WINNING WORKPLACES
BETTER FOR PEOPLE | BETTER FOR BUSINESS ™

WINNING WORKPLACES TOOL KITS

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WINNING WORKPLACES TOOL KITS

Why Create a "Winning Workplace?"

In our view, there are three reasons why you should seek to create a "winning workplace". First, it will improve the profitability and growth of your business. Organizations that are viewed as good places to work consistently outperform and achieve significantly higher rates of growth, than organizations that are not. For example, one study revealed that over a seven-year period, the stock price of companies on *Fortune* Magazine's list of the "100 Best Companies to Work for in America" outperformed that of the Standard & Poor's 500 by over 430 percent. These studies demonstrate that employees of winning workplaces feel significantly more invested in, and committed to, their work and their employer. As a result, they: (a) work longer, harder, and more effectively; (b) are absent from work less; and (c) display less turnover than in organizations that are not seen as good places to work.

Second, creating a great workplace is one of the most important things you can do to enhance the psychological and emotional well-being of your employees. Like you, your employees spend more time at work than they do in any other activity or endeavor. If you can create a workplace environment in which your employees feel trusted, valued, and respected, you have the chance to significantly enhance the overall quality of their lives. Indeed, studies show that in good workplaces, employees report feeling happier, experiencing less stress, and feeling better about themselves than in organizations that are not good places to work.

Finally, creating a great workplace pays dividends for society as well. For example, by creating an environment in which employees become more productive, organizations that develop great workplaces become more profitable, thereby contributing to economic growth. Indeed, as a recent Gallup study found, increasing employee engagement by just 5 percent through good workplace practices would result in a productivity gain to the U.S. economy of over $79 billion per year. In addition, creating great workplaces helps spur community and economic development. For example, as businesses become more profitable, they are more likely to retain and create jobs, thereby strengthening the revenue base of communities, and providing residents with employment. Companies that are more profitable are also significantly more likely to support local charitable and philanthropic causes than those that are struggling.

For all of these reasons, we believe that creating a winning workplace is good for business, good for people, and good for society. We applaud you in your efforts to create such a workplace in your organization.

How to Use This Book

The Tool Kits in this book are designed to provide easy-to-implement and affordable ideas that help you make your organization a great place to work. Each Tool Kit is a step-by-step guide to developing and implementing a particular workplace practice or program. Any organization can enhance its workplace by using the Tool Kits in this book.

Research demonstrates that there are six essential attributes, or "Building Blocks," of a great workplace. These are: (1) Trust, Respect & Fairness; (2) Open Communication; (3) Rewards & Recognition; (4) Teamwork & Involvement; (5) Learning & Development; and (6) Work/Life Balance. Each of the Tool Kits in this book supports at least one of these Building Blocks, and most support several, since good workplace practices often result in multiple benefits. The Tool Kit Grid which follows this Introduction outlines the relationships between particular Tool Kits and the Building Blocks they support. The grid also gives you an idea of the relative cost of implementing different practices or programs covered by the Tool Kits.

There are a number of ways to use the Tool Kits:

- First, before adopting new practices or offering new programs, you may want to conduct an assessment of your organization to determine the areas in which your workplace is strong or needs improvement. The best way to do this is to ask your employees what they think, and how they feel about, working at your organization. Winning Workplaces can help you gather that data through our Employee Opinion Survey or by conducting focus groups or interviews with your employees. Our survey is designed around the six Building Blocks, and the results can help you direct your efforts and identify the Tool Kits and programs that will be most helpful to you.

- If you feel you have a sense of the relative strengths and weaknesses of your workplace, and want to enhance a particular Building Block or two, review all of the Tool Kits that support that Building Block and select one or two that would work best in your organization.

- You may use the Tool Kits to spur your own thinking and creativity. Find a Tool Kit that interests you or looks like a good idea and modify or adapt it for your unique needs. Perhaps a Tool Kit will trigger an idea for another related program that would work well in your organization.

It is important to note that no single program or practice will by itself change an organization's culture, and no single Tool Kit will by itself create a "winning workplace." The most effective strategy for creating a great workplace is to develop a series of good workplace practices that complement and reinforce either other, and to consistently follow those practices over time.

Several principles of organizational behavior may help you as you consider which practices and programs you may wish to implement:

- Any ideas for programs and practices, including those reflected in the Tool Kits, should be modified to fit the unique culture, priorities, and budget of your organization. What might work in one organization may not work as well in another.

- Employees who participate in creating change are more willing to embrace it. Thus, engaging a group of employees to help determine which programs might be most effective, and to develop plans for their implementation, will maximize the likelihood that changes will be well-received.

- Even a series of programs offered without a foundation of the core Building Block of Trust, Respect, and Fairness will not result in creating a great workplace.

Finally, it is important to note that building a great organization takes time. But developing good workplace practices, and implementing them consistently, is an investment in the future of your organization, and one which will pay off handsomely in terms of increased profitability, growth and effectiveness.

We wish you the best of luck in your efforts to build a winning workplace. Please let us know if we can help.

This set of Tool Kits was created by Winning Workplaces, a non-profit consulting and training firm that helps small and midsize organizations to improve their competitive advantage by adopting workplace practices that increase employee commitment, performance, and retention.

Winning Workplaces was founded in 2001 by the Lehman family, former co-owners of Fel-Pro Incorporated, a manufacturer of automotive parts in Skokie, Illinois. Fel-Pro was nationally recognized for its innovative and progressive people practices, and in 1998, ranked 4th on *Fortune* magazine's list of the "100 Best Companies to Work for in America." After selling Fel-Pro in 1998, the Lehman family founded Winning Workplaces to help other small and midsize organizations to realize the benefits of progressive workplace practices.

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Tool Kits

Program/Tool	Trust, Respect & Fairness *	Open Communications	Rewards & Recognition	Learning & Development	Teamwork & Involvement	Work/Life Balance	Cost to Company
Adoption Benefit						X	$ to $$
Automotive Services Program						X	¢
Bulletin Boards, Signs & Graphics		X	X	X	X		¢ to $
Chair Massage Program			X			X	¢ to $
College Counseling Program				X		X	$ to $$
Company Magazine		X	X	X	X		$ to $$
Company Social Events					X	X	¢ to $
Computer Financial Assistance Program				X		X	$
Concierge Service						X	¢ to $
Creating a Company Intranet		X					¢ to $
Creating a Diverse Workplace Culture	X						¢
Departmental Lunches, Pizza Parties, Brown Bags & Quality Lunches		X	X	X	X		¢
Dependent Scholarship Program						X	$ to $$
Educational Awards Program			X	X			$
Eldercare Assistance Program						X	¢ to $
Emergency Caregiver Program						X	¢ to $
Employee Development & Job Training Program	X			X			$ to $$
Employee Forum	X	X		X	X		¢
Employee Handbook	X	X			X		¢
Employee-Sponsored Community Support					X		¢ to $
Financial Seminars				X		X	¢ to $
Flexible & Seasonal Work Schedules	X					X	¢
Geting Started: Putting Basic Employee Benefits In Place			X			X	$$
Legal Counseling						X	$
Matching Gifts Program					X	X	$

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Tool Kits

Program/Tool	Trust, Respect & Fairness *	Open Communications	Rewards & Recognition	Learning & Development	Teamwork & Involvement	Work/Life Balance	Cost to Company
Newborn / Adoption Gift						X	¢ to $
Offsite Childcare Options	X					X	¢ to $
Orientation & Welcome for New Employees		X		X	X		¢
Patent Awards			X	X	X		¢ to $
Prenatal Counseling Program						X	$
Quarterly Employee Meetings	X	X	X	X	X		¢
Recreation Area					X	X	$ to $$$
Retirement Planning & Counseling						X	¢
Safety Awards & Meetings	X	X	X	X	X		¢ to $
Seasonal Gifts Program	X		X			X	$
Service Awards	X		X				¢ to $
Summer Day Camp						X	$ to $$
Tax Preparation Program						X	$
Time Off to Volunteer Program					X		¢ to $
Transportation to Work Program						X	¢ to $
Tuition Assistance				X		X	$ to $$
Tutoring Services Program						X	$
Vacation Purchase Program	X				X	X	¢
Volunteer Day					X	X	¢
Wedding Gift Program						X	¢ to $
Wellness / Fitness Program					X	X	¢to $$
Work Clothes Program					X	X	¢ to $

* Trust, respect & fairness result from a combination of the other 5 elements so programs to improve your workplace in any of the other 5 areas will help you to build this important part of the workplace culture.

TRUST, RESPECT & FAIRNESS

Trust, Respect & Fairness is the first Building Block of a Winning Workplaces organization. It reflects fundamental values and is embodied in how people interact with one another, how they feel about the work that they do, and how much of their energy, motivation and focus they commit to their jobs. This core value will be strengthened by implementing any of the Tool Kits or any other employee-focused programs that you might offer within your organization.

How do you demonstrate the underlying values of the Trust, Respect & Fairness Building Block? Here are some ideas:

- Treat people equitably.
- Embrace diversity of ideas, gender and ethnicity.
- Provide equal opportunity for all employees.
- Promote the most qualified employees.
- Show employees that you believe that they come to work with the desire to do the best job that they can.
- Engage employees in the business, ask for ideas and opinions when appropriate, and communicate the reasons behind business decisions openly and honestly.

What practices or policies can you put in place to support these values? The basic policies of your organization and how you carry them out set the tone and tell employees whether your workplace really embodies Trust, Respect & Fairness. Methods of infusing Trust, Respect & Fairness in your workplace include:

- The contents of the employee handbook and how it is used.
- A performance management system.
- Practices for recruiting and hiring new employees.
- An orientation/welcome for new employees.
- An approach to flexible and seasonal work schedules.
- Basic employee benefits, such as health insurance, etc.

These tools create a framework for operating, communicating and decision-making. They map out the field of play and the rules of the game so that all can participate equitably. They put processes in place to assure that employees have equal opportunity to be successful, grow and achieve in their work. They define the company's commitment to employees and what it expects of its workers.

CREATING A DIVERSE WORKPLACE CULTURE SM

WHAT is Diversity?

We live in a more diverse society than ever before with varied cultures, ideas, and experiences. With such a large and varied talent pool and market for products and services, it is now more important than ever to promote diversity in the workplace.

The Diversity Task Force defines diversity as: "…[I]nclud[ing] all characteristics and experiences that define each of us as an individual. Diversity includes the entire spectrum of primary dimensions of an individual, including race, ethnicity, gender, age, religion, disability and sexual orientation. Secondary dimensions commonly include communication style, work style, organizational role/level, economic status, and geographic origin. It is a simple fact that each of us possesses unique qualities along with each of these dimensions. …When recognized and valued, diversity enhances individual productivity, organizational effectiveness, and sustained competitiveness."[1]

A diverse workplace recognizes and values multiple personal and work experiences. For example, diversity may include balancing the employee population to include workers that are experienced in different industries with those who have worked at the same company for their entire careers. In another example, valuing diversity can provide equal opportunity to employees based on their contribution to the organization rather than educational background or prior experience. Regardless of the differences in experience, a diverse workplace values the contributions of all employees and provides equal opportunity for growth and development and is part of what makes a workplace great.

[1] U.S. Department of Commerce and the National Partnership for Reinventing Government, Diversity Task Force, "Best Practices in Achieving Workforce Diversity," 2000, pg. 3.

Diversity in appearance, culture and sexual orientation is common in today's society and a workplace that reflects society welcomes that diversity in the workplace. A key to the success of a company is not only to have a diverse workforce but to have an environment where diversity is accepted and respected. According to the Equal Employment Opportunity Commission (EEOC), ethnic minorities make up 29 percent of the workforce and women make up 47 percent of the workforce.

WHY invest in a Diverse workplace?

A diverse workplace that seeks to be inclusive and makes full use of the contributions of all employees is good business that yields greater productivity and competitive advantage. Such a setting fosters creative ideas, engages the capabilities of a broader talent pool, and can be more responsive to the realities of an ever-changing marketplace.

Companies that successfully hire a diverse workforce and create an environment where diversity is valued are able to recruit the best and brightest candidates because diversity is a differentiating tool for recruiting. In an inclusive work environment, employees are confident that their perspectives and ideas have merit, and bring their best creative capabilities to innovation and problem solving in the workplace.

Ultimately, having a diverse workforce allows a company to connect better with its customers and the larger community in which it operates. A diverse workforce can best respond to customers in a diverse culture, and an environment that values employee contribution is more likely to be happy and productive. Studies have shown that companies with a satisfied workforce have stronger financial performance because they have greater employee retention and are able to develop stronger customer relationships.

In addition, a workforce that mirrors the diverse background of its customers will have a greater chance of understanding the products and services that customers demand. This strong customer awareness will drive growth and allow the company to attract and retain new customers.

A HISTORIC perspective

Affirmative action policies to increase diversity in the workplace were established through the Equal Employment Act by the U. S. government in the 1960s as a result of the Civil Rights movement. In response to a long history of discriminatory practices, federal contractors began to be required to recruit, hire, train and promote qualified candidates of previously excluded demographics. These include ethnic, gender, religious, age, and other protected groups such as people with disabilities.

To ensure compliance with the Equal Employment Act, the government created the EEOC. Companies with more than 50 employees that are government contractors should review and comply with the requirements to enact an Affirmative Action Plan with the Office of Federal Contract Compliance Programs (OFCCP). The plan establishes diversity targets for hiring and promoting minority group members within the company.

In addition, the EEOC has a small business initiative to assist small businesses with implementing programs to promote diversity and ensure their compliance with the Equal Employment Act. Please note the link to the EEOC's Web site at the end of this Tool Kit.

As a result of these initiatives, most workplaces in the United States, both government contractors and others, have some degree of racial and ethnic diversity in their populations. Few workplaces have taken optimal advantage of that diversity, however.

HOW do we improve diversity in our workplace?

What types of programs can I implement?

There are several effective methods for making a workplace more welcoming to a diverse employee population. They include:

- Gather data from employees to understand how they perceive your organization's culture with regard to valuing and maximizing the benefits of diversity in your workplace.
- Hold Diversity Workshops to educate and train employees on differences between employees and how to improve awareness.
- Recognize different religions and cultures through floating holidays which allow people to choose when to use the holiday.
- Sponsor potluck lunches inviting employees to bring food that reflects their heritage.
- Establish a hotline number for workers to call anonymously if they are subjected to harassment in the workplace or want to report any type of discrimination.
- Support minority initiatives and charities. For example, a company can sponsor an event such as a job fair held by a minority organization or a race benefiting people with disabilities.

Cost to Implement

The costs for each initiative can vary based on the size of the company and the extent that the company needs to bring in outside experts:

- To gather data about the current state of the organization, leadership would need to solicit input from employees. There are several tools that could be used including focus groups, surveys, or committees. These methods are most valuable when employees are comfortable communicating their ideas openly, and engaging a third party in gathering the information enhances its value. The associated cost would include both consulting or survey expenses and the time that employees would spend on this process.

- The cost of a diversity workshop would include the charges of a consultant or extra time for human resources employees and managers. In addition, there would be the time spent preparing the presentation and materials.
- For floating holidays, the company would incur the cost of one day's pay per employee (unless it substitutes for an existing holiday).
- The cost of a pot-luck lunch would be negligible because employees would each bring in their own dish.
- The cost of a hotline number would include the set-up expenditures with a 3rd party to establish the line and monitor the calls, and the time spent by an HR person to follow up on any issues raised by the calls.
- Lastly, the costs of sponsorships and donations would vary based on how much the company wanted to donate. In addition, the company would be able to deduct some of this on their taxes.

