletic context is prohibited.
- *Note:* If a student engages in repeated and/or prolonged physical contact with a School employee, the adult in question should clearly and firmly discourage such behavior, and if the student persists, the adult should involve a supervisor to assist him or her in handling the situation.
- Should not engage in physical horseplay, roughhousing, or other inappropriate physical games with a student.
- Should not direct a student to keep a secret from, or not share information with their parents or other School employees.
- Should not tutor a student in his or her home without the student's parent or guardian present. In addition, School employees should not tutor students in the employees' homes unless another adult is present and the student's parent/guardian has given permission.
- Should not allow students to ride in the employees' personal cars without written permission from a parent/guardian and approval from the Head of School. In addition, employees should not ride in students' cars. If a situation arises that requires deviation from this rule, the adult involved should get permission from their supervisor.
- Should not be present at a student's home when a parent/guardian is not present, whether for a social gathering or otherwise.
- During any and all overnight trips, should not be alone with a student in his/her room, should sleep in a separate room, should not invite a student to sleep in their room, and should not be inside a student's room when the student is changing or sleeping.

- During any and all overnight trips, may awaken students by loudly knocking on their doors or calling out to them, but should not awaken students by making physical contact with them.
- Should not appear unclothed or in their underwear in front of a student. Thus, on overnight trips and sleepovers, employees should not walk around outside of their sleeping quarters unclothed or in their underwear. In addition, in athletic facilities, employees should not shower and change in locker rooms when students are present.
- Should supervise locker rooms, as necessary, to prevent misbehavior and injury, and should do so by announcing their presence as they enter, unless to do so would undermine their ability to discover the misbehavior suspected.

Anyone who believes a boundary has been crossed should bring such information to their Division Director, Director of Human Resources or the Head of School, who will then be responsible for investigating and addressing it with the employee who may have crossed a boundary. Oftentimes, boundaries are crossed inadvertently and require more than a reminder to the employee to maintain a boundary in the future. Other times the crossing of a boundary is indicative of a more serious problem and may indicate an inappropriate relationship.

These boundary guidelines are not applicable if the employee is the parent, guardian, or sibling of the student in question. However, all School employees must remain mindful of their interaction with any student, even their own child(ren) or friends of their own child(ren), in and out of school. Those employees with family members in attendance at the School should reach out to the Head of School with any questions regarding this policy.

Finally, it should be acknowledged that there may be exceptional circumstances in which it would not be inappropriate to cross one of the boundary lines set out above. Should any employee ever feel that a situation has arisen that calls for or justifies deviation from the boundary guidelines set out a above, he or she must bring it to the attention of the Head of School and obtain permission to proceed under modified guidelines.

3.7 *Media Inquiries*

Any employee who receives an incoming call or email from the media relating to Calhoun must immediately forward the inquiry to the Communications Department and the Head of School for proper evaluation, handling, and response. Employees may not purport to speak on behalf of Calhoun unless they are expressly authorized to do so.

3.8 *Children in the Workplace*

In order to avoid disruption to students and to other employees, as well as for issues relating to safety, confidentiality, appropriateness, and legal liability, employees may not bring minor children to the School during working hours. Employees with dependent children are expected to make regular arrangements for proper care of their children while at work.

Exceptions to this policy include official School activities involving employees' children and a one-time exception granted by a supervisor for a temporary, unforeseen emergency. But no employee can have a child in the workplace without the supervisor's permission or use the workplace as an alternative to

childcare or for any other purpose. When a child's presence at the School is authorized, the employee must supervise the child at all times.

3.9 Employees as Parents

The dual role of parent/employee of a matriculating Calhoun student can present potential complications that do not exist when one holds only one role—that of “parent” or “employee.” These guidelines have been written to help an employee/parent navigate this dual professional and parent relationship successfully. The premise behind these guidelines is that when you are speaking about or dealing with any issue regarding your child, you act in the role of parent.

- *Parent-Teacher Conferences:* Whenever we speak with a colleague about our child, it is important to adhere to a protocol we expect all parents to follow. “Water-cooler” conversations should be avoided and a scheduled appointment made when an employee/parent wants to discuss the child's academic or social life at school. Brief interchanges are natural, but when a conversation warrants a more in-depth discussion, a mutually convenient parent- teacher conference should be scheduled.
- *Disagreements:* When a disagreement arises between an employee/parent and the child's teacher, the employee/parent should attempt to work this out with the teacher. If the situation cannot be resolved satisfactorily, a meeting with the employee/parent, teacher and the appropriate Division Director may need to be arranged.
- *Philosophical Approach:* There have been times when an employee/parent has expected the School to approach their particular child's learning in a way that conflicts with Calhoun's philosophy. A change in philosophical approach will not be made for one child. This does mean that an individual approach may not make sense, but the employee/parent must trust in their colleagues' decisions regarding alternate approaches in their work with students.
- *Anecdotal:* An employee/parent should remove themselves from “anecdotal” meetings when their own child is being discussed.
- *Confidentiality:* We learn many things that are confidential about other children with whom our children associate. This information must remain strictly confidential and should not be shared with other parents.
- *Home Conversations:* Sincere discretion needs to be taken with your own children when speaking about school-related issues at home.
- *The School Day:* Although it is tempting to check in with your child during the school day, an employee/parent should not seek out opportunities to interact with their child or that child's friends during the school day. This includes visiting at lunch or other “free” times. The employee/parent must respect the child's space and recognize that other parents do not and cannot visit with their children during the school day.

3.10 Gift Acceptance Policy

Employees may not accept large gifts, whether cash or products, from Calhoun families. Low cost, symbolic gifts (for example cards, baked goods, bouquets or handmade gifts) are not prohibited. We expect employees and families to exercise good judgment in honoring the spirit of this policy.

3.11 Tutoring Policy

Calhoun teachers may not be hired as paid tutors for Calhoun students or advisees. In unusual circumstances, exceptions may be granted at the discretion of the Division Director. Even in the case of such an exception, students may not be tutored by Calhoun teachers during the school day (as defined by the contractual agreement). With the approval of the Division Director, Calhoun teachers may be available to tutor students in other courses, or during the summer months.

When a Calhoun student is tutored over the summer by a Calhoun teacher, that student must be tested for a grade and placement in that subject by another Calhoun teacher or the Division Director, prior to the opening of School in September.

Section 4: Human Resources Administration & General Operating Procedures

4.1 Hiring Policy

Calhoun is an equal opportunity employer. We believe that hiring qualified individuals to fill vacancies contributes to the overall strategic success of the School. Each employee, while employed, is hired to make significant contributions to Calhoun in their role. In hiring the most qualified candidates for positions, the following hiring process is applicable:

1. Division Directors or Department Supervisors must notify Human Resources when a position needs to be filled.
2. The Head of School must approve each new hire, regardless of status, i.e. full-time, part-time, adjunct, maternity leave replacement, etc.
3. Job opening notifications should indicate the positions' hours/shifts, status (i.e. full-time, part-time, maternity leave, adjunct, etc.), reason for the opening, essential job functions and qualifications.
4. Current job description must include at a minimum: job title; job description; a complete list of required, clearly defined skills; experience requirements; education requirements.
5. For every job opening, a hiring committee should be assembled. This committee works collectively throughout the process, helping to develop interview questions, conduct interviews and debrief collected data before a final decision is made.
 - At the Staff level: the Director who is hiring should have at least one other colleague interview the candidate.
 - At the Division Director level: a search committee is selected which includes the Head of School.
 - At the Administrative level: the hiring Director should direct the search with at least two other colleagues to interview candidates; final approval comes from the Head of School.
 - Faculty hires: procedure must include demo lessons and review by selected peers.
6. All job openings must be posted on Calhoun's employment website for employees to review. Job openings remain on the website until the position is filled or at management's discretion.

7. Positions are advertised externally at several diverse and varied websites and listservs, including NAIS, NYSAIS, POCISNY, and LinkedIn. Human Resources is responsible for placing all recruitment advertising.
8. The hiring manager and/or hiring committee will screen all applications prior to scheduling interviews. All applications should have multiple readers who assess the applications against the required skill set.
9. Interview questions should be developed out of the required skills list and with the intention of evaluating the candidates' skills as they have been applied in previous work experiences. A rubric with the interview questions is created and used to record the committee members' responses during the interview. The rubric is then used as a basis for the committee's discussion and assessment of each candidate.
10. Initial interviews may be conducted by the hiring manager. Team interviews may be conducted as needed for some positions.
11. The hiring manager or supervisor has ultimate responsibility for making a hiring decision with the approval of the Head of School. The Director of Human Resources will provide salary range for the position, which must be approved by the Head of School.
12. All applications and resumes of applicants must be forwarded to Human Resources for appropriate retention.

Once a decision has been made regarding interest in hiring an applicant, an offer will be made contingent upon satisfactory completion of reference checks and background checks. The hiring manager or Human Resources Director will check a minimum of three (3) references for all candidates. References must include at least one direct supervisor, and may include colleagues, clients, business contacts, vendors and/or other individuals with whom the applicant has had a professional relationship.

4.2 Pre-Employment Screenings

The School's top priority is to provide a safe and nurturing learning environment for our students. Thus, in accord with industry standards, best practices and applicable law, the School conducts a variety of pre-employment screenings of faculty and staff, including but not limited to reference checks, employment verification, criminal records review, fingerprinting, and inquiries with the Statewide Central Registry of Child Abuse & Maltreatment (SCR) and NYS TEACH database.

Employees who are arrested or convicted of a crime and employees who have received notice from a government agency that an allegation of child abuse or maltreatment has been filed against them must immediately report these developments to Human Resources.

4.3 Appointments

Staff & Associate Teacher Appointments

No later than June 1 of each year, the Head of School shall send letters to all staff and associate teachers whom the school wishes to rehire, stating the salary for the next school year. All employees designated as "staff" are employees-at-will which means they have the right to leave at any time and the school has the right at any time to change or terminate that staffers' status as an employee or the conditions of employment, for any reason, with or without cause or notice.