Other elements such as improved communication regarding diversity issues, listening to others regardless of their backgrounds and marketing towards diverse demographics can be implemented without any direct costs once training has been implemented.

Although some of these costs may be high, they are lower than the potential costs of NOT having a diversity plan. Besides lost market share, companies that are required to have Affirmative Action plans and do not risk fines from the federal government. Also companies that do not have a diverse workplace have a greater chance of being sued by employees who are treated unfairly as a result of a lack of tolerance in the workplace.

Implementation

Introducing a diversity initiative can be a big task. However, these suggestions can simplify the process and make it more effective:

- Form a diversity taskforce that is representative of the employee population to communicate and spearhead diversity initiatives throughout the organization.
- Bring in a diversity counselor to assist with diversity training if the expertise is not already available in the organization.
- Create and maintain open channels of communication with employees at the launch of the diversity initiative and throughout the process.
- Articulate the desired outcome through desired goals. For example, a numerical goal could be to assure minority representation in all functional areas and organizational levels.

Feedback

It is important to have a communication mechanism in place for employees who are discriminated against or want to discuss any issues related to diversity. Some examples include:

- An anonymous hotline number
- A mediator
- An ongoing diversity forum
- A periodic diversity survey and a program for implemented survey results.

Other Resources

American Institute for Managing Diversity: http://www.aimd.org/
Diversity Central: http://www.diversityhotwire.com/
Diversity Database, University of Maryland:
http://www.inform.umd.edu/EdRes/Topic/Diversity/
Equal Employment Opportunity Commission: http://www.eeoc.gov/
Multicultural E-Business Solutions: http://www.div2000.com
Society for Human Resources Management: http://shrm.org/diversity/
Workforce Diversity Office: http://www.lbl.gov/Workplace/WFDO/what.html

***Note**: The above description on Creating A Diverse Workplace Culture is not intended to be all-inclusive. There are many ways to set up such a program. These are guidelines that represent how some companies have done it successfully.*

EMPLOYEE HANDBOOK℠

WHAT is an Employee Handbook?

An Employee Handbook is a statement of a company's policies; a description of company practices regarding such things as employment and pay; and an outline of company benefits, work hours and time off. In short, it clarifies what an employee can expect of the employer and states what the employer expects of the employee.

WHY have an Employee Handbook?

There are three primary reasons why preparing and distributing an employee handbook is good business:

- A handbook clarifies many of the informal policies that evolve over time in an organization and provides new employees with a primer for "how things work."
- It can guard against misunderstandings and provide a means of communicating information that employers are legally responsible for sharing with employees.
- An Employee Handbook formalizes the employer/employee relationship and provides both parties with a shared understanding of expectations and roles.

HOW do you develop and produce an Employee Handbook?

Cost to Implement

The costs associated with providing an Employee Handbook include:

- Preparation of the document. While this requires a time commitment, it is limited to the writing and editing of the handbook. The first time a handbook is produced requires the most time; subsequent revisions are usually less demanding.
- Printing the handbooks. Printing costs can be costly or modest, depending on the format that you choose. Because handbooks must be updated at least every two years, we recommend that the books be prepared at the lowest reasonable cost and bound in a workbook format.

Determining Content and Policy

Determining which topics to include and identifying the policies that you wish to formalize should involve input from both employees and management. Employees will tell you of policies that are confusing or misunderstood, and they will suggest new approaches to issues that can be both valuable and creative. The organization's leaders must be involved because the handbook articulates the values and priorities of the organization. Thus, the first step is to determine who will participate in preparing the Employee Handbook. A common approach is to gather data from the organization in a survey or focus groups, and assign a writer to work with key organizational leaders to develop the resulting document.

A useful approach is to engage the management team in the following three steps:

1. The Identification of topics to be covered, a process that includes clarification and an initial discussion of policies.
2. A review of initial decisions and a discussion of policies that need further consideration or are not as yet clearly articulated.
3. An editorial review of the draft copy of the handbook.

! ***Attention*:** Because this document is a formal policy statement for the organization, it must be reviewed by counsel to ensure that it represents the organization as it wishes to be represented.

Identifying Topics

There are a number of resources that can help you define a list of issues that you may wish to include. The following offers one possible approach:

Introduction

Welcome
History
Organization Chart
Company Mission, Vision, values
Purpose of the Handbook
Employment at Will

Employment Policies and Procedures

Employment Relations Policy and Objectives
Equal Employment Opportunity
Hiring
Orientation Period
Employment Definitions
Legal Work Status
Harassment
Health Examinations
Employees with Disabilities
Employee Performance
Transfer
Promotion
Job Posting
Layoff and Recall
Resignations
Termination/Dismissal
Exit Interview
Employment References
Complaint Procedure
Personal Leaves of absence
Family and Medical Leaves of Absence

Work Hours and Pay

Workweek
Payday
Overtime/Overtime pay
Time Records
Meal and Rest Periods
Payroll Deductions

Employee Benefits

Employee Benefits
Vacation
Holidays
Insurance Benefits
Profit Sharing/Retirement Plan
Military Service Leaves
Jury Duty
Training and Development
Any other company-funded benefits

Reimbursement of Expenses

Travel
Automobile
Business Entertaining
Meals Reimbursement
Clubs/Civic Organizations
Trade/Professional Associations

Employee Responsibilities

What the company expects from employees
Attendance/Punctuality
Short-term absences
Leaves of Absence
Honesty
Behavior of Employees
Quality
Personal Appearance
Customer Relations
Communication Systems Guidelines – Telephone and Computer
Conflicts of Interest
Confidentiality
Disciplinary Procedures
Drugs, Narcotics Alcohol
Smoking
Personnel Records
Care of Company Tools and Equipment
Holding other jobs
Safety Rules

This listing is not intended to offer a complete inventory of the issues that can or should be included in your organization's Employee Handbook. Rather, it is designed to give you a place to start to identify the elements that you may wish to address in such a document. Each unique organization will have issues of particular concern and items that are crucial to a complete handbook.

Other Resources

Other resources that you may also find helpful include:

- The Society of Human Resources Management (SHRM): www.shrm.org
- Employee handbooks for many state governments can be found on the Internet where they are publicly posted, and they can serve as models.
- Books available for purchase include: How to Develop an Employee Handbook, Joseph Lawson; A Company Policy & Personnel Workbook, by Ardella R. Ramey, Carl J. Sniffen and Carl R. Sniffen.

!

***Attention*:** Legal requirements differ from state to state and change frequently. It is important to have your Employee Handbook carefully reviewed for compliance and be reviewed annually to be certain that the commitments that employers and employees make through the handbook are up to date.

Introducing and Distributing the Employee Handbook

Introducing an Employee Handbook provides an excellent opportunity to meet with employees. Such a meeting would include:

- A discussion of why it is a valuable tool.
- An overview of the contents, with particular focus on any policies that may be new or may have been ambiguous in the past and have been clarified.
- A discussion of who to take questions or problems to in the organization.
- Plenty of time for discussion and answering questions.

!

Attention: It is very important that the Employee Handbook not be construed as an employment contract. This can be avoided by including: A disclaimer in the introduction of the handbook and a second disclaimer statement included on an acknowledgement/receipt page of the handbook that is signed by the employee. The signature acknowledges receipt of the handbook, an understanding of its contents, and awareness that it does not constitute a contact.

For new employees, a discussion of the Employee Handbook and its contents is a very helpful component of an orientation program. New employees can be asked to sign the acknowledgement form once they have reviewed the handbook.

Note: *The above description of how to create an Employee Handbook is not intended to be all-inclusive. There are many ways to set up such a program. These are guidelines that represent how some companies have done it successfully.*

FLEXIBLE & SEASONAL WORK SCHEDULES SM

WHAT are Flexible & Seasonal Work Schedules?

Flexible and Seasonal Work Schedules are employee benefits such as telecommuting, condensed work weeks and flexible work hours. These benefits offer employees the opportunity to better manage their personal life and still ensure that their job responsibilities are met. Telecommuting is a work arrangement where the employee works at home or another off-site location. Flextime schedules permit employees to work alternative schedules rather than the traditional 8 to 5 schedule or work more during peak business periods. The three types of flextime schedules are:

Peak-hour flextime: Daily work hours are shifted while still working an eight-hour day. For instance, instead of a normal 8-5 day, an employee could work from 7-4.

Adjusted lunch period: Allows employees to adjust the length of their lunch period, while still working an eight hour day. An employee can take a minimum of 30 minutes and a maximum of two hours for lunch. For example, an employee may take lunch from 11-1 to go to the gym each day, and leave work at 6:00 rather than 5:00.

Compressed work week: An employee works a full 40 hour week in less than five days in order to receive an extra day off. For example, an employee may work four 10 hour days.

Lastly, seasonal hours may be used when the workload varies significantly throughout the year. For example, a company that performs tax work may have a greater workload during the spring prior to the tax deadline than in the summertime. As a result, they could permit employees to have Fridays off during the summer.

WHY have Flexible & Seasonal Work Schedules?

Flexible and seasonal work schedules offer employees the opportunity to balance their personal commitments around work. As a result, employees will feel less stress because they have more control of their work environment and have the ability to take time for personal or family matters. This can lead to greater productivity at work because employees feel less burdened. Because workplace flexibility allows employees to have more control over their work, they can contribute to a more equal partnership in the enterprise, which enhances both motivation and loyalty.

HOW do we establish Flexible & Seasonal Work Schedule benefits?

Cost to Implement

The only direct costs of these benefits are administrative. These include the costs of tracking the work hours and establishing a policy. Most of these costs are upfront and small compared to the potential benefit of increased productivity from employees. Any worker's compensation and liability insurance mandated by state statutes still apply if an employee is working at an alternative location, such as when telecommuting, so there should be no additional insurance costs.

Liability

Occupational Safety and Health (OSHA) requirements, worker's compensation, and ergonomics are all important issues for telecommuting. OSHA has not drafted specific guidelines for telecommuters. However, employers are still responsible for encouraging safe work conditions and practices. OSHA record-keeping requirements do apply. For more information please contact OSHA or visit their Web site: http://www.osha.gov.

Worker's compensation is not always clear cut. Specific regulations involving telecommuting have not yet been developed. However, a company should plan ahead by establishing control measures such as setting guidelines to determine when an injury at home is work-related, defining a specific home working area, equipping the area with specific equipment and furniture and lastly reserving the right to inspect the work area for safety.

Ergonomics is an important issue for telecommuting because telecommuters typically use computers at home. A company should provide guidelines to users to ensure employees' computers and workstations are ergonomically correct to reduce the risk of injury.

Eligibility

Eligibility for telecommuting should be based on job responsibilities, nature of the work and background of the employee.

Candidates should demonstrate the following characteristics:

- Proven ability to perform.
- No disciplinary action.
- Ability to establish clear objectives.
- Flexibility.
- Ability to work independently.
- Dependability.

Jobs that can be completed alone or via the telephone or computer are easier to perform outside of the workplace. Employees interested in telecommuting should meet with their supervisor and define objectives and establish measurable goals to determine if telecommuting is the right option.

> ! ***Attention***: For employees who use portable computers, access via the company network should be restricted to necessary programs and documents. In addition, ensure employees are using a secure network to prevent unauthorized access to the organization.

Alternatives such as flextime and seasonal hours can be implemented after exploring employees' desired hours and balancing this with the workload to ensure ample employee coverage during peak hours. For example, if there are employees who had would rather work 7 to 4 and the business is open until six, there must be adequate support to cover the last two hours of work.

Administration

Choose an administrative coordinator to manage telecommuting and flextime schedules. This person will be responsible for:

- Tracking employee schedules.
- Contact numbers for employees who are telecommuting.

In addition, the employee's supervisor should be aware of schedules and work goals. One suggestion is to place the flextime schedules in a central location so that all employees are aware of who is covering department services. It is ultimately the responsibility of the supervisor to verify and ensure performance of employees with flextime schedules.

> ! ***Attention***: Demonstrating the trust in employees to introduce flextime scheduling is a significant commitment on the part of an organization and one with great payoff. Because flexible scheduling can represent a significant change in managing work, supervisors must be comfortable with this flexibility and may need training and coaching to ensure that the practice is implemented consistently in the organization.

Documents

Some of the forms which may be necessary to administer a flextime benefits program are:

- A form for employees to suggest hours.
- A policy Statement outlining the guidelines of the program.

- An acknowledgement form for employees to sign after the reading the policy statement.
- A schedule of hours.
- Insurance waivers.
- A feedback form.

Feedback

Follow up with both employees and supervisors to determine the success of the program through feedback forms and employee evaluations:

- Are work objectives and goals being met?
- Were the objectives and goals reasonable?
- Was the work assigned within your capabilities?
- Are employees able to communicate effectively with others who are telecommuting?
- Are customer service goals met?

Other Resources Online

Gil Gordon's Telecommuting Tools:
www.gilgordon.com/telecommuting/index.htm

International Telework Association and Council: www.telecommute.org

June Langhoff's Telecommuting Center: www.langhoff.com

Techweb: www.techweb.com/tech/mobile/20020415_mobile

Work Life Alliance:
www.worklifealliance.org/policies/family/work/telecommute.cfm

Work Options: http://workoptions.com

***Note**: The above instructions on facilitating Flexible & Seasonal Work Schedules are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

FLEXTIME SCHEDULE SM

(SAMPLE)

Employee Name	Monday	Tuesday	Wednesday	Thursday	Friday
Employee 1	7:00-4:00	7:00-4:00	7:00-4:00	7:00-4:00	7:00-4:00
Employee 2	8:00-6:00	8:00-6:00	8:00-6:00	8:00-6:00	8:00-12:00
Employee 3	9:00-6:00	9:00-6:00	9:00-6:00	9:00-6:00	9:00-6:00
Employee 4					
Employee 5					
Employee 6					
Employee 7					

FLEXTIME SCHEDULING GUIDELINES & PROCEDURES SM

(SAMPLE)

I. Objective

To improve employee work-life balance by providing them with greater flexibility in scheduling their work hours.

II. Policy

Employees may use a flextime work schedule, subject to the following conditions:

- ☐ The department has the discretion to determine if staffing coverage is adequate and sufficient to meet the operating requirements of the department.
- ☐ The normal work week of 40 hours shall be observed.
- ☐ Computation of vacation/overtime/sick Leave: The accrual of these benefits is the same for employees working flextime as for those working a standard schedule.
- ☐ Flextime schedules must initially be evaluated over a trial period.
- ☐ The department management/supervisor may, at its discretion, implement, continue, discontinue or modify flextime work schedules. At its discretion, the department's management has the right to return an employee to a standard work schedule.

III. Definitions

Flextime is a schedule by which an employee may work an alternate work schedule within specific limits dictated by the needs of the job, and is subject to management review and approval.

Time limits are placed on the amount of "flex" an employee has by establishing "core hours" and "flexible hours."

Core hours are established by the departments and are the hours during which all employees must be on the job.

Flexible hours are established by the departments and are the hours beginning at the earliest time an employee may start work and ending at the latest time an employee may stop work.

IV. Responsibilities

Department management ensures that flextime is administered consistently and equitably within the department, and that flextime arrangements conform to Company policy. Management also ensures that staffing is always available to meet the operational requirements of the department.

The employee plans and organizes his or her time to meet the job requirements established by the department manager. Also, the employee shall inform the supervisor when coverage is not adequate.

V. Evaluating Flextime Schedules

Departments wishing to implement flextime schedules for their employees should begin the flextime arrangement with a pilot to evaluate the program. During the pilot, the department manager should gather data to evaluate any significant changes which result from the flextime schedule(s). It is recommended the information include data on:

- ☐ Absenteeism
- ☐ Turnover
- ☐ Punctuality
- ☐ Relevant production statistics and workload issues

Upon completion of the pilot program, the supervisor and manager in the department should review the data for any inconsistencies or problem areas. The department should also survey the opinions of all staff and management. The data from the pilot evaluation and the opinion survey should be used to determine whether to continue the program.

VI. Annual Review

All programs should be reviewed annually to see that they are still viable and are still meeting department and employee needs.

MODEL TELECOMMUTING AGREEMENT SM

(SAMPLE)

Telecommuting is a voluntary agreement between the manager/supervisor and the telecommuter. This agreement begins on _____ and continues until ____, and must be renewed. It can be discontinued at any time by either party with ___ days notice and without adverse repercussions.

1. The telecommuter will telecommute from the following location____(Home).

2. In-office days will be _____. Home-office days will be _____. The telecommuter agrees to be available during the assigned business hours of ____ to ____ for communication through such methods as a dedicated phone line, voice mail, modem, fax, beeper, etc. Employee-initiated schedule changes must be approved in advance by a manager.

3. The duties, obligations, responsibilities and conditions of the telecommuter's employment with the company remain unchanged. The employee's salary, retirement, vacation, sick-leave benefits and insurance coverage shall remain the same.

4. The telecommuter agrees to maintain a safe work environment, to report work-related injuries to the supervisor at the earliest opportunity and to hold the company harmless for injury to others at the telecommuting location.

5. The telecommuter agrees to provide a secure location for company-owned equipment and materials, and will not use, or allow others to use, such equipment for purposes other than company business. All equipment, records and materials provided by the company shall remain company property. The telecommuter agrees to allow the company reasonable access to its equipment and materials.

6. The telecommuter agrees to return company equipment, records, and materials within ___ days of termination of this agreement. All company equipment will be returned to the campus by the employee for inspection, repair, replacement, or repossession with __ days written notice.

7. The company will pay for the following expenses:
   - ☐ Charges for business-related telephone calls.
   - ☐ Maintenance and repairs to company-owned equipment.
   - ☐ Employees will submit claims on a Travel Expense Claim along with receipt, bill or other verification of the expense.

8. The department/division/school will not pay for the following expenses:
   - ☐ Maintenance or repairs of privately owned equipment.
   - ☐ Utility costs associated with the use of the computer or occupation of the home.

9. The telecommuter will implement the steps for good information security in the home-office setting, and will check with his/her supervisor when security matters are an issue. The telecommuter has a copy of the company's security requirements and procedures.

10. Management retains the right to modify the agreement on a temporary basis as a result of business necessity (for example, the employee may be required to come to campus on a particular day), or as a result of an employee request supported by the supervisor.

11. The telecommuter understands that he or she is responsible for tax and insurance consequences, if any, of this arrangement, and for conforming to any local zoning regulations.

I have read this Telecommuting Agreement and agree to its terms.

Supervisor's Signature & Date _____

Telecommuter's Signature & Date _____

EMPLOYEE FLEXTIME EVALUATION FORM SM

(SAMPLE)

Name: _____ Date: _____

1. How long have you been using flextime?

   _____

2. How effectively do you believe work objectives and goals are being met?

   _____

   _____

3. What about flextime works best?

   _____

   _____

4. Are there improvements that you would suggest?

   _____

   _____

5. How has your job performance been affected as a result of flextime?

   _____

   _____

6. What type of feedback have you received from customers?

   _____

   _____

7. What type of feedback have you received from your supervisor?

   _____

   _____

   Please list any other feedback here:

   _____

   _____

   _____

   _____

SUPERVISOR FLEXTIME EVALUATION FORM SM

(SAMPLE)

Name: _____ Date: _____

1. How many people do you supervise?
   _____
2. How many of the employees you supervise are working flexible hours and/or telecommuting? _____
3. Are work objectives and goals being met by employees who use flextime?
   _____
   _____
4. What about flextime works well?
   _____
   _____
5. What improvements would you suggest for flextime?
   _____
   _____
6. How has your department's job performance been affected as a result of flextime?
   _____
   _____
7. What criteria do you use for determining an employee's eligibility for flexible scheduling or telecommuting?
   _____
   _____
8. What type of feedback have you received from your employees?
   _____
   _____
9. Please list any other feedback here:
   _____
   _____

FLEXTIME REQUEST SM

(SAMPLE)

Name _____ Title _____ Date _____

Exempt: yes no Dept. _____ Manager _____

Flexibility requested: Hours Location Dates _____

Explain specific request for schedule/location change, time or duration of change and proposed means of accomplishing assignment.

_____
_____
_____
_____
_____
_____

How will this enhance your ability to perform your job?

_____
_____
_____

What, if any, accommodations need to be made to make this plan work? (Include needed staff coverage, required flexibility of others with whom you interact regularly, equipment or communications needs)

_____
_____
_____

What changes in your work practices will you need to make to assure that this approach is successful?

_____
_____
_____
_____

Approved by _____ Date _____

ORIENTATION & WELCOME FOR NEW EMPLOYEES SM

WHAT is an Orientation and Welcome for New Employees Program?

A planned orientation and welcome for new employees introduces new hires to the company in a way that allows them to become acquainted with the work setting, colleagues and the role they were hired to do as quickly as possible. The goal is to provide information, introductions and tools that allow a new employee to feel welcomed and better acquainted with the workplace.

WHY offer an Orientation and Welcome for New Employees Program?

A thoughtfully planned orientation and welcome for new employees helps set the stage for new employees to have a positive experience in their new workplace. First impressions are lasting, and a positive initial impression can be highly motivating to a new recruit, reinforcing the decision to accept the position. In this way, it can directly reduce turnover. By personalizing the process, a new employee can become acquainted with key leadership, his or her manager, and other employees as well as the values of the company quickly. The process can encourage ongoing two-way communication between the employee and others in the organization.

HOW do we facilitate an Orientation and Welcome for New Employees Program?

Identify Components

- What are the things that an employee needs to know about the organization to understand its mission/vision/values? What is the best way for a new employee to learn these things?

- Who are the key people that a new employee needs an introduction to in order to feel welcome and to do the job well? Who are the people in the employee's work area with whom he or she will interact?
- What preparations should be made in the work area so that the employee can be productive as quickly as possible?
- What are the procedures that are required to assure that the new employee will have a paycheck on payday and be enrolled in the benefit plans?
- How does the organization want to formally say "welcome" to the new employee?
- Who should coordinate the new employee's orientation? Who are the key people who should talk with the new employee during the orientation?

Assign Responsibilities

Many areas of an organization touch the introduction of a new employee:

- The employee's manager has been a key contact in recruiting and hiring the employee and will have the most significant influence on the employee's the introduction to the organization by embodying the culture and defining the new job and expectations.
- Human Resources has participated in recruiting and hiring the employee and handles the paperwork that formalizes the new employment relationship.
- Information Technology often provides the technical support (computer and telephone access) that will allow new employees to actively assume their new roles.
- Key executives provide the focus and vision for the organization, and when they can share this with a new recruit, they are reinforcing that focus within the organization at a time when it has a great deal of impact on the new employee.

Cost to Implement

The primary cost of implementing an Orientation Program is in dedicating the time to assure that it runs smoothly. Other expenses, whether they include a departmental lunch to welcome the new employee or a flower or gift basket are modest.

Ideas for Implementation

Ideas for creative approaches to New Employee Orientation and Welcome are many. The following are some that address specific issues that are pertinent to Employee Orientation:

Preparing the work area

- Assure that desk, chair and other furniture are available, clean and in good repair.
- Provide basic working supplies, such as pens and pencils, paper clips, filing space and folders, pads of paper, etc.
- Print business cards for the employee to be on the desk on the day of arrival.

- Assign a telephone and phone number for the employee and provide a company telephone directory. Provide for introductions to the phone system.
- If the employee will be working with a computer, assure that the machine is in place before arrival. Arrange to train the new employee on how to access the company's system and to set up necessary passwords.

Introductions

Before a new employee can become a part of the organization or become productive in a new job, he or she needs to become acquainted with a number of people and learn "how things work" within the new department or organization.

- A meeting or series of meetings arranged with the manager to discuss the role, responsibilities, expectations and initial assignments.
- A departmental meeting in which the new employee can meet and interact with colleagues and begin to observe how the group works together.
- A schedule of meetings arranged with key people for the first day or week
- A tour of the facility with introductions to all.
- An assigned "buddy" or "mentor" who can show the new employee the ropes: where to find supplies, coffee and the washroom.
- Lunch scheduled on the first day with a group of colleagues. It is particularly welcoming to be included with a group for lunch on the first day rather than having to fend for oneself.

Paperwork

Completing the proper forms to add a new employee to the organization's payroll and benefits plans is an important element in the process. The process can become a means of welcoming the employee by including some of the following:

- A meeting with human resources, introducing the benefit plans, employee handbook, etc., so that the new employee can become aware of the resources that the company offers.
- Providing the employee with all necessary documents to become informed about the company, its policies and how it presents itself to the marketplace.

Welcoming the New Employee

- A card signed by members of the new department the employee is joining.
- An e-mail from the CEO thanking the new employee for joining.
- A basket of flowers or plant on the employee's desk.
- A "welcome" party in the recruit's honor on the morning of the first day of work, inviting other employees (the department or whole organization in small firms) to join for cake and coffee.

!

Attention: Take care to ensure that all welcoming procedures are identical for all incoming new employees. It would defeat the purpose of the program if managerial staff were treated to a more elaborate welcoming procedure than rank and file employees, which might communicate that some new employees are more welcome than others.

Forms

Possible forms needed for this program are:

- Welcome notes for new employees.
- A procedure checklist for each new employee (See attached sample).

***Note**: The above instructions on facilitating an Orientation and Welcome for New Employees Program are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

***Thank you** to Fel-Pro Incorporated for providing the model for this Tool Kit.*

WINNING WORKPLACES
BETTER FOR PEOPLE | BETTER FOR BUSINESS TM

ORIENTATION AND WELCOME FOR NEW EMPLOYEES CHECKLIST SM

(SAMPLE)

NEW EMPLOYEE Information

Name _____ Employee No._____

Department_____ Supervisor_____

Phone Extension_____ Date of Hire _____

Home Address_____

_____

Home Phone_____

Name of Spouse_____

Name of Child(ren)_____Age_____

_____Age_____

_____Age_____

_____Age_____

WELCOME CHECKLIST for New Employee

OFFICE PREPARATION:

_____ Desk w/ Desk Pad -- Credenza -- Bookcase
_____ Supplies (Stapler, Scissors, Tape, Calendar, Pens, Pencils, Calculator, Scratch Pads)
_____ Phone w/ Company Directory and Company Map
_____ Computer – Scanner – Fax Machine
_____ Business Cards, Letterhead, Envelopes, File Folders

PRESIDENT'S WELCOME:

_____ Order flowers for employee's desk, include President's note
_____ Reminder to President to call on date of hire

GENERAL WELCOME:

_____ Circulate staff card for signatures
_____ Introductions to departmental associates
_____ Order gift basket to be sent to employee's home

OPEN COMMUNICATIONS

A key way to demonstrate Trust, Respect and Fairness in the workplace as well as to gain the trust and confidence of employees is to communicate openly and honestly. Thus, Open Communications is the second foundational Building Block in the Winning Workplaces framework for creating a great workplace. A workplace that demonstrates open communications can be characterized by the following:

- News, both good and bad, is shared openly;
- Tough issues are honestly addressed, sharing everything employees need to know or explaining why it can't be shared;
- "Open book management" is commonly employed;
- Difficult questions are welcomed and honestly answered;
- Ideas and potential solutions to problems are welcomed and encouraged;
- Secrecy is avoided;
- Employees feel that they have a voice in the workplace and that they are heard.

Employees come to work hoping to use their capabilities to the fullest to positively influence the outcomes of the organization. In some workplaces, employees believe that internal communication is inadequate, even in organizations that employ many of the most sophisticated techniques. If so, it is often the case that employees do not trust what they have heard or do not believe that they have heard the truth in its entirety.

Good communication is two-way communication, both listening and speaking, in which a dialogue develops between the parties. Some employers don't always understand that an employee's motivation and talents stretch beyond a carefully defined job description. Further, employers often believe that they bear full responsibility for finding solutions to the problems and the challenges that the organization faces.

A workplace with Open Communications at its core offers employees an opportunity to grow professionally by participating in finding or creating solutions to problems. In such a workplace, the employer quickly realizes that some of the best solutions come from surprising sources, and that no one understands the work better than those who do it every day. Employees who trust that they are being told the truth and know that they have a respected voice in the workplace are more productive and more loyal.

What practices or policies can you put in place to support these values?

- An Employee Forum that invites work groups to raise issues and solve them through representative leadership working with management;
- Regular all-employee meetings that update everyone on developments in the business and answer employee questions;
- Internal publications such as newsletters, magazines, e-mail and Intranet updates.

These, along with other management tools, such as an orientation for new employees, employee handbooks and an effective performance management system, create a framework for an organization that communicates openly. Yet Open Communication is more than programs and practices. It involves getting to know employees, asking how their work is going and being available to them when they have questions or problems. It requires meeting commitments or explaining why those commitments are not possible.

BULLETIN BOARDS, SIGNS, & GRAPHICS℠

WHAT are Bulletin Boards, Signs and Graphics?

Bulletin Boards, Signs and Graphics are attractive visual tools used to communicate anything of importance or general interest to the workforce. They are placed in areas that get good visibility—well-trafficked areas in the company. Posters and flyers on Bulletin Boards can be used to advertise programs and events, give information about any variety of subjects, and recognize departments or individuals. Graphics and signs can be additionally used to track quality or any other measures that the company wants to highlight.

WHY have Bulletin Boards, Signs and Graphics?

Bulletin Board, Signs and Graphics are some of the most cost-effective and under-utilized forms of corporate communication in the workplace. If they are well done, they are also among the most efficient media available. A thoughtful, artistic, eye-catching display can grab everyone's attention, where a printed publication may not. In today's world of billboards and sound-bytes, people are less inclined to read an article or memo than they are to look at a visual representation of the same information. Photographs and graphics can truly speak a thousand words. A company "Brag Board" —a bulletin board for employees' personal photos, articles and captions—is a great tool to create a community and let people "show off" what and who is important in their lives.

HOW do we facilitate Bulletin Boards, Signs and Graphics?

Budget

Determine how much can be spent on the Bulletin Board, Sign or Graphic. Can in-house personnel handle the project(s) or will an outside vendor have to be used? Sometimes a combination of both is the answer.

Location

Bulletin Boards, Signs and Graphics need to be located in well-trafficked locations in the company. Some good locations are:

- Cafeterias;
- Hallways where people walk frequently;
- Near entrances and exits;
- In industrial spaces, large signs can be suspended above footpaths and frequented pedestrian corridors;
- Break rooms;
- At centrally-located work stations;
- Near punch-clocks or check-in areas;
- Locker rooms;
- Meeting rooms or locations where people congregate for group interaction.

Content and Approval

Decide what programs, issues or other topics you want to promote and whether they would be best represented by a Bulletin Board, Sign or Graphic. Also decide who will be qualified to approve the project's content, design and location. Good subject matter for these kinds of projects would be:

- New programs or initiatives the company wants to highlight;
- Calendar events that need promoting;
- A "Brag Board" for employees to showcase family and personal items of interest;
- Graphics to track measures important to the company or department;
- Special events, e.g. the company picnic, can be followed up with a display of photos taken at the event;
- Awards;
- Career Development opportunities;
- Job Posting announcements;
- Special anniversaries at the company;
- Supplier or customer profiles and comments.