Student Support Appointments

No later than the end of February, the Head of School shall offer employment letters to Student Support employees, which include counselors and learning specialists. Once entered into, the employment agreement becomes binding upon the school and the employee. It can be altered or amended prior to the end of the stated period only by mutual and written consent, except in the event of a financial crisis affecting the school or enrollment changes which render the Student Support member's services unnecessary. In such an event, 30-days written notice shall be given to the employee.

Administrative Appointments

No later than the end of February, the Head of School shall offer employment letters to Administrators whom the school wishes to rehire for the succeeding school year. The school year for Administrators is July 1 through June 30. Administrators who wish to continue employment must sign and return the employment letter to the Head of School by the first Tuesday after the end of spring break. Offers not signed and returned by the due date are no longer binding on the school and the school at its option may begin to interview candidates for the position.

Faculty Appointments

Intent Letters: No later than the end of January, the Head of School shall provide a letter to any teacher for whom contract renewal is in doubt. The letter shall serve as notice for any of the following:

1. The teacher's performance has been unsatisfactory. The school intends to rehire the teacher only if designated improvements are made within a given period of time.
2. The school does not intend to rehire the teacher for the succeeding year.
3. The school may or may not rehire the teacher depending on enrollment and staffing needs of the curriculum.

These letters are intended to offer employees adequate notice to consider alternative arrangements for the following year. They are not binding on the school, nor is a response from the employee required.

Employment Agreements: No later than the end of February, teachers who have not received a letter indicating otherwise shall be issued offers of employee agreements. Teachers with deficiencies to be corrected shall have their offers of employment agreements delayed pending further discussions with the Division Director and/or the Head of School. Signed employment agreements are due to be returned to the Head of School within two weeks of being issued.

Employment agreements not signed and returned by the due date are not binding on the school. The period covered by employment agreements for faculty is indicated on the employment letter.

Employment agreements not signed and returned by the due date are not binding on the School. The period covered by employment agreements for faculty is indicated on the employment letter.

4.4 Internal Promotions

Internal promotions and transfers are not subject to the Hiring Policy detailed above. The Calhoun School offers employees promotions to higher-level positions when appropriate. The School values the opportunity to promote from within and may first consider current employees with the necessary qualifications and skills to fill vacancies, unless outside recruitment is considered to be in the School's best interest.

To be eligible for an internal promotion or transfer, employees must have a satisfactory performance record, have no disciplinary actions during the last 12 months, and must meet the official requirements as per the job description for the specific job. Transfers may be made among departments without loss of benefits, accumulated vacation, sick leave or personal days. Employees who are offered a transfer or promotion should bear in mind that once transferred, the employee relinquishes all rights to their previous position.

Internal promotions and transfers require the approval of the Head of School. Opportunities for promotion or transfer may be posted internally, although appointments may be approved by the Head of School without posting the position if an individual is deemed uniquely qualified for a position or if a specific appointment best meets the needs of the School.

The School reserves the right to make exceptions to this policy.

4.5 Health Certificate and Immunizations

Where required by applicable law (i.e., in a building where there are students 5 years old and younger), faculty and staff must: (1) submit a certificate from a licensed health care provider certifying that, on the basis of medical history and physical examination, the employee is physically and mentally able to perform assigned duties and (2) continue to submit an updated certification every 2 years during their employment. In addition, faculty and staff may be required to provide appropriate evidence of required immunizations.

4.6 Verification of Authorization to Work in the United States

The School fully complies with all Federal immigration laws and will only employ individuals who are legally eligible for employment in the United States. All individuals are required to complete an I-9 Employment Eligibility Verification Form. Failure to provide acceptable documentation within three days of date of hire or document expiration may result in termination of employment. No person who is eligible to work in the United States will be discriminated against because of his or her citizenship.

4.7 Personnel Records

It is the School's practice to only collect and retain information about employees that is required by law, is job related or consistent with business necessity, or is necessary to administer an employee benefit program. Personnel records are maintained by the Human Resources department and are considered confidential. Access to personnel records upon written request to the Human Resources department or Administrator will be permitted within one week of the request. Personnel records are to be reviewed in the presence of an HR representative or Administrator. At the employee's cost, copies of records other than initial employment records may be made, but the originals may not be removed from the office.

Employees may append comments to any items in their personnel file that they believe are incorrect, incomplete, or misleading.

The documents retained in the employee file are the property and possession of the School; employees who are no longer employed at Calhoun do not have a right to access these files.

4.8 Changes in Personal Information

The School requires personal information for each employee that is complete and up-to-date in order to accurately and timely administer payroll, year-end income tax reporting, and benefits programs. It is very important for each employee to promptly notify Human Resources of any changes in personnel data, including name, home address, mailing address, email address, telephone number, marital status, number and names of dependents, emergency contact information, and beneficiaries. It is each employee's responsibility to be sure that his/her personal records are current and accurate in order to prevent delays in processing and administering Payroll and all Human Resources and Benefits programs.

Changes to your address and personal contact information should be made via the Paycom Employee Self-Service portal at www.paycom.com. All other changes should be reported to Human Resources via email.

4.9 Employment Opportunities at Calhoun

Employment opportunities at Calhoun may be viewed on the Internet at www.calhoun.org. In addition, all faculty and staff are able to access employment opportunities via the Paycom Employee Self-Service portal, under Company Information. Any employee may contact Human Resources for additional information regarding employment opportunities at Calhoun.

4.10 Building Hours and Usage

74th Street

There is coverage at the Front Desk every day that school is in session, from 7:30am to 6:00pm; coverage is extended to a later hour for special events.

81st Street

There is coverage at the security desk every day that School is in session, from 7:30am to 8:00pm during the school year and 7:30am to 5:00pm during the summer; coverage is extended to a later hour for special events. Everyone should exit and enter through the lobby doors. The 1st floor Emergency Door should not be used while the alarm is set.

Students are not allowed in the building after the security person has left. Students must be off teaching floors by 6:00pm unless they are under teacher supervision, or participating in or watching a team sports event.

If a teacher plans to keep a student or group of students after 6pm for any reason, the security desk must be informed in advance, and the students must leave the building with the teacher when the session is over.

If an adult finds a student(s) in the school building after 6:00pm unsupervised, please ask the student(s) to leave immediately and report it to the security desk.

Team members and spectators must leave with the teacher/coach-in-charge as soon as the game or practice is concluded. There are to be no non-Calhoun students at a team practice. If the coach wishes to return to drop off equipment after 6:30pm, the Building Superintendent must be told in advance so he can alert the cleaning crew. The coach will have to ring the side doorbell to gain entry. From 6:00pm on, anyone leaving or entering the building must sign in and out with the security person at the security desk. Even those who are well known are not exempt, so that procedures can be kept consistent.

4.11 Computer Equipment Physical and Cyber Security Policy

Faculty and staff are responsible for the security and care of equipment that has been assigned to them. Portable equipment (such as laptops or tablets) should be secured when not in use, especially when the equipment is being used off-campus. Faculty and staff are expected to exercise reasonable caution and care when using equipment to prevent damage and excessive wear and tear. Repeat incidents of damage or loss could result in loss of access to equipment or disciplinary action. If equipment is stolen from an off-campus location, faculty and staff should immediately notify the Director of Technology so sensitive data can be remotely removed from the device.

Faculty and staff must proactively protect School and student data through the use of basic cyber security practices such as: preventing unauthorized access to email (not leaving your account logged in when you walk away from your computer, not opening phishing emails, etc.), notifying the Technology Department if there is a suspected breach in account access, not sharing passwords with others, and participating in routine training offered by the School to improve cyber security practices.

4.12 Verification of Calhoun Employment or Income

All employment verification inquiries from current or former employees, prospective employers of current or former employees, governmental agencies, or other organizations such as a financial or lending institution, should be directed to Human Resources for an official response. Under no circumstances is any other employee authorized to provide a written or official employment verification response for the School.

All requests for employment verification must contain the employee's or former employee's signature authorizing the release of information. In the case of current employees, as a courtesy, the HR office will notify the employee when employment verification information is requested.

When the permission signature is present, Calhoun is authorized to release this following information about current and former employees:

- whether the individual is currently employed
- the employee's current or last job title,
- the dates of employment at Calhoun
- the current or final salary paid to the employee

Depending on the circumstances of the request, and input from the past or current employee, the School might release salary history, job title history, and whether the School would rehire the employee.

Section 5: Work Hours, Employment Status and Compensation

5.1 Work Hours

Full-time administrators generally work 40 hours per week. Because work hours of individual offices may vary, expected start and end times each day will be set by the employee's supervisor.

Faculty are expected to be at work by 8:30am and are expected to make themselves available until 4:00pm for meetings with parents, students, or for other institutional needs when necessary. All faculty members are expected to attend a weekly faculty meeting which may, depending on the division's needs, last until 5:30pm.

5.2 Employment Classifications

The School will classify each employee as: (1) regular full-time, regular part-time, variable hour or temporary; (2) exempt or non-exempt, and (3) as a twelve-month, eleven-month, or ten-month employee. The following is intended to help employees generally understand employment classifications, employment status, and benefits eligibility. These classifications do not guarantee employment for any specified period of time.

- **REGULAR FULL-TIME:** Employees who are not in temporary status and who are regularly scheduled to work the School's full time schedule of forty (40) hours or more per week. These employees are eligible for the full benefits package, subject to the terms, conditions, and limitations of each benefits program.
- **REGULAR PART-TIME:** Employees who are not in temporary status and who are regularly scheduled to work fewer than forty (40) hours per week. Regular part time employees who regularly work at least 24 hours per week are eligible for the full benefits package, subject to the terms, conditions, and limitations of each benefits program.
- **TEMPORARY:** Employees who are hired (either full-time or part-time) as interim replacements to temporarily supplement the workforce or to assist in the completion of a specific project. Generally, temporary employees are not eligible to participate in benefits programs or other employee programs, unless mandated by law.
- **VARIABLE HOUR:** Employees are classified as such if they will work a different number of hours from week to week and, based on the facts and circumstances on the employee's start date, the School cannot determine whether the employee is reasonably expected to work an average of at least 30 hours per week. Variable hour employees are not eligible to participate in benefits programs or other employee programs, unless mandated by law.
- **EXEMPT:** Employees are classified as such if they are paid on a salary basis and if their job duties are exempt from the overtime provisions of the Federal and State wage and hour laws. Exempt employees are expected to work beyond their normal working hours whenever necessary to accomplish their job duties and are not eligible for overtime pay.