!

Attention: *Once a Bulletin Board, Sign or Graphic has been mounted, set a schedule to update it frequently. Displays that stay the same over a long period of time tend to disappear into the landscape and lose their value. If changes are frequent, people are always looking to see "what's new" and come to rely on it as a source of information.*

Creativity

A professional design or layout artist is not necessary to make an attractive Bulletin Board, Sign or Graphic. There are a number of inexpensive software programs that can easily enhance a display. Print Artist and Print Shop Deluxe are two choices, and there are many more. They come with a variety of fonts, borders, clip art and ideas for layout. If you need the help of a professional, consult a local quick printer, Kinkos, or sign shop. They can help with photo enlargements, custom graphics, laminating and general design.

Note: *The above description of creating Bulletin Boards, Signs, and Graphics is not intended to be all-inclusive. There are many ways to set up such programs. These are guidelines that represent how some companies have done it successfully.*

Thank you *to Fel-Pro Incorporated for providing the model for this Tool Kit.*

BRAG BOARD SUBMISSION FORM℠

(SAMPLE)

EMPLOYEE Information

Name_____

Address_____

City_____ State_____ Zip_____

Department_____ Shift_____

Employee No._____ Ext._____

SUBMISSION Information

Please identify the person(s) in your photograph or article, their relationship to you, the event represented and your own participation.

_____

_____

_____

_____

_____

_____

RETURN Information

Items stay on the Brag Board for one month. After that time, you may pick up your submission in the Human Resources Department. If you do not pick it up within two weeks time, it will be mailed to your home.

Would you also like to submit this piece for publication in our (Company) Magazine?

_____ Yes _____ No Signature_____

COMPANY MAGAZINE SM

WHAT is a Company Magazine?

A Company Magazine is a publication that facilitates communication between management and employees and reinforces the company's mission and values. The format of a magazine is longer and more in-depth than a company newsletter. It can explore business topics, highlight employees' activities at work, play or in the community, and serve as a platform for awards and recognition. A company uses a Company Magazine to communicate issues of importance to the organization and its employees. The magazine's format can be as simple or complex as the budget and administrative constraints will allow. It can be published on a monthly, quarterly or any other manageable time schedule basis.

WHY publish a Company Magazine?

The company that publishes a Company Magazine does so in order to promote the culture of the business, to strengthen a sense of community in the workplace, as well as to communicate business-related and other important issues. A Company Magazine has great potential as an educational tool—articles can focus on anything from how the company was founded to safety issues or industry trends that can affect the business. The magazine can also feature profiles of employees and management. In a very appealing way, employees learn about the business, its programs, products, customers, and their coworkers. Seeing his or her own name, picture or story in print gives everyone a sense of importance and belonging.

HOW do we facilitate a Company Magazine?

Cost to Implement

The costs involved in publishing a Company Magazine can vary greatly and depends on how the production is handled. If all of the magazine's production is in-house and completed by employees, the cost can be low. If, however, production involves hiring writers, editors, designers and sending the magazine to an outsourced printer, the cost can be several thousand dollars per issue.

Editing

Establish an editorial review committee or, in a smaller company, a person who will approve the design and content of the magazine and sign off the final copy. The editorial review committee can comprise key managerial people, as well as employees, who can comment and give approval on subject matter pertaining to their departments. A chairperson can be designated as the primary contact person, responsible for communicating the wishes of the committee to the editor.

Scheduling Publication

Based on budgetary and administrative limitations, determine how often the magazine will be published. It can be monthly, quarterly or as often as necessary to accomplish your communication goals.

Staffing

Decide who will be the managing editor, writers, photographer—whoever is necessary to produce the Company Magazine. Options for staffing include:

- In-house writing, photography, layout & design, printing. Printing in-house is possible if your company has onsite print facilities.
- Outsource any or all of production. Local resources that can be consulted include business writers' associations, graphic artists, service bureaus and printers.

Timetable

Establish a publication timetable allowing a reasonable amount of time for research, writing, editing, review, corrections, layout and final publication (see attached timetable).

Article Topics

For the first step of each issue, a "menu" of possible article topics can be circulated among members of the editorial review committee for their initial approval or disapproval. Article topics can revolve around a particular theme for each issue (e.g. job training and education, diversity, history of the company) or contain several unrelated lead articles, supported by a variety of regular features. Suggestions for new articles can be solicited from both management and employees by means of e-mail, bulletin board announcements, etc. Some suggestions for articles and features can include:

- New business initiatives within the company;
- Industry-wide business trends;
- Focus on customers, suppliers and products;

- Highlighted company programs and benefits, with comments and interviews from employee participants;
- Employee team activities—sports leagues, departmental competitions;
- Special awards, company-wide, departmental or individual;
- Notable employee anniversaries;
- Special interest stories—travel, hobbies or accomplishments.

Assign Articles

Once a list of article topics has been approved, assignments are made to the writers. If internal writers are used, logical candidates to create the articles are those personnel who are closest to the specific subject matter being covered.

Researching and Writing

Writers commence with interviews, research and other investigative work to acquire enough background material to write the articles. Employees may submit their own articles or collaborate with a reporter on personal feature stories. Drafts can be submitted to the editor for final polishing.

Editing and Reviewing

Copy is written, edited and submitted to the editorial committee for their review and comments. Copy needs to be submitted to individuals who were interviewed and/or quoted in the process so that possible errors can be corrected. A revision deadline needs to be strictly adhered to so that production can proceed in a timely manner.

! ***Attention***: Management support of a magazine project must be explicit from the onset – all participants need to stay on track, adhere to the set timetable, return phone calls, etc. so that completion is not delayed or put off while "more important" business takes priority. Communication is of key importance.

Photography

While revisions are being made, any photographs necessary to accompany the articles can be taken. Digital cameras greatly streamline the process—especially if photography is done in-house—but final publication quality will not be as clear as that obtained from photographic prints that have been scanned. Consult with your printer or service bureau for end-product specifications.

Layout

Final approved copy and photographs are submitted to a design artist for layout in a format the editorial committee has pre-approved. Managing editor proofreads and has final approval on each issue's layout.

Publication and Distribution

Printers can vary widely in services and cost. Choose a printing house that specializes in outputting the type of document your layout and design professional has produced. The magazine can be distributed at work or mailed to employees' homes.

Note: *The above instructions on facilitating an Internal Company Magazine are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

Thank you *to Fel-Pro Incorporated for providing the model for this Tool Kit.*

COMPANY MAGAZINE PRODUCTION TIMETABLE SM

(SAMPLE)

Winter Quarterly Issue*

10/25 – Circulate article "menu" to editorial review board for approval/suggestions
11/04 – Assign articles to writers
11/25 – Writers submit copy to editor for final editing
11/30 – Articles circulated to editorial review board for final approval and pictures assigned to photographer
12/08 – Final copy and photographs go to graphics designer for layout
12/17 – Digital magazine delivered to service bureau
12/20 – Film received by printer
01/04 – Newsletter delivered to appropriate department for distribution

* Timetable can be modified to work around staff holidays, weekends or other large projects running concurrently. These are guidelines only and serve to keep the project on track. All participants in the process receive copies of the timetable.

CREATING A COMPANY INTRANET SM

WHAT is a Company Intranet?

A Company Intranet is an internal, company Web site that is only accessible by employees. It is a tool that allows employees to access company information and communicate with the organization and each other regardless of location. It is on a secure network, protected from access by outside users using a firewall. A firewall is a server that restricts access to authorized users. An Intranet page looks exactly like an Internet page and is designed by using the same markup and scripting languages, such as HTML or JAVA, that are used to design Internet pages. An Intranet may contain various content related to the company including news, computer applications, reference manuals, financial statements and commonly used forms.

WHY have a Company Intranet?

Clear and open communication is a key component of successful companies. A Company Intranet is an effective way for companies to disseminate information to all employees quickly. Employees are working more hours and more complex jobs than ever before. The rapid advancements in technology, including the Internet, have provided companies an opportunity to save time and become more efficient because the media is interactive, allowing employees to send forms and data quickly and efficiently to other parts of the organization regardless of location. It is especially effective when an organization has employees in multiple locations, saving companies, time, paper waste and postage.

WHAT types of programs can I implement?

Companies can use the Intranet for various functions. One common use is a storage mechanism to reduce the amount of paper and documentation, to save space and to make it easier for employees to locate information. For example, a bank which has to comply with a large amount of government regulation could move its regulations and manuals online. This would provide employees who need to look up a related topic easier access to the information and the ability to more effectively search through the information. Potential communications tools would include newsletters, department information, industry resources and message boards. Other examples of content include:

- Company news;
- Recap of employee benefits;
- Personnel forms;
- Training information including online and software training;
- Workplace policies;
- Online product and service support information;
- Post project status information—including outlines, charts, deadlines and PowerPoint presentations;
- Provide sales people everything they need to seal the deal: product specs, pricing and discount data, inventory figures, demos, product reviews and news on the competition;
- Provide access to training resources, such as courses on how to avoid harassment, reduce conflict, recruit legally and use software programs;
- Ordering supplies;
- Making travel plans;
- Submitting expense vouchers.

What costs will there be?

Cost to Implement

Most of the costs related to an Intranet site are one-time, start-up costs. In addition, if your company is already providing Internet access to employees then some of these start-up costs can be minimized. Additional expenses are related to the development of content and additional server space. Once an Intranet site is developed and implemented, there are costs to have employees maintain the Intranet. This includes maintaining up-to-date content, security and adequate server space as well as providing technical assistance to users.

If your company does not currently have Internet access available for employees then the following costs may include:

- Servers;
- Technical infrastructure;
- Browser and development software;
- Costs for programmers and designers, either internal or external;

- Firewall and security;
- Domain – if you don't have an external web domain already;
- Computers for users and developers;
- Local web hosting service as an alternative if you can't afford your own servers. The price would be around $25 per month;
- Use a virtual office web company. These companies offer Intranet for free or at a very low price. Although there will be advertisements on your site, these companies provide all the necessary software, knowledge and secure server space.

Implementation

Responsibility for implementation can vary depending on the size of the organization and the size of Intranet desired. For small companies that do not have a lot of Intranet content, a webmaster or site administrator can be fully responsible. For a larger company that also has an external website, a technical team may be necessary. This group would include a content manager to design content through collaboration with other departments and programmers, programmers to construct the Web pages, a project manager to oversee the implementation, and/or a site administrator to manage all changes to the Intranet and provide technical assistance to users.

An alternative for very small companies with less than 20 employees in one location is to have a shared drive instead of an Intranet. A shared drive is housed on a Local Area Network (LAN), which allows all users to store and access files. It is an easy way for employees to share documents online when working in teams. However, other users can see the files and make changes. As a result, privacy and security are low. For larger companies, it is best to use this tool for individual departments and in conjunction with a company Intranet.

Feedback

It is important to have a central person to submit feedback to regarding the site. This can be a site administrator, content manager or department manager. This person's e-mail address or phone number should be posted clearly on the site. In addition, the site administrator or content manager should periodically provide a survey for users to submit ideas for improvement to the site.

Other Resources

Online Resources:

The Intranet Journal: www.intranetjournal.com
CIO magazine's Intranet Research Center: www.cio.com/research/intranet/
Workforce: www.workforce.com

Books:

Building the Corporate Intranet , Steven L. Guengerich (ed.), John Wiley (1996).
The Corporate Intranet, Ryan Bernard, John Wiley (1997).
Intranet Resource Kit, Prakash Ambegaonkar (ed.), McGraw-Hill (1997).

Note: *The above description on implementing a Company Intranet is not intended to be all–inclusive. There are many ways to set up such an event. These are guidelines that represent how some companies have done it successfully.*

EMPLOYEE FORUM SM

WHAT is an Employee Forum?

An Employee Forum is a regularly scheduled meeting between employee representatives of work groups throughout the organization and members of the management team. The Employee Forum is an opportunity for employees to voice their opinions on what is working in the organization and what needs improvement. It is also is a chance for management to ask employees what they think about issues that have come to their attention. Employee Forum meetings are separate from any labor-related discussion, and issues such as wages or compensation should not be raised or discussed in the Employee Forum.

WHY have an Employee Forum?

An Employee Forum encourages ongoing, two-way discussion throughout the organization. It establishes a process for employees to participate in improving the business and encourages employees to feel that their contributions are valuable to the organization. The Employee Forum also provides a means of dealing with employee concerns before they become large and entrenched problems.

The Employee Forum serves as an early warning system, giving employees an open avenue of communication to let management know about issues that need to be addressed before they become serious problems. It also enables employers to show their respect for employees and gives employers the benefit of employee input on business issues.

HOW does an Employee Forum work?

Forum delegates are elected to represent employees from each department. As delegates, they are the conduit of issues that create the agenda for an Employee Forum meeting (see attached). Ideally, they are also empowered to resolve issues on their own whenever possible. They should understand which issues they can address independently and which should be brought to the Employee Forum. Delegates present their coworkers' views or questions at the Employee Forum meeting. Results of the meeting are published and distributed to all employees.

!

***Attention*:** Organizations that have a union presence as well as non-union businesses can successfully implement an Employee Forum. Discussion of salaries and wages must remain off-limits. If management and union leaders can agree that the Employee Forum is a good means of enhancing communication and increasing shared commitment within the organization, union representation need not be an impediment. Creating an Employee Forum may be a good means of encouraging a collaborative spirit between union representatives and management.

HOW do we facilitate an Employee Forum?

Cost to Implement

An Employee Forum is one of the least expensive and most impactful programs that an organization can implement. While its focus is Open Communications, its benefits can be perceived in several of the other Building Blocks of an effective workplace: Trust, Respect and Fairness; Learning and Development; and Teamwork and Involvement. The costs are merely the time of participants, time spent preparing minutes and any rewards for participation that are extended to employees. All of this makes the Employee Forum a highly cost-effective program.

Scheduling

Decide how often the Forum will meet (monthly, bi-monthly, quarterly).

Employee Representation

The company can be divided into groups—defined by function, department, shift, etc.—to define representation at the Employee Forum. Each group will elect a delegate to represent them.

!

***Attention*:** Forum representatives are likely to have difficulty fielding issues for more than 50 employees. Furthermore, they may have difficulty representing groups that include more than one department unless there are clear historic or experiential reasons why they have built trusting relationships across organizational lines.

Management Representation

Select a representative group of management to participate in Employee Forums. The composition of the management group should be carefully considered, including the following issues:

- Number—enough to reflect that the Employee Forum is taken seriously by management, but not so many as to overwhelm the employee representation;
- Departments—include both staff and line representation;
- Interpersonal skills—include managers who are trusted and respected by their subordinates and who are strong communicators, both in listening and in articulating ideas.

Elections

Elections for Employee Forum delegates start the process. In order for elections to be taken seriously by employees, they need to have a clear understanding of the Employee Forum's purpose and confidence that the process and deliberations will be respected and acted upon by management. Gaining the confidence of employees for a new program of this nature is a challenging task for management and critical to the success of the initiative.

A common approach is for each employee group to elect a primary delegate and two alternate delegates to represent them at the Forum. An alternate delegate assumes the delegate's responsibilities in the event of an absence (illness/vacation) and replaces the delegate if he is unable to serve the balance of the (one year) term. Reasons for a delegate to relinquish his/her responsibilities are transfer/promotion to a managerial level or termination.

!

***Attention*:** Employee Forum delegates should not be managers, supervisors or assistant supervisors. This is to avoid any conflicts when representing their fellow employees.

Orientation

Hold a delegate orientation immediately following elections. Primary and alternate delegates attend. Delegates need to know what is expected of them and how their representation will work. An orientation program would alert Employee Forum delegates to their responsibilities:

- Attendance at all Employee Forum meetings;

- Notifying Employee Forum leaders when they are unable to attend and arranging for an alternate to attend in their place;
- Bringing all issues submitted to them by their constituents to the Employee Forum's attention;
- Distributing published Employee Forum notes to constituents after the meeting;
- Other duties as decided by the Employee Forum organization.

Forum Issues

Any company issue can be raised, with the exception of wages, bonuses and other compensation topics. Appropriate Employee Forum issues may include:

- Benefits and policies;
- Machinery and maintenance;
- Cafeteria/vending service;
- Safety and health issues;
- Appreciations of thanks to fellow employees/management for considerations of any kind, past issues that have been solved.

Process for Raising Issues

Employees present their problem or concern to the Employee Forum delegate who represents their work group. Using a form similar to the attached sample, Employee Forum delegates submit issues in writing prior to the Employee Forum meeting, then verbally at the meeting.

Resolution

For the Employee Forum to work, the organization needs to commit to responding to all issues raised. Those questions that can be addressed during the Forum meeting can receive an immediate answer, which should then be published in the meeting's notes. Issues requiring further investigation can be assigned to an appropriate individual or unit for consideration and resolution. Those answers can be announced at the next Forum and published at that time.

!

***Attention*:** Promising a response to a concern or question is not the same as committing in advance to telling employees what they want to hear. Regardless of the response, thoughtful consideration and a reasoned rationale for any reply will accomplish two things: communicate respect to the workers and engage the employees in the Forum in problem solving on behalf of the business.

Meeting Notes

A written record of the issues, deliberations and responses of the Employee Forum legitimizes the process for the employee population. Notes also communicate the problems and concerns of the workplace and make the responses available to all employees. There is a public record of the proceedings, and there are no secrets or no hidden agendas.

!

***Attention*:** Employee Forum notes should be distributed as soon as possible after the meeting takes place, preferably within the next 24 to 48 hours. Delayed publication risks news of the Employee Forum results being disseminated through the "grapevine" and distorted as a result. The goals of the Employee Forum are issue resolution and direct and open communication.

Rewards

Some organizations may choose to reward Employee Forum delegates in affordable, appropriate ways. For some, recognition, honorary roles and thank yous are adequate. In other instances, gifts or other perquisites may be appropriate. If your organization chooses to reward Forum delegates, be certain to make the awards equitable and tied to the employee's contribution or level of participation.

Note: *The above description on facilitating an Employee Forum is not intended to be all-inclusive. There are many ways to set up such a program. These are guidelines that represent how some companies have done it successfully.*

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(SAMPLE)

EMPLOYEE FORUM ITEMS SM

Date:_____ /_____/ _____

Name:_____**Unit/Dept:** _____**Ext.:**_____

Employee Forum Delegates: Use this form to record all Employee Forum issues (and their status) that are brought to your attention. All Employee Forum items submitted to the Employee Forum Administrator require the Unit or Department Name, Shift, Building Name or Number, Machine Number or Part Number, etc.

PLEASE PRINT:

(1) _____
_____
_____
_____

STATUS (circle one): NEW ITEM STILL FOLLOWING RESOLVED

ASSIGNED TO : (Mgr./Unit Leader's Name: _____***)***

TYPE OF ISSUE (circle one): Cafeteria Production Maintenance Parking Lot Payroll Policy Benefits Other

(2) _____
_____
_____
_____

STATUS (circle one): NEW ITEM STILL FOLLOWING RESOLVED

ASSIGNED TO: (Mgr./Unit Leader's Name: _____***)***

TYPE OF ISSUE (circle one): Cafeteria Production Maintenance Parking Lot Payroll Policy Benefits Other

(3) _____
_____
_____
_____

STATUS (circle one): NEW ITEM STILL FOLLOWING RESOLVED

ASSIGNED TO: (Mgr./Unit Leader's Name: _____***)***

TYPE OF ISSUE (circle one): Cafeteria Production Maintenance Parking Lot Payroll Policy Benefits Other

(4) _____
_____
_____
_____

STATUS (circle one): NEW ITEM STILL FOLLOWING RESOLVED

ASSIGNED TO: (Mgr./Unit Leader's Name: _____***)***

TYPE OF ISSUE (circle one): Cafeteria Production Maintenance Parking Lot Payroll Policy Benefits Other_____

EMPLOYEE FORUM MEETING NOTES SM
July 2001

(SAMPLE)

THE FOLLOWING ITEMS are being answered:

1. **Why are sick days not an option when production is slow?**

   Effective August 1, we are changing our policy about the payout of sick time when our workload decreases to the point where we have non-scheduled time in any given work area. Beginning on that date, hourly employees will be able to use any available sick pay benefit to get paid for non-scheduled time. No attendance points will be applied in these cases. We will continue to payout unused sick time from a calendar year the following January if you were employed during the entire calendar year.

2. **Employees would like to know why pictures taken of third shift employees from various events are not given equal representation?**

   We try to recognize many of the events that take place at (company) with photos. We will do our best to include more photos of second and third shift employees who participate in these events in the future.

3. **Can a Job Posting board be installed in Dept. 22?**

   We currently have six designated Job Posting boards. They are located in the entrances, the front office area and in the Cafeteria. These boards are updated with the same information when a position is posted. All employees can check any of these boards on a regular basis, so additional boards will not be added at this time.

NEW check and report items:

Cafeteria		**Assigned for Follow-Up**
1.	The settings need to be repaired on the microwave oven in Dept. 7's break area.	Linda Peel
2.	Can the Cafeteria offer a few more affordable meals?	Linda Peel

Production		**Assigned for Follow-Up**
	(carryover)	
3.	With the new start and end times, some employees who work overtime and take public transportation on second shift are concerned about missing the last bus. Can arrangements be made for these employees?	Chris Heart
4.	Dept. 8's third shift would like to have the new ½ shim pallet boxes reviewed for safety issues.	Ed Rodbro
5.	Are safety glasses required in the break area near the tool room? A high wall surrounds this break area.	Bob Unger

ANSWERED ***Forum check and report items:***

Maintenance

	(carryover)	
4.	**The METRO building needs general maintenance. The washroom walls are chipped, cracked and dirty. Can they be repainted? The faucet in the lunchroom leaks water from the base and water shoots out everywhere.** A request for funds to upgrade the general areas, washrooms, entrance and cafeteria areas has been approved. To minimize disruption, work is being done on weekends.	Bruce Willis

Production

15.	**Could the new third shift work schedule be changed to start at 10:30 p.m. and end at 7 a.m.? The current schedule conflicts with parents who need to make arrangements for their school-aged children.** We realize that any changes to work schedules can be disruptive to employees' lives. We did look at the possibility of readjusting the third shift. This, however, would give us a one-hour crossover with second shift and no crossover with first shift at the end of third shift. Currently, each shift will remain with .3 hours or 18 minutes added to the end of the shift for the total of 8-1/2 hours per day. We do not feel that we can accommodate this request at this time.	Bob Unger

THANKS AND APPRECIATION ***are expressed to:***

- (Company) for the summer gift from employees in Depts. 14, 15, 16 and 22.
- (Company) for the birthday card and lunch tickets from Ramona Diaz, Perry Davis, Mary Sanchez and David Jarrow.
- (Company) and all of his coworkers throughout the facility for the memorable 30th anniversary celebration from Barry Stein.
- Jeff Diaz and Ron Cummings for all their help cleaning up the mezzanine area from Distribution's management.
- Fast and safe recovery for Terry Whitehead from Maintenance.
- Welcome to Brian Zimmerman and Gary Rhoades from Maintenance.
- Entire Distribution staff, third shift for the cards, letters and phone calls wishing her well from Richelle Landisman.

Special Announcement

EMPLOYEE VOLUNTEER DAY

We are pleased to announce that planning is underway for our 8th Annual Employee Volunteer Day. It will take place on **Saturday**, **September 13**. A list of volunteer locations and projects appears at the end of this month's Forum Notes. A sign-up table will be scheduled soon in the Cafeteria. **SAVE THE DATE!**

The Next Forum Meeting

The next Forum Meeting will be held on **Monday, August 27,** and begins promptly at **1 p.m.** in the Cafeteria Rec Area.

INTERNAL NEWSLETTER SM

WHAT is an Internal Newsletter?

An Internal Newsletter is a publication that facilitates communication between management and employees. It can be a simple 8½" x 11" typed document, a tabloid complete with pictures and graphics or anything in between. A company uses an Internal Newsletter to communicate any issues of importance to its employees. These issues can include internal business as well as other information such as market trends, human resources, safety and employee recognition.

WHY publish an Internal Newsletter?

An organization that publishes an Internal Newsletter does so in order to foster an atmosphere of trust and informed participation among its employees. Industry, market and internal company news items allow employees to see the "big" picture and understand the rationale behind certain business decisions and company policies. A more knowledgeable workforce forms a better partnership with management, working toward common goals.

An Internal Newsletter can be a valuable mechanism for geographically dispersed organizations to keep employees informed of developments in the various operations and to encourage a sense of sharing common goals, teamwork and open communications.

HOW do we facilitate an Internal Newsletter?

Cost to Implement

Because an Internal Newsletter can be both produced and distributed electronically, the costs of producing a newsletter can be quite modest. Desktop publishing or web development software can enhance design and visual impact and are worthy investments. The newsletter can be sent to employees via e-mail or housed on an Intranet, so printing and distribution costs are minimal. If not all employees have computer access, copies of the newsletter can be printed and photocopied in the pertinent departments.
The primary costs of publishing an Internal Newsletter are in the time and talent required to gather the company's news, write the articles to be included, take any needed photographs and lay out the newsletter.

To determine costs, it is important to define the frequency that you will publish the newsletter, then anticipate the time and talent required to develop each issue. While time and experience will validate costs, estimates provide a place to begin developing a budget.

Editing

Establish an editorial review committee or, in a smaller company, a person who will approve the design of the newsletter and periodically sign off on final copy. The editorial review committee can comprise key managerial people, who can comment and give approval on any subject matter pertaining to their departments. A chairperson can be designated as the primary contact person, responsible for communicating the wishes of the committee to the editor.

Scheduling Publication

Based on budgetary and other limitations, determine how often the newsletter will be produced. It can be weekly, monthly, quarterly or as often as management deems necessary.

Staffing

Decide who will be the managing editor, writers, photographer—whoever is necessary to produce the newsletter.

Options:

- In-house writing, photography, layout and design, printing when required. Printing can be as simple as duplication on your own copier or outsourcing to a local photocopying service.
- Out-source any or all of production. Local resources to consult are business writers' associations, graphic artists, service bureaus and printers.

Timing

Establish a publication schedule that allows for a reasonable amount of time for research, writing, editing, review, corrections, layout and final publication (see attached timetable).

Article Topics

For the first step of each issue, a "menu" of possible article topics can be circulated among members of the editorial review committee for their initial approval/disapproval. Suggestions for new articles can be solicited from both management and employees by means of e-mail, bulletin board announcements, etc.

Suggestions for features and articles can include:

- Current business issues within the company;
- Current industry-wide business issues;
- Customer profiles;
- "Person-on-the-street" interviews with employees in regards to business issues;
- "Did You Know?" sidebar including facts of interest;
- Calendar of upcoming events;
- Safety issues and safety awards;
- Special employee anniversaries (10, 15, 20, 25 years);
- Outstanding achievement/awards of individuals or the company.

! ***Attention*:** If subject matter is not substantive, or too many ideas are rejected for publication, management's commitment to an honest communications vehicle will be questioned and the newsletter may not be taken seriously.

Assigning Articles

Once a list of topics has been approved, assignments for each article are made to the writers. If internal writers are used, logical candidates to create the articles are those management or administrative individuals who are closest to the specific subject matter being covered. Drafts can be submitted to the editor for final polishing.

Researching & Writing

Writers commence with interviews (by phone if convenient), research and whatever work is necessary to acquire enough background material to write the articles.

Reviewing

Copy is written, edited and submitted in text form to the editorial committee for their review and comments. Copy needs to be submitted to individuals who were interviewed and/or quoted in the process so that possible errors can be corrected. A revision deadline needs to be strictly adhered to so that production can proceed in a timely manner.

!

Attention: Management support of a newsletter project must be explicit from the outset. Writers and interviewees must be encouraged to stay on track, adhere to the set timetable, return phone calls, etc. so that completion is not delayed or put off while "more important" business takes priority. Communication *is* the priority.

Photography

While revisions are being made, any photographs necessary to accompany the articles can be taken. Digital cameras greatly streamline the process—especially if photography is done in-house—but final publication quality will not be as clear as that obtained from photographic prints that have been scanned.

Layout

Final approved copy and photographs are submitted to a design artist for layout in a format the editorial committee has pre-approved. The managing editor proofreads and has final approval on each issue's layout.

Publication & Distribution

Newsletter is published and distributed. It can be delivered on-site or mailed to employees' homes.

Note: *The above description of creating an Internal Newsletter is not intended to be all-inclusive. There are many ways to set up such a document. These are guidelines that represent how some companies have done it successfully.*

Thank you *to Fel-Pro Incorporated for providing the model for this Tool Kit.*

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INTERNAL NEWLETTER PRODUCTION TIMETABLE SM

(SAMPLE ONE MONTH PRODUCTION CYCLE)

January

12/17 – Circulate article menu to editorial review board for approval and suggestions
12/21 – Assign articles to writers
01/05 – Writers submit copy to editor for final editing
01/09 – Articles circulate to editorial review board for final approval and pictures assigned to photographer
01/17 – Final copy and photographs go to graphics designer for layout
01/20 – Digital newsletter delivered to service bureau
01/22 – Film received by printer
01/24 – Newsletter delivered to appropriate department for distribution

* Timetable can be modified to work around staff holidays, weekends or other large projects running concurrently. These are guidelines only and serve to keep the project on track. All participants in the process receive copies of the timetable.

QUARTERLY EMPLOYEE MEETINGS SM

WHAT are Quarterly Employee Meetings?

A Quarterly Employee Meeting is a company-wide meeting, attended by all employees, which is held on a quarterly basis. Management uses the Quarterly Meeting as an open forum to communicate business issues that are of importance to the entire company. Through questions and answers at the end of the meeting, employees can use the Quarterly Meeting as a means of gaining information regarding business practices and giving direct feedback to management.

WHY have Quarterly Employee Meetings?

Companies that hold regular Quarterly Employee Meetings show a commitment to open and ongoing management/employee communication. Quarterly meetings promote an atmosphere of total employee involvement as business leaders share their vision of the company and field questions from the workforce. The meetings also foster employee growth by providing them with reasons behind certain business decisions and practices. Quarterly Meetings can also provide an excellent venue for company-wide employee recognition.

HOW do we facilitate Quarterly Employee Meetings?

Attendance

Quarterly Employee Meetings are open to all employees and attendance is encouraged, if not mandatory.

Cost of Implementation

The cost of holding Quarterly Employee Meetings is primarily in the time required to organize, prepare for and hold the meetings. Other costs might include:

- Printing and duplicating costs for handouts of presentation materials;
- Facilities, if your organization's space can't accommodate all employees for a meeting;
- Rental of audio/visual equipment that might be needed.

Scheduling

The Quarterly Meeting can occur, by definition, once a quarter or as frequently as is deemed necessary. The point is to have a regularly-scheduled exchange of information between management and the workforce.