- **NON-EXEMPT:** Employees may be paid on an hourly or salary basis and are classified as such if their job duties are not exempt from the overtime provisions of the Federal and State wage and hour laws. Non-exempt employees receive overtime pay at 1.5x their regular hourly rate, or as required by law, for all hours actually worked in excess of 40 hours per week. All overtime hours must be approved in advance by a supervisor (prior to being worked) as more fully set forth below in the Overtime Approval section.
- **TWELVE-MONTH:** These employees are employed by the School over the full calendar year and are eligible for accrued vacation, personal, and sick leave benefits.
- **ELEVEN-MONTH:** These employees are employed by the School for eleven out of twelve months in accordance with the School calendar year. Exempt employees in this classification are paid over the full calendar year. Non-exempt employees are paid over the eleven months they are employed, but can opt to be paid over the full calendar year if they so choose. Eleven-Month employees are entitled to a prorated portion of personal and sick time and generally follow the faculty holiday and break schedule in lieu of accruing vacation days.
- **TEN-MONTH:** These employees are employed by the School for ten out of twelve months in accordance with the School calendar year. Exempt and Non-exempt employees are paid over the ten months they are employed, but can opt to be paid over the full calendar year.

5.3 Faculty Compensation – Band System

The compensation system for Calhoun full-time faculty is modeled after “band” system. The central principle of a band system is to provide a measure of compensation flexibility to reflect the many variables present in recruitment and retention, while keeping a rational and open system of compensation to insure fairness and balance.

The system is comprised of four overlapping bands or ranges. The bands represent various levels of teaching experience. When a teacher is hired full-time, the salary must fall within the band designated for that teacher’s total years of teaching experience. It is the usual practice to hire full-time teachers at a point in the range commensurate with their seniority position within the range, also consistent with salaries of current Calhoun faculty. Some discretion may be exercised to account for hiring conditions, educational achievement, ancillary responsibilities, and so on.

Movement from one band to the next follows a peer review and administrative approval, conducted in the spring of the final year encompassed by the band. A full-time faculty member must request consideration for this review and transition. Minimum requirements for movement to the next band are as follows:

- For consideration for band II, one must have at least six years of teaching experience; two of those years must be at Calhoun.
- For consideration for band III, one must have at least 13 years of teaching experience and at least three years on the Calhoun faculty.
- For consideration for band IV, one must have at least 20 years of teaching experience with at least three years at Calhoun.

A faculty member eligible for band review may defer the process if not prepared to complete the process in their year of eligibility. A Division Director may ask a faculty member to defer the process. No

faculty member will go through the band review process if working under a “conditional” letter of intent or employment. The faculty and administration will develop the review process and criteria jointly.

A full-time faculty member who moves from band I to band II will receive a cash bonus of \$2,500. A full-time faculty member moving from band II to band III or band III to IV will receive a cash bonus of \$5,000.

There is no penalty for one who does not move into the next band. This process is not intended to replace the processes already described in the faculty handbook for evaluation and contracting.

Hiring Equity Intent: It is the intent that all new hires be made in the context of comparable salaries of veteran Calhoun teachers. For example, if a teacher with 15 years prior experience is hired, the salary decision will be considered in the context of salaries of veteran Calhoun teachers in similar disciplines with similar levels of experience. While some variance may be necessary in specific cases, the intent is to maintain equity among veteran and new teachers.

Seniority Bonuses: Each full-time teacher (excluding associate teachers) in band IV, upon reaching 25, 30, 35, 40 or 45 years of total teaching experience, will receive a cash bonus of \$5,000 at the completion of that year of service.

Do the bands stay the same? Each year, the Board of Trustees will adjust the bands to keep pace with changing economic conditions. Although not specifically pegged to an index, the annual band adjustments are intended over time to mirror increases in the cost of living.

How will faculty increases be determined each year? As before, the Board of Trustees approves an annual budget, which includes a percentage increase for faculty salaries. The increase will be distributed to faculty as determined by the Head of School in consultation with the Finance Committee of the Board of Trustees. The exception to this will be any faculty member who has attained the highest salary in his or her band. In such a case, the increase will be limited to the amount that the band itself has increased.

2019 – 2020 SALARY RANGES

Band I	0-5 years teaching experience
Minimum	\$ 55,698
Midpoint	\$ 65,722
Maximum	\$ 75,750
Band II	6-12 years teaching experience
Minimum	\$ 63,496
Midpoint	\$ 74,636
Maximum	\$ 85,775
Band III	13-19 years teaching experience
Minimum	\$ 72,409
Midpoint	\$ 84,662
Maximum	\$ 96,916

Band IV 20 or more years teaching experience

Minimum	\$ 81,321
Midpoint	\$ 95,802
Maximum	\$ 110,284 (up to 26 years)
	\$ 125,880 (up to 32 years)
	\$ 144,818 (up to 38 years)
	\$ 159,298 (up to 45 years)

5.4 Pay Schedule

Employees are paid on a semi-monthly basis on the 15th and the last day of the month, subject to holidays and variations in the calendar year. When the 15th or last day of the month falls on a weekend or bank holiday, employees are paid on the prior business day.

5.5 Direct Deposit and Electronic Pay Statements

Employees may elect to have their paychecks electronically deposited into one or more checking, savings, or money market accounts. Employees may enroll in direct deposit online through Paycom's Employee Self-Service portal at www.paycom.com and may also contact Human Resources for assistance.

Direct deposit pay statements will be available to employees in electronic form each pay period. Employees can access electronic pay statements on the Paycom's Employee Self-Service portal or the Paycom mobile app. To view electronic pay statements, please log on to ADP and go to Payroll – View Paystubs. Click on a Check number to review/download your pay statement.

5.6 Paycheck Distribution for Employees without Direct Deposit

Employees not enrolled in Direct Deposit will receive their paychecks by mail at their home address on record with the School. It is each employee's responsibility to verify that the home address is always up to date in Paycom in order to ensure that paychecks are mailed to the correct location.

5.7 Paycheck Distribution for Employees without Direct Deposit

The School is required by Federal and State law to make certain deductions from paychecks. This includes Federal and State income tax FICA contributions (social security and Medicare), State Disability Insurance, and court ordered garnishments. If at any time an employee believes that a paycheck is inaccurate, please immediately contact Calhoun's Payroll and Benefits Coordinator and Human Resources Director.

5.8 Time Payment Policy

Calhoun policy, in accordance with Federal and State Law, is that all non-exempt employees must be properly paid for all time worked and that all exempt employees must be paid on a salary basis without improper pay deductions.

To ensure compliance with our policy and the law with respect to non-exempt employees:

- Each employee is responsible for and must accurately and completely record all time worked, including the time he/she begins and ends work each day;
- Each employee responsible for time payment (approving supervisors and payroll) must maintain and report complete and accurate time payment information;
- Each supervisor is responsible for reviewing and approving time sheets to ensure that all time worked by each of his or her employees is accurately and completely recorded and reported.

Time sheets must be submitted to supervisors on a semi-monthly basis. False statements on time sheets or failure to comply with the School's time-keeping rules may lead to disciplinary action, up to and including separation from employment.

Any questions about the process for completing and submitting accurate time sheets must be directed to Human Resources.

To ensure compliance with respect to exempt employees, employees are paid on a salary basis and, in general, must be paid their full salary for any week in which they perform any work.

Deductions from pay are permissible when an employee is absent from work for one or more full days for personal reasons, sickness or disability, and has exhausted all personal and sick leaves available to him or her. Also, full salary is not required to be paid for weeks in which in employee takes unpaid leave under the Family and Medical Leave Act. In these circumstances, either partial day or full-day deductions may be made.

Improper deductions from pay are prohibited. If you believe that an improper deduction has been made to your salary, you should immediately report this information to Human Resources. Reports of improper pay deductions will be promptly investigated. If it is determined that an improper deduction has occurred, you will be promptly reimbursed for any improper deduction made.

All employees must promptly submit time records of vacation, personal, and sick days taken in Paycom's Employee Self-Service portal.

5.9 Overtime Approval

All hours worked by a non-exempt employee in excess of 40 hours per week must be approved by the employee's supervisor before the overtime is worked. Overtime charges must be reported on employee time sheets and a signature must be obtained from the department head. Employees working overtime without approval will be subject to disciplinary action.

5.10 Errors in Pay

Employees must report any payroll discrepancies immediately to the Payroll and Benefits Coordinator and Human Resources Director. If an error is made on an employee's paycheck that results in a deficit in pay, the School will rectify any error within the next two paycheck cycles.

Section 6: Employee Benefits

Calhoun offers certain health, disability, retirement savings, and other fringe benefits to its eligible employees. The following is a summary of benefits currently offered by the School. Employees should refer to the summary plan descriptions for more detailed and specific information about these plans. If information in this Handbook and/or the summary plan descriptions and/or benefits website contradicts information in the master contracts or master plan documents, the master contracts and documents shall govern.

Please note that nothing contained in the benefit plans described here should be construed to create a promise of employment or future benefits or a binding contract between the School and its employees, retirees, or their dependents. All employees remain subject to discharge or discipline to the same extent as if these plans had not been put into effect.

The School reserves the right to amend, modify, or terminate any of its employee benefit programs without prior notice. The School has the power and authority to construe and interpret the terms of the plans and to make all factual determinations in its sole discretion. Employees will be notified in writing of any changes to the plans.

Benefit plan descriptions are available from Human Resources. Employees can also use the Calhoun Employee portal to access the most current information relating to the School's benefits programs, including but not limited to: the Calhoun Benefits Guide, HIPAA Notice of Privacy Practices, Summary Annual Reports and Plan Summaries/Summaries of Benefits for the medical, dental and vision plans, and the Plan Documents for the 403(b) retirement savings plan.

6.1 Medical, Dental and Vision Coverage

A medical plan, dental plan, and vision plan are available to eligible employees and their dependents, including domestic partners*. Eligible employees are regular employees who work at least 24 hours per week or are classified as .60 FTE or greater. The School pays a significant portion of the cost of coverage, depending on the plan selected by the employee, and the employee contributes the balance through semi-monthly payroll deductions.

*Please note that according to IRS law, the employee's contributions for additional medical and/or dental coverage of a domestic partner and that person's dependent children will be deducted on an after-tax basis. In addition, the difference between the premium Calhoun pays for the employee and the premium for the Domestic Partner will be taxed to the employee as imputed income.

Insurance Type	Carrier
Medical	Oxford
Dental, Life/AD&D, LTD	Guardian
Vision	VSP

Detailed eligibility criteria are set forth in the plan document.

6.2 Pharmaceutical Coverage

Oxford provides pharmaceutical coverage through Optum-RX. Prescription drug (RX) offers three-tiered coverage. Details are available in the Benefits Brochure posted on the Faculty/Staff portal.

6.3 Waive Coverage

Employees may elect to waive medical, dental and vision coverage. The next opportunity to enroll in the medical, dental and vision plans will be the next annual open enrollment period (currently February for a coverage effective date of March 1) unless the employee experiences a life status change.

6.4 Changes to Your Healthcare Coverage & Flexible Spending Accounts

The IRS restricts when you can add coverage for a dependent or make changes to your healthcare benefits and Flexible Spending Account (FSA) elections during the year.

After new hire initial enrollment, or after annual Benefits Open Enrollment, you will only be able to change most benefits for the remainder of the calendar year if you experience a Qualified Life Status Change.

Examples of a Qualified Life Status Change include:

- Marriage, divorce or the beginning or end of a same-sex domestic partnership;
- Birth, adoption or placement for adoption or foster care;
- Death of a dependent (spouse, same-sex domestic partner, child);
- A dependent losing eligibility for coverage, such as a child reaching maximum age; or losing coverage under another plan, such as a spouse/partner losing coverage from his or her employer;
- A spouse or eligible dependent being called to military duty in the U.S. Armed Forces;
- Job promotions and/or transfers that change the benefit offerings.

If you experience a **Qualified Life Status Change**, you must contact the Payroll and Benefits Coordinator and make your changes within 30 days of the event. Please remember that, because these benefits must comply with IRS regulations, you must provide proper documentation for your change, such as a birth certificate, marriage certificate, divorce decree, COBRA notice, etc. Your benefit changes must be consistent with the nature of your Qualified Life Status Change.

6.5 Continuation of Coverage under COBRA

The Federal Consolidated Omnibus Budget Reconciliation Act (COBRA) of 1986 and NYS "Mini COBRA" requires Calhoun to provide for continuation of health insurance coverage for up to 36 months for employees and enrolled dependents who lose coverage due to voluntary or involuntary termination (other than for gross misconduct) or reduction in work hours. An employee's spouse or dependents are eligible for continuation of coverage for up to 36 months upon the employee's death, entitlement to

Medicare, or following a divorce or legal separation, or when dependent children reach the maximum age for coverage under the plan. COBRA participants are able to continue Dental and Vision coverage, as well as FSA accounts, through COBRA for up to 18 months. The employee or dependent receiving the benefit must pay the full cost of the premium, plus an administrative fee of 2%. More information about continuation of coverage can be obtained from Human Resources.

Please note that under COBRA, "qualified dependents" does not include domestic partners. Therefore, a domestic partner does not have the right to continuation of coverage. There is no federal mandate for continued coverage.

6.6 Flexible Spending Accounts

Flexible Spending Accounts allow eligible employees (who work at least 24 hours per week or are classified as .60 FTE or greater) to pay for some unreimbursed dependent care or health care expenses with pre-tax dollars. The enrollment period occurs during annual open enrollment (which is usually a 2- week period in February), but employees with eligible family status changes may enroll throughout the plan year, within 30 days of the qualified status change.

6.7 Basic Life Insurance

Benefit eligible employees (work at least 60% time) are automatically enrolled in the School's basic life insurance plan. In the event of an employee's death, a beneficiary will receive 100 percent of the employee's basic annual earnings, up to a maximum of \$50,000.

Employees must designate a beneficiary for this benefit. Workers may designate more than one primary beneficiary or choose primary and contingent beneficiaries. It is important to review beneficiary designation regularly to ensure that it is current.

6.8 Basic Accidental Death & Dismemberment (AD&D)

The School offers accidental death and dismemberment benefits. In the event of an employee's death due to an accident, a beneficiary will receive 100 percent of the employee's basic annual earnings, up to a maximum of \$50,000. This amount is paid in addition to the life insurance benefit. If an employee is in an accident and is dismembered, he/she may be eligible to receive a portion of this benefit.

Please see the Calhoun Benefits Guide for additional information. Contact the Director of Human Resources with questions or to obtain a claim form.

6.9 Retirement Savings Plan

Calhoun offers a Defined Contribution Retirement Plan (matched) under Section 403(b) of the Internal Revenue Code to all eligible employees. Calhoun provides you with the opportunity to save for retirement through the Calhoun Tax-Deferred Annuity Plan. Contributions to the school's retirement plan are deferred from federal, state and local taxes. (This plan is not tax deferred for New Jersey residents.) All employees of Calhoun who receive compensation reportable on an IRS Form W-2 are eligible to participate in the Plan, as long as the employee contributes a minimum of \$200 per year. Also,

please be aware that the law limits the amount you may defer under this and other plans in any tax year.

Employees participating in the School's retirement plan (matched) contribute an amount equal to 5% of the first \$7,800 of annual salary plus 7.5% of the annual salary in excess of \$7,800. Employees may voluntarily elect additional amounts subject to statutory limitations. The School matches the employee's plan contributions (additional contributions are not matched).

Employees beginning participation after the start of the year, contribute pro-rata amounts. There is no waiting period to enroll; employees are eligible to participate in the Plan as of the first of the month following completion of one month of service with the School.

For example:

Participating Employee's Annual Salary:			\$25,000
<i>Contribution Calculation</i>			
1 st \$7,800	\$7,800	x 5%=	\$390
Salary in excess of \$7,800	<u>\$17,20</u>	x 7 ½ %= <u>0</u>	<u>\$1,290</u>
Total	<u>\$25,00</u>	<u>0</u>	<u>\$1,680</u>

Plan Options:

- Regular Retirement (matched): 5% of the first \$7,800 and 7.5% of balance of your basic salary;
- Supplementary Retirement (unmatched): regular and supplementary contribution, combined, may equal \$18,000;
- 50+ Catch Up (unmatched): employee may contribute additional \$6,000/year;
- 15+ years of service (unmatched): employee may contribute up to \$3,000/year for five years, for total of \$15,000.

6.10 Short-Term Disability Benefits

Calhoun has obtained short-term disability insurance for eligible employees as required by state law. In addition, the School provides supplementary benefits to faculty and staff as set forth below if a non- work-related illness or injury prevents an employee from working for more than 7 consecutive days.

The school fully pays the cost of this benefit. Eligible employees receive half of their weekly wages, to a maximum of \$170 per week, for non-work related disability. Benefits accrue after five consecutive days of disability due to a non-work related illness or injury and may continue for up to 26 weeks. Benefits are paid only for continuous days of absence from work and terminate when the employee resumes work.

If an employee is covered by the School's short term disability insurance policy, the School will provide the disability payments set forth above to the employee, and request reimbursement from the insurance carrier.

A short-term disability leave must be certified by a physician or licensed health care professional with a statement identifying the nature of the disability and estimating the date when the employee will be able to return to work. If the employee cannot return on that date, another statement from a physician or licensed health care professional, with a new return date, will be required. Employees will not be able to return to work without submitting to Human Resources a note from a physician or licensed health care professional authorizing the employee's return. Please consult Human Resources for further information.

6.11 Long-Term Disability Benefits

The School maintains long-term disability insurance that covers situations in which an employee is disabled for more than 180 days as a result of a covered injury or illness. Eligible employees may receive a portion of their salary (60%), up to a monthly maximum benefit amount of \$10,000 per month. Please consult Human Resources for further information.

6.12 Workers' Compensation Insurance

Workers' Compensation Insurance, covered by Calhoun, may provide some wage replacement benefits and medical care for employees who become disabled because of injury or illness related to their jobs. Employees must report any job-related accident immediately to their supervisor and to Human Resources, where forms are available to apply for Workers' Compensation benefits. Failure to do so promptly could result in loss of benefits otherwise available.

6.13 Commuter Benefits

All regular employees are eligible to participate in the commuter benefit program, which allows employees to pay for commuting and parking expenses with pre-tax dollars.

6.14 Employee Assistance Program

Benefits eligible employees are also covered by our Employee Assistance Program (EAP), a voluntary, work-based program that offers free and confidential support to deal with personal, work, financial or family issues. EAP services can be accessed by the employee and their immediate family (spouse, domestic partner, dependent children, parents and parents-in-law).

For more information on how to access these benefits, refer to the Benefits Guide.

6.15 Health Advocate

Calhoun employees have access to Health Advocate, the nation's leading healthcare advocacy and assistance company, making healthcare easier to navigate and resolve healthcare and insurance issues, and get the right care at the right time. The advocates are healthcare experts who know the ins and outs of the healthcare system, they have extensive experience working in medical, healthcare, and/or insurance settings.

For more information on how to access these benefits, refer to the Benefits Guide.

6.16 Tuition Remission for Children of Employees

Children of full-time employees who are accepted to Calhoun through the admissions process are entitled to a 50% reduction in tuition, 3's-12th grade. Full-time employees whose children are enrolled at Calhoun may also apply for need-based aid, 3's-12th grade.

ASP-74 is free for enrolled students of full-time employees.

6.17 Access to Fitness Center

The Athletic Center's fitness facilities at 81st Street (8th floor and 8M) are available to all employees—before, during or after school—so long as the equipment is not being used by students as part of a class or practice. The Athletic Department requires that first-time users check in and have a personal orientation.