- If there are multiple locations, arrange teleconference capabilities so that all employees can hear the proceedings. Schedule the meeting at a time that is most convenient to the largest number of employees.
- If the messages reflect significant change for the organization, it is wise for key executives to make follow-up site visits to communicate personally with employees in each facility
- If there are multiple shifts, hold two or more duplicate meetings, spaced so that workers can attend.

! ***Attention:*** Try to be sensitive to predictable peak workloads and schedule the meetings so that they will not present a hardship for employees to attend.

Location

Pick a location large enough to accommodate the entire company or the largest group you anticipate at any one meeting. Provide audio-visual equipment for any presentations that might be given. The room needs to be accessible to all employees.

Speakers

Speakers should normally be internal to the company:

- President;
- CEO;
- Unit/department heads;
- Visiting dignitaries.

Agenda

A prepared agenda assures that if Quarterly Meetings are convening for multiple groups (different shifts or locations) all employees will receive the same information. Agenda topics can include:

- Current business issues;
- Recent or impending corporate decisions;

- Major industry trends that are affecting the company;
- Financial reports;
- Announcement of new product or program rollouts;
- Recognition of employees.

Documents

Good presentations often include audio/visual materials. Your organization may want to establish a review policy for materials to be presented at Quarterly Meetings, including approval by key management and sharing with other presenters prior to the meeting.

Rehearsal

Presenters often find it beneficial to meet and rehearse their presentations prior to the meeting. They may also wish to have a preliminary discussion regarding answers to potential questions that may be raised by employees.

Q & A

The Question and Answer component of the Quarterly Meeting is the most challenging aspect of the meeting for many because it can be difficult to predict the questions that will be raised. It is helpful to have on-hand managers representative of all areas of the company (Finance, HR, Sales, Production, IT, etc.) to answer questions that are specific to their areas.

Follow-Up

A summary of the meeting can be printed in the company newsletter or magazine, as follow-up and for the benefit of those who missed the meeting. Including some of the questions and answers in the summary can help readers feel included.

***Note**: The above description on facilitating an Employee Quarterly Meeting is not intended to be all-inclusive. There are many ways to set up such a meeting. These are guidelines that represent how some companies have done it successfully.*

***Thank you** to Fel-Pro Incorporated for providing the model for this Tool Kit.*

REWARDS & RECOGNITION

Employees seek many things from their work lives, among them are:

- Fair pay for the work they do;
- Benefits to assure adequate healthcare and retirement resources when they are needed;
- Incentives that provide financial reward for outstanding performance.

They also want to make a valued contribution to the enterprise for which they work. Employees want to know that their dedication is appreciated. Feeling good about the work they do, along with challenging and stimulating assignments, provide employees with a most highly valued and intangible reward: meaningful work.

Rewards and Recognition are an integral component, or Building Block, of a Winning Workplaces organization. The reward system is designed to compensate employees fairly and appropriately for the work they do. It is the intangible rewards that are often achieved through various recognition programs and which make a workplace unique.

What are the ways that an organization can create a reward system that supports the goals of the business? Assure that base pay is a neutral element by keeping up with market rates and being careful to tie compensation to the job that the employee is doing, with increases connected to job growth and contribution. Tie benefits to the needs of the workforce, thus assuring that benefit dollars invested will be valued. Be especially attentive to communication with regard to benefits:

1. Information gathering and feedback from employees concerning what is needed in a benefit plan;
2. Regular communication concerning benefits plans, changes, etc. Make the most of the various modes of conveying information, including all-staff meetings, e-mail notices and Intranet.

Use incentives to reward performance that supports the organization's goals, such as team incentives for achieving growth or profitability. Avoid the commonly-held myth that the reward system will drive most or all employee behavior. Incentive systems can create morale issues or have an undesirable impact on an organization's culture. Remember that recognition is a critical element in the Rewards and Recognition mix, one that communicates that employees' work is valued. Well-developed recognition programs are highly motivating and are not costly. Whether it's a "thank you" for a job well done or a gift to all employees in recognition of a significant event or holiday, recognition is a powerful way to bond employees to the organization.

Some practices and programs that support this approach to Rewards and Recognition are:

- Patent awards;
- Service awards;
- Seasonal gifts;
- Basic benefit plans;
- Flexible benefits.

GETTING STARTED: PUTTING BASIC EMPLOYEE BENEFITS IN PLACE

WHAT are the basic benefits that employees seek?

A 2001 Aon Consulting Workforce Commitment Report validates that there is a direct link between employee commitment and benefits programs. The study reveals that "employees who have positive experiences with benefits programs do exhibit a higher level of commitment than those employees whose experiences have been negative." The five benefits most linked with commitment are:

- Paid vacation and holidays;
- Employer-paid pension plans;
- Sick leave and short-term disability;
- Medical insurance;
- Flexible work schedule.

In the same survey, employees noted that medical benefits are the most important single benefit. These fundamental employee benefits offer more than the government-mandated employer contributions to Social Security, unemployment and Medicare, and many have traditionally been the first benefits put in place by any employer. In most organizations that are effectively competitive in the employment marketplace, basic benefits are considered a part of the compensation package. In addition to enhancing an employer's competitiveness, providing the basic health and wellness benefits communicates that the employer respects and values the employee's contributions.

HOW do we go about establishing benefit plans?

Each of the five benefit areas is unique and deserves independent consideration. For two of the areas listed, employer-paid pension plans and flexible work schedule, Winning Workplaces has prepared independent Tool Kits (See Retirement Compensation – RR-04 and Flexible and Seasonal Scheduling TRF- 03).

This Tool Kit will focus on implementing the following basic benefits:

- Paid vacation and holidays
- Sick leave
- Short-term disability
- Medical insurance

There are two primary ways that small or young organizations provide these benefits:

1. Independently developing and putting in place employee policies and benefit plans. The focus of this Tool Kit is to provide tips for doing this.
2. Professional Employment Organizations.

Professional Employment Organizations provide a means of outsourcing many of the human resources functions, such as payroll, workplace policies, employee handbooks and benefits. Employees become "jointly" employed by the employer and the PEO. The PEO purchases health insurance and other benefits by grouping the employees of a number of small employers into a large enough population to be able to negotiate better premium rates from insurance providers. Small employers with no human resources support often find that a PEO can provide the required services at a reasonable cost.

Should you choose to work with a Professional Employment Organization, their services include all administration of benefit plans, with some options concerning costs and coverage available to the employer. The benefits of working with a PEO include:

- Professional human resources support that can help a small business become more strategic in its people practices while assuring compliance, providing administrative record-keeping, and offering up-to-date information on labor regulations, workers' rights, workplace safety;
- Broader and more generous benefits coverage than an independent employer can often offer due to the lower costs available through a PEO;
- A third party that relieves the employer of the day-to-day responsibilities of handling human resources issues.

Organizations that choose not to use a PEO are likely to do so for the following reasons:

- The employer may not be comfortable with the concept of "sharing" employees with another entity;
- The organization does not believe that the periodic nature of the PEO representative's visits to the company site is adequate for their needs;
- Limited flexibility in benefits options. The employer must choose from the plans and carriers that the PEO offers.

PAID TIME OFF: Vacation, Holidays, Sick Leave

Establishing a vacation policy and paying for holiday time off recognizes that productive employees need opportunities for rest and renewal and that work is one component of their often multi-faceted lives. Providing a defined number of sick days encourages employees to attend to their health needs rather than coming to work ill.

Defining Policies for Your Company

There are many variations in company policies in these areas. Organizations can define their policies based on industry norms, marketplace norms or competitive employment practices. Policies should be defined in ways that will make them easy to administer and minimize record-keeping. Some common practices include:

Vacation:	One to two weeks	1st year of employment
	Two weeks	2nd through 5th year of employment
	Three weeks	6th through 10th year of employment
	Four weeks	More than 10 years of employment

Holidays: Six to 10 paid holidays per year, sometimes including personal days or floating holidays

Sick Days: Often five days per year, although in some instances up to 12 days per year that can be accrued to provide for short-term disability.

Cost to Implement

The cost to a firm when an employee is absent is tied to lost productivity. However, studies show that employees who have the opportunity for periodic rest, recreation and respite from work are more productive over longer periods than employees who do not have the opportunity to take a break. For employees who are ill, paid sick days assure that they will take time to get well before returning to work, increasing their own productivity and minimizing contagion. Thus, the cost of paid time off, balanced against increased productivity over time, can be perceived as nearly an even trade, minimizing the cost to the employer.

Administering the Program

Once a paid time off policy is established, records of tenure and days taken become important and can easily be combined with time-keeping and payroll.

SHORT-TERM Disability

There are two ways that organizations provide income to employees for short-term disability:

1. Combining it with coverage for sick days, either allowing employees to accrue sick days over time to create a form of short-term disability insurance, or providing generous sick coverage that kicks in after a number of unpaid sick days.
2. Offering employees short-term disability insurance, either wholly or partially paid by the employee. Short-term disability insurance is available through many insurance carriers.

Cost to Implement

Providing some form of financial support for short-term disability needs is costly. The premium rates for short-term disability insurance are high; costs of creating a form of self insurance by providing continued pay through accrued or extended sick leave are also high. Many companies share the premium costs for insurance with their employees.

Some organizations, particularly those that allow employees to accrue extended sick leave, provide optional coverage that asks the employees to cover all insurance costs.

Administering the Program

Like paid time off, once a plan is adopted, the primary challenge is one of record-keeping and can be a part of a time-keeping/payroll function. Administering short-term disability insurance is a component of benefits administration, coordinating with the insurance carrier to assure that implementation is smooth.

MEDICAL Insurance

As the most important single benefit, health insurance is also the most costly of all benefits that an employer will invest in. Many small insurance agents and some large financial services firms are eager to work with small businesses to provide both insurance benefits and retirement compensation plans. Often, different agencies have relationships with specific insurance carriers, and it makes sense to talk with a number of representatives to understand the marketplace, associated costs and cost/benefit trade offs. Also, companies that are purchasing a number of different benefits find that they can realize savings by purchasing multiple benefits from the same provider.

Cost to Implement

Health insurance costs have increased significantly in recent years. Employers find that it is common to have insurance premium rates increase 20 to 25 percent per year. Many are trying to be resourceful in investigating ways to share cost increases with employees. There are a number of alternatives, including:

- Selecting Preferred Provider Organization (PPO) and Health Maintenance Organization (HMO) options rather than traditional defined benefit insurance;
- Sharing premium costs, charging employees up to 40 to 50 percent of monthly premiums for coverage;
- Increasing deductible levels, thus lowering premium rates;
- Increasing employee co-pay expenses for doctor visits and/or prescription drug benefits, another way to lower premium costs;
- Allocating dollars per employee that can be used to purchase coverage, pay out-of-pocket expenses, etc., allowing employees to determine the most effective way to use benefit monies.

Often, employers that ask employees to share the costs of providing health care also offer a flexible spending account that will allow employees to set aside tax-free dollars to help cover their health care costs (see related Tool Kit: RR-01).

Administering the Program

Providing health insurance initiates a benefit program, even if it is the only insurance provided by the company. Health insurance is commonly accompanied by a life insurance plan, perhaps dental insurance, long-term disability, etc., resulting in a full benefit offering. Administering a benefit plan includes:

- Enrollment of all new employees;
- Annual re-enrollment, offering opportunities for employees to change their coverage and for the company/insurance carrier to announce changes in costs and coverage options;

- Record keeping concerning changes in employee status: changes in marital or family status, end of employment and transition to COBRA (required option for insurance continuation for 18 months after the end of employment);
- Assuring that employees have access to information from insurance providers: plan summaries, lists of professional service providers, etc. This information is increasingly provided by the insurance carrier via an Internet site where claim forms may also be submitted.

Communication

Benefits plans are inherently complicated, and they can be difficult to understand for employees who don't deal with them regularly. Furthermore, the information is of interest to most people only when they need to use the benefit.

Communicating benefits policies to employees can be accomplished a number of ways:

- Employee handbook;
- E-mail notification;
- Bulletin Board postings;
- Intranet postings.

Effective communication about plans, coverage, restrictions and requirements is most effective when people can access the information they need when they need it.

Often, employees are unaware of the benefits that are available to them, sometimes due to disinterest, and sometimes due to changes in regulations and coverage. One good vehicle for sharing information is to use the annual re-enrollment as a reason for benefits updates meetings, engaging providers to update employees on changes in coverage, etc.

A number of employers have found that preparing an annual statement for individual employees that shows the specific investment that the employer has made in them throughout the year is an effective means of helping employees understand the value of the benefits that they receive.

Feedback

Periodic feedback from employees can help assure that benefits programs meet the needs of the employees in the organization. Because benefits are a major expense for employers, assuring that they are responsive to employee needs can help focus benefit dollars on the particular needs of workers. An annual check, prior to renewing benefit contracts, can provide the organization with valuable guidance.

Other Resources

Employee Benefit News: (www.benefitnews.com)
Employee Benefit Research Institute: (www.ebri.org)
National Association of Professional Employer Organizations (www.napeo.org)
Employers Service Assurance Corporation (www.esacorp.org)

Note: *The above description on Putting Basic Employee Benefits in Place is not intended to be all-inclusive. There are many ways to set up such programs. These are guidelines that represent how some companies have done it successfully.*

PATENT AWARDS SM

WHAT is a Patent Award?

A Patent Award is any reward given by the company to its employees in recognition of their participation in the development of a new product or process, which has resulted in the awarding of a patent. The award can be monetary, a plaque or a gift—in short, anything that is a token of appreciation. A Patent Award can be given to an individual or a group of individuals (if the patent resulted from a team effort).

WHY give a Patent Award?

The company that gives a Patent Award actively rewards employees for their creativity, innovation and hard work. By showing its appreciation of these qualities, the company is promoting an environment where these behaviors will be perpetuated. "Thinking out of the box" does not occur in a vacuum – a company must work to foster an atmosphere that supports and encourages the contributions of innovative thinkers.

HOW do we facilitate a Patent Award Program?

Cost to Implement

The cost of a Patent Award can range from a few dollars per honoree (for a plaque) to several hundred dollars per recipient. In designing a program to honor innovation and creativity, it is wise to be intentional about aligning rewards and recognition with both company values and business needs: if innovative products and processes are critical to the future of the business, a more generous award program will pay for itself by encouraging innovation and through retaining productive, creative employees.

Eligibility

Decide which employees will be eligible to receive a Patent Award. If new employees are required to sign an agreement regarding proprietary information, patents, etc., their eligibility for Patent Awards could be noted in the document.

Budget

If the Patent Award is more than just an honorarium, determine how much can be spent on this program. Some considerations are:

- How many patents are awarded to the company in a typical year?
- If the Patent Award is a flat amount, e.g. $500, and a team is being rewarded, do they each receive $500 or do they share the award?
- Is there a maximum number of Patent Awards an employee can receive within a calendar year? Or during their career with the company?

!

***Attention*:** Even if the patent is issued to the company, usually the names of the developers (employees of the company) appear on the patent. In the event of a group project, clarify if Patent Award recipients' names must appear on the patent application. All who worked on a project might expect to receive awards, even if their names do not appear on the patent.

Documents

An application for a Patent Award starts the award process. (See form attached.) The patent number must be noted and all parties named on the patent need to sign the form.

Recognition

Some form of recognition for outstanding achievement is just as important as the Patent Award itself. The Patent Award can be presented at a company meeting; a photo of the recipient(s) may be published in the company magazine or newsletter, with a description of the product or process that was awarded the patent.