A shower in the 6th floor faculty bathroom is available for the convenience and privacy of employees who use our athletic facilities during or after the school day or who have exercised out of the building. This facility has a coded door lock and is also "lockable" from the inside. Access is for faculty and staff only. The code, which can be obtained from the 81st St. maintenance staff, must not be provided to students.

6.18 Lunch & Continental Breakfast

All Calhoun employees are entitled to free beverages, continental breakfast and lunch:

At 81st Street: The cafeteria is open from 8:00am until 2:00pm,.

At 74th Street: There is no lunch service at 74th Street; so employees are entitled to a daily lunch stipend (or they may go to 81st St. for lunch). The 2nd floor faculty lounge is stocked with coffee, tea and bagels each morning. A refrigerator and microwave oven are available for personal use.

6.19 Performing Arts Events

Employees are entitled to attend all Performing Arts Series events as well as student performances for free. Reservations, however, are required. Family members, including children, attend events for the regular (but low) ticket price, unless noted otherwise.

6.20 Professional Development Opportunities

The school encourages professional growth through a variety of activities. Many of these are open to teachers new to Calhoun as well as to those who have been at the school for a number of years.

Administrators and staff members are also encouraged to take advantage of professional development opportunities. See the Faculty/Staff portal of the website for examples of how Calhoun faculty and administrators have taken advantage of development opportunities.

Conferences/Outside Workshops: Funding of professional development classes or conferences may be available through your department/division. Consult your Division Director or the Associate Head of School for Teaching and Learning for further information.

In-school workshops: Several full and half-days are scheduled during the regular school year for the expressed purpose of professional development. Topics are set by the administration and/or faculty with discussions led by Calhoun personnel or guest speakers. Sessions have included: "Progressive Teaching," "Outdoor Education," "Science Education," "Educating Boys," "Talking about Race and Racism," "Gender" and "Reflections on Student and Teacher Work." Teachers may also use conversations with Directors, or division or department meeting times, to review recent professional development activities and make suggestions for the future.

Site visits: Teachers may use professional development afternoons to visit other schools, outside resources, museums, or possible field trip opportunities.

Network of Complementary Schools: Faculty members have the opportunity to spend up to three weeks at an independent school in another part of the U.S. For example, an English teacher went to the Urban School in San Francisco to study its multicultural curriculum.

Research Resources: Calhoun’s electronic research resources as well as the school’s library collections are available for both personal and professional purposes. The Calhoun Library routinely purchases titles and subscribes to journals to promote the professional development of staff members. The librarian is eager to receive suggestions from the School community.

6.21 Employee Referral Program

The Calhoun School recognizes the importance of recruiting dedicated, caring, diverse, and highly competent teachers, administrators and staff at all levels. Filling a vacant position is a high priority; therefore, a referral bonus may be granted to a Calhoun School employee who refers an applicant who is subsequently hired by the school.

The Calhoun School will pay an employee a cash bonus of \$100 (subject to taxes) if the person referred is hired and completes 180 days of continuous employment. In order to receive the award, the referring employee must be on the payroll full-time at the time the candidate is referred and hired. Only one referral bonus will be paid for a given hire. Employees referring applicants must inform the Director of Human Resources.

The hiring Director and/or Head of School reserve(s) the right to determine whether or not referred applicants are qualified for a designated open position. If a referred applicant is hired for a non- designated position, no award will be paid. The Calhoun School may modify or discontinue this program at any time. Should the program be discontinued, any in-process referrals will be handled on an individual basis.

6.22 Plan Contacts

Plan Type	Provider	Phone Number	Website
Medical	Oxford	800-444-6222	www.oxhp.com
Pharmacy	Optum-Rx	800-905-0201	www.oxfordhealth.com
Dental, Life/AD&D, LTD	Guardian	800-541-7846	www.guardiananytime.com
Vision	VSP	800-877-7195	www.vsp.com
HRA	Lifetime Benefit Solutions	800-327-7130	www.lifetimebenefitsolutions.com
FSA	Lifetime Benefit Solutions	800-327-7130	www.lifetimebenefitsolutions.com
EAP	WorkLifeMatters	800-386-7055	www.lbhworklife.com
403(b) Retirement Plan	TIAA	800-842-2776	www.tiaa.com
Commuting Benefits	TransitChek	866-410-2435	www.transitchek.com
Claims Assistance/Benefit Questions	Health Advocate	866-695-8622	www.healthadvocate.com

Section 7: Paid Time Off

7.1 Paid Holidays

Certain days are recognized during the school year as paid holidays for all employees. The schedule of paid holidays are listed on our Academic Calendar, which is distributed each calendar year in or around for the upcoming school year.

7.2 Paid Leave for Religious Observances

Paid leave may be granted to employees who have given reasonable notice of intention to be absent to observe, as a requirement of his or her religion, the Sabbath or any other Holy Day that falls on a workday. Employees must enter any request for days off for religious observances through Paycom's Employee Self-Service portal.

7.3 Personal Days

Full-time employees are entitled to 2 paid personal days each fiscal year. Personal days are prorated for part-time employees and employees commencing employment during the year. Personal days may be used for religious holidays or for other personal needs. The use of personal days must be approved in advance by an employee's supervisor through Paycom's Employee Self-Service portal. Unused personal days may not be carried over by employees into the next fiscal year. Employees cannot receive pay in lieu of using personal days. Upon separation of employment for any reason, employees will not be paid for any unused personal days.

Personal days may not be taken immediately before or after School holidays, unless approved by the Division Director or Supervisor.

7.4 Vacation Days

- Full-time administrators are eligible for 25 paid vacation days per fiscal year (July – June), as well as two weeks during Spring Break and 2 weeks during Winter Break.
- Full-time staff are eligible for 20 paid vacation days per fiscal year (July – June), as well as two weeks during Spring Break and two weeks during Winter Break.
- Maintenance staff members receive 20 vacation days, plus specified days off during Winter and Spring break.
- Food Service Staff members receive two weeks during Spring Break and two weeks during Winter Break.

Vacation days are prorated for part-time employees. With the approval of their supervisors, administrators and staff may defer one week of vacation to be taken at a different time during the year (either as a block or piecemeal).

Additionally, employees shall receive paid days off at the times when the building is described as "closed" on the official website calendar.

7.5 Paid Sick Days

Full-time employees, who are hired on a 12-month basis, are eligible for ten (10) paid sick days (80 hours) per year. Full-time employees, who are hired on a 10-month basis, are eligible for eight (8) paid sick days (80 hours) per year. Sick days are prorated for part-time employees and employees commencing employment during the year. Employees hired for the full school year may begin to use their paid sick leave right away. Five of the awarded sick days can be used to care of someone else, as per NYC Earned Sick and Safe Time Act. Paid sick leave must be used in half- or full-day increments.

Paid sick leave is not to be substituted for an employee's personal or vacation days. The School may require an employee to obtain a doctor's certificate to verify the need for sick leave if an employee uses sick leave for three or more work days in a row. The School may also require the employee to provide written confirmation that he or she used paid sick leave for one of the purposes described in this policy. Abuse of paid sick time, even if an employee is within the allotted number of paid sick days, will be considered grounds for disciplinary action, up to and including suspension without pay and/or termination of employment.

Employees should notify their supervisor or Division Director about the need for paid sick leave seven days in advance, if the need for leave is foreseeable, and submit the request on PAYCOM. In all other cases, the employee should notify the school as soon as it is practicable to do so. In case of illness, the employee should telephone their supervisor or Division Director as soon as practicable. Generally, this will be on the first day of illness and each successive day of illness, no later than one hour after the employee's scheduled time to report to work. An employee should call on each succeeding day of illness unless otherwise directed by the supervisor or Division Director. If an employee fails to notify their supervisor or Division Director of an absence as soon as it is practicable, the absence will be considered unexcused and the employee may not be paid for the time off. If an employee is unable to make the call personally, a family member or a friend should contact the supervisor.

Sick leave provided under this policy runs concurrently, when applicable, with leave provided under Calhoun's Family & Medical Leave Policy. The School will not retaliate against any employee based on legitimate use of sick leave under this policy. Employees have the right to file a complaint with the Department of Consumer Affairs.

In the unusual event of a serious, documented medical condition up to, but not to exceed, 10 additional days of paid sick leave may be granted, at the discretion of the Head of School for treatment and/or recovery.

In the event of separation from, or termination of, employment, an employee will not be paid for any accrued, unused sick days.

7.6 NYC Earned Sick and Safe Time Act

Employees classified as other than regular full-time and regular part-time employees, and who work a minimum of 80 hours per year, can earn up to and utilize five paid sick leave days per year in accord with the provisions of the NYC Earned Sick and Safe Time Act.

Paid sick leave accrues at the rate of one hour per 30 hours worked, up to a maximum of five days (40 hours) of paid sick leave per school year. Part-time employees begin accruing paid sick day leave on the

first date of employment and must accrue at least eight hours of paid sick leave before being eligible to use the paid sick leave. Paid sick leave must be used in half- or full-day increments.

The purpose of paid sick leave is to compensate an employee who cannot work because of mental or physical illness, injury or health condition; or need for mental diagnosis, care, or treatment of a mental or physical illness, injury or health condition; or need for preventive health care. Paid sick leave can also be used to care for a family member who meets one of the above reasons. Paid sick leave can also be used if the school is closed due to a public health emergency, or to care for an employee's child if the child's school or childcare provider has been closed by order of a public official or due to a public health emergency.

Section 8: Leaves

8.1 New York State Paid Family Leave

The School provides its covered employees with paid leave benefits in accordance with the New York State Paid Family Leave Benefits Law ("PFL"). PFL is designed to enable eligible employees to take time off from work to care for family members under circumstances as outlined below. Currently, Calhoun funds the post-tax employee payroll deduction, established annually in accordance with state law.

Employee Eligibility

An employee regularly scheduled to work at least 20 hours per week is eligible to take PFL after they have been employed by Calhoun for 26 consecutive weeks.

An employee regularly scheduled to work less than 20 hours per week is eligible to take PFL after working for Calhoun for 175 days.

Note: Time spent on paid vacation, sick and personal leaves will count towards an employee's eligibility determination, provided deductions were taken during that period of paid time off. However, time that an employee spends on NYS Disability Leave or Unpaid Leave does not count towards an employee's eligibility determination.

Qualifying Reasons for Leave Under PFL

Eligible employees may apply to take PFL for the following qualifying reasons:

1. **Caring:** To provide care for their child (regardless of age), parent (including parent-in-law), grandparent, grandchild, spouse and/or domestic partner with a "serious health condition".
 - *"Providing care"* includes: necessary physical care, emotional support, visitation, assistance in treatment, transportation, arranging for a change in care, assistance with essential daily living matters, and personal attendance services.
 - *"Serious Health Condition"* means: an illness, injury, impairment or physical or mental condition that involves either in-patient care or continuing treatment (or supervision) by a healthcare provider. Questions regarding the definition of "serious health condition" should be directed to the Human Resources Department.

- Note: Absent complications, the common cold, the flu, an earache, an upset stomach, a minor ulcer, a headache (other than a migraine), a routine dental procedure / orthodontia problem, a periodontal disease, etc., does not typically constitute a serious health condition.
2. **Bonding:** To bond with their child following the child's birth, adoption, or placement in foster care.
 - *Adoption / Placement:* PFL may be taken prior to the adoption or placement if the employee's absence is necessary for the process to proceed. PFL taken for these circumstances must be used within one year of the first day of leave or within one year of the adoption / placement, whichever is earlier.
 - *Bonding:* PFL taken to bond with the employee's newborn child must be used within the first year following the child's birth.
 3. **Preparing:** To prepare for, or attend to, a qualifying exigency arising out of a family member's military service.
 - *"Family member"*, as applied to this particular provision, shall include the employee's spouse, domestic partner, child, or parent who is currently on active duty or has been notified of an impending call to active duty in the Armed Forces of the United States.
 - *"Qualifying exigency"* shall have the same meaning and interpretation under PFL as the term is currently used under the federal Family and Medical Leave Act ("FMLA").

Questions regarding the definition or application of "qualifying exigency" should be directed to Human Resources.

PFL is not available for the employee's own disability or serious health condition.

Disability, FMLA, or a non-FMLA medical leave may be available in those circumstances. Please see the School's Short-Term Disability, FMLA, and other non-FMLA medical leave policies for additional information.

Note: PFL will run concurrently with leave under the FMLA where the reason for leave qualifies under both PFL and FMLA. In these cases, employees will be required to comply with all applicable employee requirements (e.g., application, certification, notice, etc.) under both policies. Accordingly, employees should also review and refer to the School's FMLA Policy. If an employee's need for leave qualifies under both PFL and FMLA, but the employee declines to apply for PFL benefits (despite being notified that the reason for leave is a PFL-qualifying reason), any leave taken by the employee for such reason will nevertheless be counted against the employee's PFL allotment.

Amount of PFL Leave Available

The amount of PFL time available to eligible employees will be phased-in over a period of 4 years as follows:

YEAR	# OF WEEKS OF PFL DURING 52-WEEK TIME PERIOD
2018	8 weeks
2019	10 weeks
2020	10 weeks
2021 (and beyond)	12 weeks

The 52-week time period is calculated by measuring backwards from each day for which PFL is taken. PFL may be taken in daily or weekly increments. In the event that an employee also collects New York State Disability Leave Benefits (DBL) for his/her own disability, the maximum amount of time that can be taken for both DBL and PFL can total no more than 26 weeks during a 52-week time period.

Calhoun will not permit more than one employee to use PFL to care for the same family member at the same time.

PFL Benefit Levels

Employees do not continue to receive their full pay from the School during PFL. Rather, they will receive a partial wage replacement benefit payment that will be paid directly from the School’s insurance carrier.

Benefit levels are set by state law as a percentage of the employee’s average weekly income, which will be capped as a percentage of the NY state average weekly wage. Benefit levels will be phased-in as follows:

<u>YEAR</u>	<u>Maximum % of Employee’s Average Weekly</u>	<u>Capped % of the State Average Wage Weekly Wage</u>
2018	50%	50% (capped at \$652.96)
2019	55%	55% (capped at \$746.41)
2020	60%	60%*
2021 (and beyond)	67%	67%*

*In the years following 2019, NYS will make an annual determination about the benefit cap amount that will be applied in the next calendar year (i.e., beginning January 1st).

If PFL leave spans across calendar years, the employee’s benefit amount/rate is set at the time the PFL leave begins and does not increase during the leave period.

Intermittent Leave

PFL may be taken on either a weekly or intermittent basis (i.e., separate blocks of time). Intermittent PFL must be used in full-day increments.

Employee Notice Requirements

Employees must provide the School with notice regarding the need for PFL before the start of the leave; notice should be given to Human Resources. Employees are required to provide sufficient information and notice to inform Calhoun of the qualifying event, the anticipated timing, and the duration of leave.

- If the need for PFL is foreseeable (i.e., planned medical treatments / appointments, to bond with a child, a qualifying military exigency, etc.), the employee must provide the School with at least 30 days’ advance notice, or as soon as the need for leave becomes known.
- If the need for PFL is not foreseeable because of a medical emergency, change in circumstances, or lack of advance knowledge, the employee must notify Calhoun as soon as practicable under the circumstances. It should be practicable for the employee to follow the School’s usual and

customary call-in procedure, which requires employees to notify their supervisor or Human Resources as far in advance of their scheduled start time as possible regarding their inability to report for work as scheduled.

- If an employee fails to provide 30 days' advance notice of foreseeable PFL and provides no reasonable excuse for the delay, the insurance carrier may partially deny the claim for a period of up to 30 days from the date the notice is given.
- If leave is taken on an intermittent basis, the employee must provide notice as soon as is practicable before each day taken as intermittent leave.

When the need for PFL is foreseeable, including intermittent leave, employees are encouraged to consult with their Supervisor or Division Director (as appropriate) and Human Resources regarding leave scheduling so as to minimize operational disruptions to the School.

Applying for PFL Benefits

Employees needing PFL should notify Human Resources. In order to receive income replacement benefits while on PFL, an employee must submit a claim form to Calhoun's PFL insurance carrier using the applicable Request for Paid Family Leave forms. The claim form(s) will provide details regarding the documentation that will be required to support the request for PFL benefits. These forms may be obtained from Human Resources.

Employees are responsible for timely filing their own PFL claim(s) with the School's insurance carrier. While employees have 30 days from the date PFL is taken to file the claim, employees should consider filing the claim as quickly as possible to ensure prompt payment of PFL benefits. Calhoun will not file a claim on an employee's behalf. In addition, an employee will not receive any PFL benefits until the claim has been fully submitted and approved by the insurance carrier. The insurance carrier has 18 days, from the date of submission, to make this decision.

If the leave is also FMLA-qualifying and the individual is an eligible employee under the FMLA, the employee must also apply for FMLA pursuant to the School's FMLA Policy.

An employee who is absent from work and whose PFL claim is later denied by the insurance carrier may be authorized for leave, if eligible, under Calhoun's other leave of absence policies. If the employee is not eligible under any other leave of absence policy, the employee will be required to apply any accrued, unused vacation, sick, or personal time. If the employee does not have any accrued, unused vacation, sick or personal time, the employee's absence will be unpaid.

Maintenance of Health Benefits

While an employee is out of work on an approved PFL, Calhoun will maintain the employee's health benefits as if the employee continued to be actively employed. Specifically, the School will continue to pay its portion of the group health insurance premium (where applicable) while the employee is on PFL.

The employee will be responsible for continuing to contribute his/her portion of the health insurance premium(s) and is expected to make arrangements with the Payroll & Benefits Coordinator to ensure timely payment. If payment is more than 30 days late, the employee's health insurance coverage may be dropped for the duration of PFL. Calhoun will provide 15 days' notice prior to terminating coverage.

Restoration of Benefits

An employee who returns to work at the conclusion of an approved period of PFL will be restored to the same position or to a comparable position (with comparable pay, benefits, and other terms and conditions of employment). If the employee has exhausted all weeks of available PFL and is still unable to return to work, the employee is no longer provided with any job restoration rights under PFL, unless other job protections apply (e.g., FMLA).

Appeal Rights

If an employee's request for PFL has been denied by the insurance carrier, the employee has the right to appeal the determination through an arbitration proceeding. Information regarding the appeal process is available from the insurance carrier.

Protection from Discrimination and Retaliation

Calhoun will not discriminate and/or retaliate against any employee for inquiring about, applying for, or using PFL benefits. Employees who believe they have experienced discrimination and/or retaliation should immediately notify Human Resources.

Fraud

An employee who fraudulently obtains PFL or who uses PFL in an improper manner is subject to disciplinary action, up to and including termination.

Questions

An employee who has questions concerning PFL is encouraged to contact Human Resources for more information, clarification and appropriate guidance.

8.2 Family & Medical Leave Act

In accordance with the Federal Family and Medical Leave Act (FMLA), it is the policy of the School to grant up to 12 weeks of unpaid family and medical leave during any rolling 12-month period to eligible employees, or up to 26 weeks of unpaid leave in any rolling 12-month period to care for certain family members who become seriously injured or ill during active duty in the U.S. Armed Forces. The following information below outlines the details of the school's FMLA policy:

Eligibility

To qualify for FMLA, employees must meet the following conditions:

- The employee must have worked for the School for 12 months.
- The employee must have worked at least 1,250 hours during the 12-month period prior to the request for leave to begin. Full time teachers are deemed to meet this requirement if they have been employed with the School for one academic year.

Types of Leave Covered

To qualify as FMLA leave under this policy, the employee must be taking leave for one of the reasons listed below:

- The birth of a child and in order to care for that child.
- The placement of a child for adoption or foster care and to care for the newly placed child.
- To care for a spouse/domestic partner, child, or parent with a serious health condition.
- The serious health condition of the employee.
- For a “qualifying exigency” for families of members of the National Guard or Reserves or of a regular component of the Armed Forces when the covered military member is on covered active duty or called to covered active duty.
- To care for a service member or veteran with a serious illness or injury.