Note: *The above description on facilitating a Patent Award Program is not intended to be all-inclusive. There are many ways to set up such a program. These are guidelines that represent how some companies have done it successfully.*

Thank you *to Fel-Pro Incorporated for providing the model for this Tool Kit.*

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PATENT AWARD APPLICATION SM

(SAMPLE)

EMPLOYEE Information

Name of Employee(s) applying for Patent Award:
(Please Print)

1._____ Dept_____ Ext._____

2._____ Dept_____ Ext._____

3._____ Dept_____ Ext._____

4._____ Dept_____ Ext._____

5._____ Dept_____ Ext._____

6._____ Dept_____ Ext._____

7._____ Dept_____ Ext._____

8._____ Dept_____ Ext._____

9._____ Dept_____ Ext._____

10._____ Dept_____ Ext._____

(Use the back of this form for additional names if necessary)

PATENT Information

Date of Patent

Application_____

Description of Product/Process

_____

_____

_____

_____

_____

_____

_____

_____

Date Patent No.

Awarded_____

PATENT NUMBER

_____

Employee Signature(s)

1._____

Date_____

2._____

Date_____

3._____

Date_____

4._____

Date_____

5._____

Date_____

6._____

Date_____

7._____

Date_____

8._____

Date_____

SAFETY AWARDS & MEETINGS SM

WHAT are Safety Awards and Meetings?

Safety Awards are given to individuals, teams or departments for achieving specific best safe practices on the job. Awards can be given based on any timetable—monthly, quarterly, annually—and can be monetary, valued at any amount, or certificates or other types of recognition. Safety Meetings are meetings convened for the express purpose of promoting safety in the workplace, discussing pertinent safety issues and presenting Safety Awards. As with Safety Awards, Safety Meetings can be organized to fit any timeframe and be attended by the entire workforce, an individual workgroup or team, or any combination necessary to address safety issues.

WHY have Safety Awards and Meetings?

Anything businesses can do to promote worker safety makes good, bottom-line sense. Improved safety habits at work and in employees' homes can translate into lower medical costs, fewer worker's compensation claims, reduced absenteeism and increased productivity. Encouraging good safety practices also demonstrates the company's commitment to the wellbeing of its employees—a value that will be reflected in lower turnover rates and increased company loyalty.

HOW do we facilitate Safety Awards and Meetings?

Eligibility and Criteria

Decide which employees are eligible to receive Safety Awards (i.e., open to all employees or only non-managerial staff) and how often they will be eligible to receive them. Awards can be given to individuals, teams, departments—even the entire company—and awarded on a monthly, quarterly or yearly basis, or anytime an outstanding safety milestone has been achieved.

Safety Awards can be given for many accomplishments, including:

- Complying with a series of safe practice criteria spelled out by management;
- Submitting and implementing new safety suggestions;
- Achieving a certain safety milestone or record (e.g. one quarter or one year without any lost time injuries);
- Completing projects that promote improved safety in the workplace.

!

Attention: See that Safety Awards are given for accomplishments and achievements. Avoid rewarding an individual or a group just because nothing bad has happened. These types of awards are only valid if a large number of people (a whole department or the entire company) have reached a record achievement—a month, quarter or year without a lost-time injury or an injury needing outside medical attention.

Safety Awards

Safety Awards can be anything the company deems valuable and appropriate to the specific achievement. Departments or units can run their own safety programs and award systems independently of one another. Whether departmental or company-wide, budgetary concerns will determine the types of Safety Awards given. Some ideas for Safety Awards are:

- Checks for cash or gift certificates from local retailers;
- Tickets to sporting events;
- Complimentary meals at the company cafeteria or local restaurants;
- Safety Jackpot points, which can accumulate and be cashed in for a gift of the employee's choice from the program catalog;
- Safety performance records that can be tied to a team's end-of-year or quarterly Safety Bonus. (See attached Safety Scorecard);
- When one company achieved one million man-hours without a lost-time injury, each employee received an ice cream treat.

!

Attention: You may want to limit the number of Safety Awards that an individual can receive during a specific period of time. One company changed its policy after it was discovered that some people were getting multiple awards (e.g. monthly, quarterly and annual awards) for the same accomplishment.

Safety Meeting Agenda

Safety Meetings may be used as a forum for any safety issue at hand. In addition to addressing specific safety issues, some general topics for discussion and instruction are:

- Personnel Protective Equipment;
- Ergonomics Training;
- Emergency Procedures – Training and Drills;
- Blood-Borne Pathogens;
- Machine Guarding;
- Hazard Communication Training;
- Home Safety;
- Respirator Training;
- CPR and First Aid Training;
- Ladder Safety;
- Cold Weather Safety – How to Avoid Slips, Trips & Falls;
- Fire Extinguisher Training;
- Automobile Safety.

Recognition

Recognition for safety achievement is as important as the Safety Awards themselves. Positive reinforcement in the form of safety honors should become a regular part of the celebratory cycle, to create and maintain a supportive atmosphere where safety is the expected norm. The following are just a few ways to celebrate safety in the workplace:

- Recognition of teams and individuals by management at departmental Safety Meetings;
- Monthly luncheon or pizza party to celebrate departmental/team milestones;
- Safety achievements or implemented safety suggestions featured in the company newsletter or other publication;
- Employee/team photos and Safety Award description posted on company bulletin boards;
- Outstanding safety achievements honored at an end-of-year celebration or annual meeting.

***Note**: The above instructions on facilitating Safety Awards and Meetings are not all-inclusive in their scope. There are many ways to set up such programs. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

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(SAMPLE)

DEPT. XXX – SAFETY TEAM SCORE CARD – 1st QUARTER

				100% Participation												
Date																
NAME	0 Lost Time Injury (10 points)	0 Outside Medical Cases (10 Points)	Safety Project (Points based on % completed)	Led Pre-Work Exercises	Safety Inspection Participant	Active Role in Weekly Safety Meeting	Lead Safety Discussion	"Adopt a New Employee" Participant	Submitted Near Miss Report	Job Safety Analysis	Ergonomic Improvement	Critical Behavior Inventory Participant	Act as Safety Rep	Other	*TOTAL SCORE*	**OVERALL SAFETY RATING**
TOTAL SCORE RANGES:	*34 = Outstanding*		*31-33 = Very Good*		*28-30 = Good*		*26-27 = Fair*		*0-25 = Unsatisfactory*							

SEASONAL GIFTS PROGRAM SM

WHAT is a Seasonal Gifts Program?

Seasonal Gifts are tangible items given to the workforce to celebrate a holiday or commemorate some other special event. Any special day can be the impetus for company giving—commemorating a key business event, the founder's birthday, a national holiday. The important element is that the gift is extended as a means of recognizing an employee's contribution to the accomplishments of the organization. A bit of unpredictability often adds to the pleasure of receiving a seasonal gift.

WHY have a Seasonal Gifts Program?

Seasonal Gifts are a great morale booster. Regardless of the size or perceived value of the gift, its presentation initiates a festive atmosphere. The message to management and labor is positive: "You're doing a great job and we congratulate your efforts—together, we celebrate!" And because gifts can be taken home and shared with loved ones, it communicates good will towards employees' families as well.

HOW do we initiate a Seasonal Gifts Program?

Cost to Implement

Determining a budget and how often the organization would like to extend gifts to employees is a good place to start. Traditions quickly emerge around gift giving, and the end-of-year holidays have historically presented the primary gift-giving season of the year. If this has become a part of your organization's tradition, you may not wish to make changes in that pattern. One option that allows more flexibility and variety is to expand gift giving over several occasions, distributing smaller gifts rather than giving one large gift at a single event.

The cost of a Seasonal Gifts Program can vary broadly, but it need not create a major dent in the organization's budget. With planning and a creative, resourceful selection of gifts, the cost to the company can be modest.
If you choose to expand your gift giving to include more holidays, you do need to plan for administrative support to assure that the program runs smoothly. The goodwill generated from a gift program can be dashed should you run short of gifts or mistakenly omit a department.

! ***Attention*:** Be sensitive to the cultural diversity within your workforce. When possible, acknowledge special events or holidays for different ethnic or religious groups.

Eligibility

A piece of the budgeting process is determining number of employees to receive Seasonal Gifts. In additional to full-time employees, you may wish to consider the following groups:

- Off-site personnel, sales reps
- Temporary staff
- Contract workers
- Retirees

Selecting Gifts

Whether you choose to have one gift-giving event a year or several, it is wise to remain aware of the cultural diversity of your workforce. When at all possible, acknowledge special events or holidays for different ethnic or religious groups.

Gift ideas can be expansive and limited only by imagination. Some that you may wish to consider include the following:

- Food items (turkeys, tubs of popcorn, boxes of candy, tins of specialty nuts);
- Plants to decorate one's desk or take home;
- Novelty and company-identity objects (key rings, tee-shirts, sweatshirts, hats, mugs, tool kits, playing cards, portfolios);
- Gift certificates to retail stores (grocery, discount, entertainment, department stores, restaurants, specialty shops, depending on your workforce);
- Picture frames for photos of special events.

! ***Attention*:** Food products are often the most popular and well-received gift items. When selecting gifts of food, be sensitive to dietary restrictions of employees dictated by religious preference. Offer an alternative when necessary. It is impossible to meet everyone's lifestyle or dietary needs, but some advance planning for an alternate choice can avoid disappointment on distribution day.

Administration

Choose an administrative coordinator to manage ordering and distributing Seasonal Gifts. The responsibilities of this role include:

- Contacting vendors and ordering gifts;
- Arranging for storage and distribution of gifts;
- Disposal of leftover gifts. Items can be donated to food pantries, homeless shelters or other charitable organizations.

! ***Caution*:** Be prepared to make special arrangements for perishable items. Health Department regulations dictate specific temperatures at which refrigerated items must be stored.

Distribution

Determine when and how the gifts will be distributed. Distribution can take place at the end of the workday or in conjunction with a special event. Make provisions for employees who miss the distribution due to illness or time off.

! ***Attention***: Occasionally there are employees who will try to get more than their fair share during gift distribution. The company may want to set up some system of accountability (i.e., tickets or a checklist) to insure that everyone gets only one gift.

Documents

Some of the forms which may be necessary to administer Seasonal Gifts are:

- Purchase orders to vendors;
- Sign-up sheets for employees to request (in advance) an alternate gift;
- Tickets or checklists for distribution day.

***Note**: The above description on facilitating a Seasonal Gifts Program is not intended to be all-inclusive. There are many ways to set up such a program. These are guidelines that represent how some companies have done it successfully.*

***Thank you** to Fel-Pro Incorporated for providing the model for this Tool Kit.*

SERVICE AWARDS SM

WHAT are Service Awards?

Service Awards are awards given to employees who have achieved a defined length of service with the company. Companies traditionally give awards at the five year mark and at five–year intervals thereafter. Awards can be monetary; pins or jewelry, such as the customary gold watch for 30 years of service; or items chosen by the employee from a designated service award gift catalog. The Service Award's value generally increases with the number of years the employee has served.

WHY have Service Awards?

A Service Awards Program is one way the company can express its gratitude to employees for extended and loyal service. It's a way of saying "We acknowledge and value your contribution." When service award recipients are publicly recognized, they gain stature among their coworkers as valued members of the team. In a company that extends Service Awards, all employees become aware that loyalty is valued by the organization. As a result, Service Awards can enhance employee retention.

HOW do we facilitate a Service Awards Program?

Cost to Implement

The costs of Service Awards to the company can range from a few dollars for an award to several hundred dollars for a cash bonus. While direct expense for awards must be considered, this is an investment that should be considered with the potential benefit that can result. Further, it is advisable to review other employee rewards to ensure that they are of the appropriate value in relation to other compensations that the organization may extend.

For a small organization, the administrative cost of managing a Service Awards program will be modest. A larger company with a longer history may have a more complex awards project. The program's budget should include whatever administrative costs are incurred.

Scheduling

Determine the frequency with which you want to honor years of service. Traditionally, awards are given for every five years of service, but scheduling can be adapted to the administrative and budgetary constraints of the company.

Determine the Type of Award

Determine the type of awards you want to give employees. Service awards can be:

- Monetary awards
- A plaque or honorarium
- Jewelry (pins or other custom-made item)
- Merchandise from an awards catalog
- Gift certificates from a local retailer

An employee committee, such as an Employee Forum, can assist in defining appropriate Service Awards for different years of service. Engaging employees in defining how to honor colleagues can reinforce the recognition merit of the award and assure that the awards will be valued by workers.

!

***Attention*:** Monetary service awards are subject to all state and federal tax laws. In fact, the rate of taxation on a "bonus" or service award check will be higher than the usual percentage on a regular payroll check. Communicate this information to employees in advance, especially if they need to make a choice between a check and some other type of service award.

Managing the Program

Choose an administrator to manage the Service Awards Program. The administrator will be responsible for:

- Assembling a list of eligible recipients every year, based on their years of service to the company;
- Notifying recipients that they are eligible to receive a service award;
- Creating and processing request forms for employees to choose their service award;
- Ordering and distributing awards to supervisors (or other managers who will present the award) by the designated presentation date.

Outsourcing

There are a number of companies that focus on the creation and administration of Service Awards programs. They will tailor a program to your company's unique specifications. Once a list of annual service award recipients is transmitted, a service provider can manage your program from start to finish.

Presentation

There are a number of ways in which Service Awards can be presented to employees. Some options include:

- Presentation by management at an annual (or quarterly or monthly) presentation ceremony
- Presentation by the employee's manager on the anniversary of date of hire
- A Service Award gift selection can be processed and shipped directly to an employee's home.

Regardless of the manner in which the award is received by the employee, it is wise to remember that receiving the gift is only part of the award process. Of comparable value, both to the employee and to the organization, is the recognition that comes with the Service Award.

Recognition

Honoring Service Award recipients goes along with extending awards for years of loyal service. Providing opportunities for employees to be honored among their peers is a key part of the process. Among the ways that recipients can be honored include:

- A monthly Service Awards luncheon for employees and their supervisors;
- Photographs of Service Award recipients posted on the company Intranet, on a bulletin board or in a company publication;
  Recognition of Service Award recipients in departmental, unit or company-wide meetings.

***Note**: The above instructions on facilitating a Service Awards Program are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

***Thank you** to Fel-Pro Incorporated for providing the model for this Tool Kit.*

LEARNING & DEVELOPMENT

Creating a learning organization is a proven means of gaining an edge in an increasingly competitive, technology-driven, global economy. A 2000 Association for Training and Development (ASTD) study found that companies that spent more on training earned higher levels of income per employee in the years following their investment. Investing in Learning and Development is much like investing in equipment and software: its payoff is in the future productivity of the organization.

A well-accepted means of growing a business is through attracting and retaining highly-talented employees. As Richard Reichheld demonstrates in The Loyalty Effect (Harvard Business School Press, 1996), an employee's contribution to revenues and profitability increases the longer the employee is with the organization. At the same time, today's employee, as depicted in Work 2.0 (Perseus Publishing, 2002) by Bill Jensen, seeks learning and professional growth from a workplace far more than stability and predictability, which are less available in today's economy.

In an increasingly knowledge-driven economy, high-performing employees seek opportunities to learn and grow in their jobs with no boundaries between informal and formal learning. With this in mind, the best way to retain an employee is to provide opportunities for an employee to learn, develop new skills, be exposed to new challenges or develop new expertise.

Learning and Development is the fourth Building Block of a Winning Workplaces organization. Because a learning organization is more adaptable to change, it can anticipate and find solutions to problems more easily than one that is not regularly enhancing employees' skills and knowledge. Learning occurs in many ways, and organizations are realizing that the once-standard approach of on-site, on-the-job training does not meet the needs of today's workplaces. Some of the techniques that are being employed include:

- Just-in-time and on-demand learning, usually delivered online;
- Internal coaching and mentoring;
- Peer learning, both formal and informal;
- Career development.