“*Serious health condition*” is defined as a condition that requires inpatient care at a hospital, hospice, or residential medical care facility, including any period of incapacity or any subsequent treatment in connection with such inpatient care or a condition that requires continuing care by a licensed health care provider.

“*Qualifying exigencies*” include such matters arising out of the family member’s military service as attending military events, arranging for alternative childcare, addressing financial and legal arrangements, attending counseling sessions, spending up to 15 calendar days of time with a military member during rest and recuperation leave, and attending post-deployment reintegration briefings.

Employee Status and Benefits during Leave

While an employee is on FMLA leave, the School will continue the employee's insurance benefits during the leave period at the same level and under the same conditions as if the employee had continued to work.

If the employee chooses not to return to work for reasons other than a continued serious health condition of the employee or the employee's family member, or another circumstance beyond the employee's control, the School will require the employee to reimburse the School the amount it paid for the employee's health insurance premium during the leave period.

If leave is paid, Calhoun will continue to make payroll deductions to collect the employee's share of the premium.

If leave is unpaid, employees must continue to make their portion of the premium payment, either in person or by mail during unpaid FMLA leave.

Employee Status after Leave

Generally, an employee who takes FMLA leave will be able to return to the same position or a position with equivalent status, pay, benefits, and other employment terms. The position will be the same or one which is virtually identical in terms of pay, benefits, and working conditions. The School may choose to exempt certain key employees from this requirement and not return them to the same or similar

position. An employee who takes leave under this policy may be asked to provide a fitness for duty (FFD) clearance from the health care provider.

Use of Paid Leave

An employee who is taking FMLA leave because of the employee's own serious health condition or the serious health condition of a family member must use all paid vacation, personal, or sick leave available prior to being eligible for unpaid leave. All portions of paid leave will run concurrently with FMLA leave.

Carrier-Approved Disability Leaves

Disability leave for the birth of the child and for an employee's serious health condition, including Workers' Compensation leave (to the extent that it qualifies), will be designated as FMLA leave and will run concurrently with FMLA. For example, if an employee is approved for six weeks of pregnancy disability leave, the six weeks will be designated as FMLA leave and counted toward the employee's 12- week entitlement.

Certification for the Employee's Serious Health Condition

The School may require medical certification for the employee's or family member's serious health condition. The employee must respond to such a request within 15 days of the request or provide a reasonable explanation for the delay. Failure to provide certification may result in a denial of FMLA leave.

Certification of Qualifying Exigency or Service Member Illness

The School will require certification of the qualifying exigency or serious illness of service members. The employee must respond to such a request within 15 days of the request or provide a reasonable explanation for the delay. Failure to provide certification may result in a denial of FMLA leave.

Recertification

The School may request recertification for the serious health condition of the employee or the employee's family member every 30 days or when circumstances have changed significantly.

Procedure for Requesting FMLA Leave

All employees requesting FMLA leave must provide verbal or written notice of the need for the leave to Human Resources. When the need for the leave is foreseeable, the employee must provide the employer with at least 30 days' notice whenever possible. When the need for FMLA leave is not foreseeable, the employee must provide notice as soon as practicable.

8.3 Maternity Leave

Maternity leave for the delivery of a child is covered by New York State Short Term Disability Insurance. In general, short term disability benefits for child delivery are payable for up to six weeks for a normal delivery and up to eight weeks for a cesarean section. The School, however, has amended this coverage to supplement the amount mandated by New York State such that an employee on maternity leave will continue to receive full pay for the periods of absence as described above. Full-time employees who

have completed one full year of service are also eligible for unpaid leave of up to 12 weeks within a one- year period, as per the federal FMLA (Family Medical Leave Act).

8.4 Parental Leave

In addition to paid and unpaid leave and benefits that may be available under other School policies or plans (such as Short Term Disability, FMLA, PFL), full-time employees who are considered the secondary parent, are eligible for to five full-paid days, and are permitted to tack on two personal days for the care of a newborn, adoption or placement of a foster child. This leave must be taken within one year of the qualifying event and runs concurrently with all other applicable paid and unpaid leave.

8.5 Bereavement Leave

Full-time employees are granted up to three consecutive paid days due to the death of an immediate family member. An immediate family member is defined as a spouse, domestic partner, child, parent, grandparent or sibling of an employee, spouse or domestic partner.

At the discretion of the Head of School, full-time employees may be granted unpaid leave due to the death of someone other than immediate family members or for personal emergencies.

8.6 Faculty Unpaid Leave

An unpaid leave of absence for up to one full year will be considered for faculty who have completed five years of employment at Calhoun and whose performance is satisfactory at the time that the leave is requested. Such leave will be granted at the discretion of the Head of School. A request from the employee must be submitted, in writing, on or before January 15 of the year prior to the intended leave. A good faith effort will be made to provide reassignment at the end of the leave based on availability, student enrollment, staffing and programmatic needs. However, reassignment to the faculty member's former position, specifically, cannot be guaranteed.

By January 1 of the year of the leave, the faculty member must submit, in writing, confirmation of the desire to return to Calhoun. A letter clarifying understanding of the leave will be forthcoming at the time the leave is granted. The employee may continue medical insurance coverage at the employee's expense under the federal COBRA law. All other benefits are suspended during the leave.

8.7 Jury Duty

Employees who are summoned to serve as a juror will be paid their full salary for the duration of their service. To be paid, you must present proof of court appearance to Human Resources. Employees shall remit to Calhoun any jury pay received.

Employees must promptly notify their supervisor and Human Resources upon receipt of a notice to report for jury duty. The School may request that an employee attempt to postpone jury duty if the timing would cause a conflict with the School's operation. Upon completion of jury duty, proof of dates of service should be forwarded to Human Resources.

8.8 Time Off to Vote

On days when elections for public office (“elections for public office” includes elections for sheriff, school board, district attorney, and all primary and general elections) are scheduled throughout the state, county, or city in which the employee works, schedules will be changed as needed to ensure that work either starts at least three hours after the polls open or ends at least three hours before polls close.

Employees living in other localities or states will need to inform their supervisor in advance if they expect any conflict between their work schedule and the exercise of voting rights in any election for any public office. Supervisors will adjust schedules as needed to ensure that employees will have the opportunity to vote.

No employee will be penalized or retaliated against for requesting time off to vote.

8.9 Blood Donation Leave

In accordance with New York Labor Law, the School provides leave time to employees for the purpose of donating blood. Employees will be granted up to three hours of paid leave in any calendar year to donate blood off-premises. Employees must provide their supervisors with at least three days’ notice of their intent to take leave to give blood. Employees who take leave for off-premises blood donations must show proof of their donation activity in the form of a notice of blood donation or a good faith effort at blood donation from the blood bank, or other comparable proof.

8.10 Blood Marrow Donation Leave

In accordance with New York Labor Law, employees who need scheduled work time off to undergo a medical procedure to donate bone marrow are eligible for paid leave not to exceed 24 hours in combined length. This leave should be scheduled in advance with the employee’s supervisor. The School may require verification by a physician as to the purpose and length of each such leave requested.

8.11 Nursing Mothers’ Rights

In accordance with New York State Labor Law, the School promotes and supports breastfeeding and expressing breast milk on its premises. The School will support female employees who continue breastfeeding upon their return to work and for up to three (3) years after the birth. Employees will be permitted to take a break period or use meal time each day to express milk. The School and employee shall work together to find mutually agreeable hours of work and breaks that support the continuation of breastfeeding. To accommodate nursing mothers, a private room will be made available.

8.12 Witness and Victims Leave

In compliance with the New York Penal Code, the School recognizes an employee’s rights to unpaid time off for the following reasons, with prior notice to their immediate supervisor:

- To exercise her/his rights as a victim as provided by the Criminal Procedure Law and the Executive Law

- Consult with the District Attorney as provided in the Criminal Procedure Law
- Exercise rights as provided by law prior to appearing as a witness

Under the law, “*victims*” include the aggrieved party or the next of kin of a deceased aggrieved party; the representative or guardian of a victim; a Good Samaritan (citizen who assists in an arrest or prevents a crime); or a party pursuing an application for, or enforcement of, an order of protection under the Criminal Procedure Law or the Family Court Act.

8.13 First Responder Leave

In accordance with NYS Labor Law, Calhoun will grant unpaid leave to eligible employees who are members of volunteer fire departments or ambulance squads to provide assistance in a declared State of Emergency. Employees may use their accrued vacation/personal time if they wish to be paid for this leave. When practicable, this leave should be requested within 24 hours of the need for leave and should be scheduled in advance with the employee’s supervisor. Employees will be required to submit documentation of their volunteer status prior to the leave being approved. Upon return from this leave, the School may require a notarized statement from the Head of the fire department or ambulance squad indicating the time served performing the volunteer duties related to the State of Emergency.

8.14 Military Leave

An unpaid military leave of absence will be granted to employees who are absent from work because of service in the U.S. uniformed services in accordance with the Uniformed Services Employment and Reemployment Rights Act (USERRA). Advance notice of military service is required, unless military necessity prevents such notice or it is otherwise impossible or unreasonable.

Employees may use their accrued vacation/personal time if they wish to be paid for any part of this leave.

Benefit accruals, such as vacation, sick leave, or holiday benefits, will be suspended during the leave and will resume upon the employee’s return to active employment.

Employees on military leave for up to 30 days are required to return to work for the first regularly scheduled day’s work after the end of service, allowing reasonable travel time. Employees on longer military leave must apply for reinstatement in accordance with USERRA and all applicable state laws.

Employees returning from military leave will be placed in the position they would have attained had they remained continuously employed or a comparable one depending on the length of military service in accordance with USERRA. They will be treated as though they were continuously employed for purposes of determining benefits based on length of service.

Contact Human Resources for more information or questions about military leave.

8.15 Leave for Military Spouses

In accordance with New York law, ten (10) days of unpaid leave shall be available to any spouse of a member of the armed forces of the United States, National Guard, or reserves who has been deployed during a period of military conflict. Only employees who have worked an average of twenty (20) or more hours per week are eligible for leave. The School prohibits discrimination and/or retaliation against any employee who requests and/or takes time off under this policy.

Section 9: Campus Safety and Health

9.1 General Workplace Safety

Calhoun is committed to creating and maintaining a safe workplace. The cooperation of each of employee is required in order to prevent accidents. Thus, it is the responsibility of each employee to conduct all tasks and carry on duties in a safe and efficient manner and to maintain work areas in a clean and orderly condition free from hazards.

Employees must notify the Maintenance Department of any unsafe conditions that could lead to or contribute to an accident or of any repairs or maintenance that are required.

Employees should recognize and report any potential fire hazards, be aware of fire escape routes, and participate in fire drills. Do not block fire exits, tamper with fire extinguishers, or otherwise create fire hazards.

9.2 Work-Related Accidents

All work-related accidents, injuries, and illnesses must be reported to Human Resources as soon as possible, no matter how minor. In the event an injured party requires immediate medical assistance, it should be sought at the nursing office or through 911.

All employees must keep their emergency contact information up to date in Paycom so that the proper person may be notified in an emergency. In addition, Human Resources must be notified regarding any Workers' Compensation claim (See Section 6.9).

9.3 Emergency Closings

Faculty and staff will be notified about School closings due to inclement weather or in an emergency via the School's emergency notification system, which sends alerts to home phones, cell phones, and email addresses. Closings will also be posted on the homepage of the School website, www.calhoun.org, in the early morning on the day the School is closed.

In the event of weather conditions so severe as to make travel hazardous, a decision to close the School early is made by the Head of School.

9.4 Emergency Drills

Calhoun is required by NYS Education Law 807 to conduct a minimum of 12 total drills per academic year. A minimum of 8 drills must be conducted between September 1st and December 1st. Faculty and staff need to familiarize themselves with fire drill procedures at the beginning of the school year, be aware of any modifications that take place during the year, and participate in all drills.

Specific assignments and instructions for employees in each building are handed out at the beginning of the school year. Assignments and exit strategies are posted on every floor.

General Rules

- All adults have the responsibility for guiding students and helping to maintain proper conduct.
- All adults are equally responsible for the welfare and safety of the students.
- All adults will serve as role models.
- Classroom faculty must accompany the students out and back into the building.

Note: Students who are permanently or temporarily unable to use stairs independently will go immediately to the North stairwell and await assistance. Such students will be evacuated after the stairway is cleared. Building staff, when making a final "sweep," will inspect all North stair landings to insure that these students have safely exited.

Division Directors are responsible for maintaining a list of any and all students requiring assistance. Division Directors are also responsible for insuring that these students are familiar with this policy.

9.5 Visitors

Invited guests to the campus must be pre-registered with Campus Security and will be issued a visitor guest pass, to be work visibly throughout the entire visit. Their host must be available to greet them at reception.

Athletic Events

Coaches of the opposing team must sign in for their players upon arrival. Parents, relatives and friends of the opposing team's players must also sign in as visitors and will each receive a guest pass, which must be worn visibly throughout the entire visit.

Unfamiliar Face? Stop and Inquire

As a member of the Calhoun community, it is your right and obligation to ask for identification if someone you do not recognize is walking around the building without a visible visitor's pass. If someone you don't know appears in any area beyond the lobby without a visitor's pass, or is not accompanied by a Calhoun employee, you must:

- Ask if you can be of help
- Report the person to the security desk

9.6 School-Issued Identification Cards

All current Calhoun employees, athletic coaches, and auxiliary program staff will be issued a Calhoun ID. ID cards are expected to be displayed at all times while in the School buildings. Any employees without a Calhoun ID will be asked to check in with the front desk for a temporary ID to be issued.

At the beginning of each year, current employees will be issued color-coded stickers, stating the current school year, which must be affixed to the ID. This will validate that card for the remainder of that school year.

For 81st Street employees, ID cards will grant access to classroom floors and areas, which will be locked after regular school hours. Floor access beyond regular school hours and activities is intended for employee purposes only. ID card activity on the floors will be reviewed and monitored regularly. Any misuse of granted access via an ID card (i.e. handing off an ID to a student to access a locked floor) may result in loss of privilege and/or disciplinary action.

To account for employees during evacuation drills or in the event of a true emergency that requires students and employees to exit the building, all employees are required to swipe in and out of the buildings using the card readers posted by the main doors in each of the buildings. Swiping in and out will allow us to keep accurate records of who is in the building, in the event of an emergency. Data retrieved will only be used in the case of an emergency and is only accessible by the Director of Technology and Building Operations and the Head of School.

Employee IDs are considered Calhoun property and must be treated accordingly. Lost or stolen IDs must reported to front desk immediately so that the card can be deactivated. A new ID will be reissued accordingly.

9.7 Smoke-Free Workplace

Pursuant to applicable law and the School's intent to provide a safe and healthy work environment, smoking, vaping, and e-cigarettes are prohibited in all School buildings and on School grounds.

Employees are protected from retaliatory action or from being subjected to any adverse personnel action for exercising or attempting to exercise their rights under the smoke-free workplace policy. Any employee who believes they have been subjected to retaliatory action in violation of this policy should report such action immediately to Human Resources. The School will promptly investigate any claims of retaliatory action.

Section 10: Separation from Employment

10.1 Voluntary Resignations

As per our Employment policy, detailed in section 4.3, employees designated as "staff" are employees- at-will, which means they have the right to leave at any time and the School has the right, at any time, to change or terminate that staffer's status as an employee or the conditions of employment, for any reason, with or without cause or notice.

In the event of voluntary resignation of employment, the School requests that employees designated as "staff" provide at least two weeks' advance notice in writing.

10.2 Dismissals – Misconduct

The Head of School has the right to fire any employee for cause, without advance notice. Any employee whose conduct, actions, or performance violates or conflicts with the School's policies may be terminated from employment. The following are some examples of potential grounds for dismissal:

- Breach of trust or dishonest or fraudulent behavior
- Conviction of a felony
- Willful violation of School policy or procedure or applicable law or regulation
- Falsification of School records
- Misuse of School funds or property
- Gross negligence
- Incompetence
- Unprofessional behavior
- Insubordination or lack of cooperation
- Violation of Policy Prohibiting Discrimination, Harassment, and Retaliation
- Undue and unauthorized absence from duty during regularly scheduled work hours
- Larceny or unauthorized possession of, or the use of, property belonging to any co-worker, visitor, or student of the School
- Bringing or possessing weapons or any other hazardous or dangerous devices on School property without proper authorization
- Violence, insults, or threats of violence
- Excessive absenteeism or lateness
- Marring, defacing, or other willful destruction of any supplies, equipment, or property of the School
- Fighting or serious breach of acceptable behavior
- Possession of any illegal drug, alcohol, or controlled substance while on School property or working under the influence of alcohol, narcotics, unauthorized drugs, or other intoxicants
- Gambling
- Violation of the School's Confidentiality or Conflicts of Interest Policy
- Actions detrimental to the best interests of the School
- Failure to observe appropriate boundaries with students and families
- Conduct inconsistent with the School's policies, procedures, and values

This list is intended to be representative of the types of activities that may result in disciplinary action. It is not exhaustive and is not intended to be comprehensive.

10.3 Notice & Compensatory Pay

An employee terminated without cause, with at least one year of service, may receive two weeks' notice of dismissal. In lieu of notice, the School, at its option, may give two weeks compensatory pay.

10.4 Severance Pay

An employee, to whom reemployment is not offered, with more than five years of service, is entitled to severance pay equal to two weeks current pay for each year of service beyond the fifth year. Severance pay shall be limited to a maximum of \$10,000 per employee. Any employee discharged for cause shall not be entitled to severance pay. Prior to the payment of any amount of severance, the employee shall execute a general release in favor of the School.

10.5 Return of School Property

Upon termination or resignation, employees must return their school-issued ID cards, keys, equipment (e.g., laptop computers and electronic devices), records, files, supplies, or any other School property to their supervisor, Division Director or Human Resources.

10.6 Final Paycheck and Continuation of Benefits

Employees who terminate employment with the School will receive (i) their final paycheck and (ii) a notice of rights with respect to continuation of group health insurance coverage for a limited period of time (COBRA) in accord with applicable law.

**The Calhoun School
Sexual Harassment Complaint Form**

New York State Labor Law requires all employers to adopt a sexual harassment prevention policy that includes a complaint form to report alleged incidents of sexual harassment.

If you believe that you have been subjected to sexual harassment, you are encouraged to complete this form and submit it to Jessica Rodriguez, Director of Human Resources by emailing your complaint form to jessica.rodriguez@calhoun.org, faxing it to the secure HR fax at 212-497-6566 or placing it in her school mailbox in a sealed envelope. **You will not be retaliated against for filing a complaint.**

If you are more comfortable reporting verbally or in another manner, the form will be completed on your behalf, you will be provided with a copy and The Calhoun School will follow our sexual harassment prevention policy by investigating the claims as outlined at the end of this form.

For additional resources, visit:

ny.gov/programs/combating-sexual-harassment-workplace COMPLAINANT INFORMATION

Name:

Work Address:

Work Phone:

Job Title:

Email:

Select Preferred
Communication
Method:

Email

Phone

In person

SUPERVISORY INFORMATION

Immediate Supervisor's Name:

Title:

Work Phone:

Work Address:

COMPLAINT INFORMATION

1. Your complaint of Sexual Harassment is made

against: Name:

Title:

Work Address:

Work Phone:

Relationship

to you:

Supervisor

Subordinate

Co-Worker

Other

2. Please describe what happened and how it is affecting you and your work. Please use additional sheets of paper if necessary and attach any relevant documents or evidence.

3. Date(s) sexual harassment occurred:

Is the sexual harassment continuing? Yes No

4. Please list the name and contact information of any witnesses or individuals who may have information related to your complaint:

The last question is optional, but may help the investigation.

5. Have you previously complained or provided information (verbal or written) about related incidents? If yes, when and to whom did you complain or provide information?

If you have retained legal counsel and would like us to work with them, please provide their contact information.

Signature: _____

Date: _____