Some organizations encourage and motivate employees to seek further learning with:

- Tuition reimbursement;
- Education awards;
- College Counseling;
- Computer Financial Assistance;
- Financial Seminars.

COLLEGE COUNSELING PROGRAM℠

WHAT is a College Counseling Program?

A College Counseling Program is a service offered to employees and their families. It is a program designed to assist them in finding out what is available in the world of college options and to aid in making the appropriate decisions for their college bound children. Assistance can include planning a solid high school curriculum preparatory to college, advice on financial assistance and scholarship availability, and on-campus tours of local schools. A College Counseling Program can be comprised of seminars, tours and/or personal appointments with college counselors. The program may be fully or partially subsidized by the company.

WHY offer a College Counseling Program?

Planning for college is a daunting task. For many families, aside from purchasing a home, a college education is the largest financial commitment they can make. The higher education options are vast and confusing. Guidance through the morass of information helps ensure that employees' college-bound dependents make intelligent choices for their future. This program may even enable some college-wary students to seek a higher education, as it can steer them toward opportunities, institutions and scholarships they would not have found on their own. If the company sponsors its own dependent scholarship program, a College Counseling Program is a way to make sure those dollars are well spent.

HOW do we facilitate a College Counseling Program?

Planning

To determine projected usage, an employee survey targeted to parents of high schoolers can appraise the level of interest in having a College Counseling Program. Working with a provider, outline a program that would meet the needs of your employee population and determine how much of that program the company is able to subsidize. If personal appointments with a college counselor are options for families, what portion will employees pay?

This program is a service to employees and their families. To assure that the services are appropriately valued, the costs should be shared between the company and the employees.

Cost to Implement

The costs of the program to the company include the expense of the counselor and the program developed that the company wishes to subsidize, the cost of an administrator's time to coordinate the program and any expense involved in providing facilities for the sessions.

Service Provider

College Counseling service providers will be specific to your state and region. For referrals to resources in your area contact:

- National Association for College Admission Counseling (NACAC);
- American College Counseling Association (ACCA);
- (Your state's) Association for College Admission Counseling;
- Local colleges and universities.

Seminar Programs

The College Counseling service provider will generally have a preset curriculum. A good seminar program will include information on the following:

- Assistance in planning a solid high school curriculum that is college preparatory in nature;
- Career and vocational assessment;
- Assistance with the college decision-making process;
- Information on college admission policies;
- Information on college testing: ACT/SAT;
- Information on meeting college costs, obtaining scholarships, financial aid;
- Local college tours (if available).

!

Attention: If an employee (and family) registers for a College Counseling Seminar, College Tour or personal appointment with the college counselor and does not attend, it must be clear on the registration form that the employee will still be responsible for paying any fee that was agreed upon when s/he registered.

Tours

If colleges or universities are located nearby, scheduling tours of these facilities can be part of the company's College Counseling Program. Even if these schools are not on a prospective student's "A" list, it is good practice for the family. The experience will help educate them in what to look for and what questions to ask when they do visit the colleges of their choice.

Personal Appointments

Each family has unique needs and circumstances to consider in their college decision-making process. Thus, it makes sense to include individual counseling sessions as part of the program. Financial concerns can be discussed candidly, and students benefit greatly from the one-on-one attention to their needs and desires. These meetings can be scheduled on- or off-site, and arrangements made directly between the provider and family.

Administration

An administrator will need to be responsible for promoting the program, taking reservations for seminars and tours, and paying service provider's invoices. A registration fee may be charged to encourage attendance. If private counseling sessions are conducted on-site, the administrator might also act as a liaison between the family and counselor to set up these appointments.

Promoting

Date, time and registration information needs to be publicized on bulletin boards, e-mail, company newsletter, etc. (See attached sample flyer.) A brief overview of the College Counseling Seminar's content could be included to give people an idea of what to expect. Interested employees can contact the program administrator to make their reservations in advance and pay any necessary registration fee. A pre-event head count will allow the administrator to ensure proper accommodations, plan refreshments for the group, or make bus reservations for tour events. Also, be sure to include information about the College Counseling Program in any recruitment or new hire literature that you distribute.

Payment

Specific billing and payment arrangements will be negotiated with your College Counseling service provider. A retainer may be requested to provide a "call-in" service to families who have urgent questions, but don't wish to make a personal appointment. For non-subsidized portions of the program, employees can pay the provider directly at the time of service.

Note: *The above instructions on facilitating a College Counseling Program are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

Thank you *to Fel-Pro Incorporated for providing the model for this Tool Kit.*

COLLEGE COUNSELING SEMINARS SM

COLLEGE Decision Making…

Can be quite difficult for students as well as for parents. Current, accurate information about colleges and financial aid is critical and often difficult to obtain. Our College Counseling Program offers a comprehensive package of services which can help you in your college decision making process.

REGISTER for any or all of the following:

- **Planning AHEAD Means Planning NOW:**
  Early Educational and Financial Preparation for College
- **Career Choice Workshop:** Explore and Connect Interests, Aptitudes and Abilities to Career Choices
- **Paying for Your College Education:**
  Facts, Forms and Deadlines
- **Community Colleges and Vocational/Technical Education Programs:** Pathways to the Future
- **Highly Selective Colleges and Universities:**
  The Inside Story… Tips for Admission and Financial Aid
- **College Survival Skills:** Getting the Right Start Graphics
- **Tour: University of Illinois at Chicago and Loyola University**
- **Tour: Northern Illinois University at DeKalb, Ill.**

COMPUTER FINANCIAL ASSISTANCE PROGRAM℠

WHAT is a Computer Financial Assistance Program?

A Computer Financial Assistance Program allows qualified employees to apply for interest-free financing to purchase a new computer (or upgrade) for home use. Employees may also purchase a computer for someone in their immediate family, for instance, a laptop for a college-bound dependent. Employees may take advantage of this program as often as they wish.

WHY have a Computer Financial Assistance Program?

The Computer Financial Assistance Program provides a way for employees to acquire a personal computer and would be especially beneficial to those who might not be able to do so through other means. A home computer is an important supplement to any educational environment whether it is for an employee who is pursuing a higher education or of the worker's school-aged children. A home computer also enables employees to learn new computer skills that can enhance their performance at work. Aiding employees to buy a home computer demonstrates the company's serious commitment to training and career development. It shows care and concern for the educational welfare of employees and their families. It is also an indication of the company's willingness to invest in its employees' futures—a trust that will be repaid in the long term through a smarter workforce with greater company loyalty.

HOW do we start a Computer Financial Assistance Program?

Cost to Implement

The cost of providing a Computer Financial Assistance Program has two parts::

- The cost of the capital devoted to funding computer purchases that otherwise could be earning or generating revenue.

- The cost of administering the program: developing relationships with vendors, preparing checks for computer purchases, recording keeping and payroll deductions.

Because the program loans money to employees who repay the funds through payroll deductions, the expense to the company is modest if considered on a per-employee basis.

Accounting

Establish an internal payment account to pay computer vendors for purchases by employees. The same account can be used to receive payments as employees repay through payroll deductions.

Eligibility

Determine which employees will be eligible for this program and how often.

Options:

- Full-time and/or part-time employees will be eligible;
- Only those employees with a specified amount of service to the company (i.e. one year) will be eligible;
- Employees with good credit (no wage garnishments) will be eligible;
- The balance of any loan must be fully repaid before another computer is purchased through the program.

Selecting a Vendor

Decide which computers are available for purchase and from what vendors.

Options:

- Only specified products (i.e. CPU, Monitors, Printers) OR any products will be available for purchase
- Only specified vendors OR any vendor will be used to purchase computer products

!

Attention: If product and vendor specifications are to be restricted, specifications will need to be updated on a regular basis to keep up with the fast-paced changes in hardware and pricing customary to the retail computer industry. Preferred providers can be helpful, as the company can inform retailers about the program and any initial credit checks against the company can be run in advance. Employees will not be questioned when they present a company check for payment.

Scheduling

Determine when the Employee Computer Financial Assistance Program will take place.

Options**:**

- Employees may purchase their computers at any time;

- Computer purchases may be made only during a specified window of availability (i.e. during the first two weeks of each quarter).

! ***Attention***: When computer purchases are restricted to a specific period of time, advance communication will alert employees to begin their shopping early so that they are ready to buy when the program begins.

Loan/Deposit Amount

Decide the amount of money employees will be loaned for purchasing their computers. Determine if a down payment is necessary and how much will be required.

Contracts/Forms

A financial contract needs to be created (see sample), wherein the employee agrees to repay the loan or cash advance via a payroll deduction. The agreement must be legally binding and include provision for repayment of the loan in the event of employee's termination before the loan has been fully repaid. An Employee Computer Financial Assistance application form should initiate the purchase process (see sample). A worksheet may be included to facilitate calculation of purchase price, tax, down payment, balance due, etc.

! ***Attention***: A plan should be in place for legal action in the event that terminated employees do not fulfill their repayment obligation. Terms for these eventualities need to be part of the initial loan agreement.

Purchasing

Employees pick the computer of their choice and bring an itemized quotation to the program administrator (HR personnel). Some mail order retailers will fax these directly to the company on behalf of the employee. Requiring a minimum deposit allows employees to demonstrate their own financial investment in the purchase. The employee is also responsible for any amount that exceeds the maximum loan the company will extend.

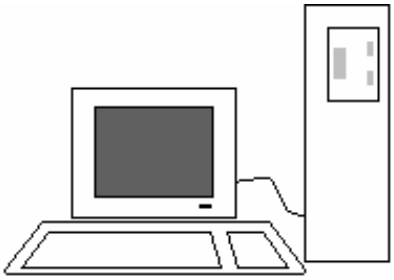
Loan Repayment

Loans are repaid to the company via payroll deductions. The amount of the payment is adjusted to fit the regular payroll schedule (weekly, bimonthly, monthly).

Note: *The above description on facilitating a Computer Financial Assistance Program is not intended to be all-inclusive. There are many ways to set up such a program. These are guidelines that represent how some companies have done it successfully.*

Thank you *to Fel-Pro Incorporated for providing the model for this Tool Kit.*

COMPUTER FINANCIAL ASSISTANCE PROGRAM APPLICATION SM



(SAMPLE)

A computer quote on retailer's stationery must be attached **and ALL portions of this form filled out in full before cash advance for a personal computer can be processed by (Company).** Employees applying must have one year of service with (Company) and no wage garnishments for the past 12 months.

EMPLOYEE Information

Name (PRINT) _____

Dept. _____ Shift _____

Clock No. _____ Extension _____

Do you get paid weekly? _____ or biweekly? _____ (check one)

COMPUTER Information

Retailer _____

Retailer's Address _____

City _____ **State** _____ **Zip Code** _____

Not included in the purchase program: Peripherals such as scanners, sound blasters, additional speakers, additional (non-pre-installed) software, additional warranties, joysticks, etc.

Price of your Computer System_____

Tax_____

Total_____

Subtract your Deposit (minimum $250.00)_____

Check issued by (Company)_____

Allow 10 working days for processing. Pick up check in Human Resources.

Attention: We cannot issue checks to RETAILER "X". Their prices can usually be matched by "Y" or "Z."

EMPLOYEE COMPUTER FINANCIAL ASSISTANCE PROGRAM SM

(SAMPLE)

WHAT is the Computer Financial Assistance Program?

You have an opportunity to purchase a new personal computer from a retailer of your choice for you and your immediate family (spouse and children) to use at home. (Company) will provide an interest-free cash advance of up to $2,250 to help pay for the computer.

The computer package may include: CPU, monitor, printer (if included in package), keyboard, mouse, memory upgrade, modem, CD-ROM, basic pre-installed software, zip drive and extended warranty.

These items are not eligible for the cash advance: Printers (not included in the package), scanners, sound blasters, additional speakers, additional (non-pre-installed) software, additional warranties, joysticks, etc.

WHO is eligible?

Full-time (Company) employees with at least one year of service who have had no wage garnishments over the past 12 months and no current outstanding computer balance.

HOW does the Computer Financial Assistance Program work?

The Human Resources Department coordinates the ***Computer Purchase Program***. Twice a year we designate a three-week period for the program.

(Company) will provide a cash advance **up to $2,250** of the eligible purchase cost. No matter what the cost of your computer, we require you to pay the retailer a **minimum** payment of **$250**. For more expensive computers, you will need to make a **larger** payment to bring the balance that (Company) will advance down to **$2,250**.

HOW do I participate?

- Shop around at the authorized retailers of your choice and select the brand and model that best suits your needs. Comparison shopping and searching for sale prices will help you negotiate your best price.
- Select a computer and have the retailer give you a written itemized order form (on their stationery) that lists all of the computer items you will be purchasing and their prices.
- Submit the written itemized order and a *COMPUTER PURCHASE APPLICATION* form to the Human Resources Department.
  *Please note that (Company) will only make the cash advance payable to the retailer, not to the employee. If you want to take advantage of the Computer Purchase Program, do not pay for your computer in full (including by credit card).
- Human Resources will call you when the check is ready. You will be asked to sign the *PERSONAL COMPUTER PURCHASE AGREEMENT* contract authorizing the payroll deductions paying back the advance.
- Take the (Company) check to the retailer and purchase your computer. Remember that no matter what the cost of the computer, we require you to pay the retailer a minimum payment of **$250**.

- You will then repay the remaining balance (to the maximum of $2,250) through payroll deduction for the next 24 months in 104 weekly or 52 biweekly payments.

Other Rules:

If you return your computer to the retailer for cash or credit, you must pay back the full amount of the cash advance to (Company) immediately following that transaction.

You will be required to pay off the full amount of the cash advance if you leave your employment at (Company) for any reason before the two-year repayment period is completed.

You may only purchase one computer at a time, and you must complete your payments on one computer before you purchase another.

PLEASE NOTE: All technical and support services for set-up, operation and warranty service must be obtained through your retailer and **NOT** through our Information Systems Department.

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PERSONAL COMPUTER PURCHASE AGREEMENT℠ (SAMPLE)

EMPLOYEE Information

Employee Name	Employee No.	Dept.	Shift

PURPOSE

I, _____ , agree to repay Company (referred to in this agreement as "Company") for the cost of a personal computer I selected from my chosen retailer as identified on the retailer's order form, and referred to in this agreement as "Computer." I further agree to all terms and conditions stated below. I understand that I must meet all requirements of the program in order to obtain a cash advance.

TERMS and CONDITONS

Length of Agreement

(Company) is making a cash advance to me for the purpose of financing the Computer. I agree to repay (Company) for the cash advance on an interest-free basis, beginning with the first payment due within 30 days after I pick-up or take delivery of the Computer, and ending with the last payment due no later than 24 months after the first payment.

I understand that I cannot cancel this agreement after my first payment.

I understand that if I return my computer to the retailer for cash or credit, I must notify (Company) that I intend to do so, and must pay back the full amount of the cash advance to (Company) immediately following that transaction.

Payment and Payroll Deductions

I will repay (Company) the total cash advance amount of $ _____ (up to $2,250) as shown on the retailer's order form within 24 months without interest.

I will make _____ payments of $ _____ by payroll deduction.

If I Stop Working At (Company)

If I become temporarily inactive due to leave of absence, short-term or long-term disability before repaying the entire cash advance, I will make monthly payments directly to (Company) before the first day of each month while on inactive status. If I prefer, I may pay the total remaining balance to (Company) at any time.

If I stop working at (Company) for any other reason (lay-off, retirement, dismissal, etc.) before repaying the entire cash advance, I authorize (Company) to deduct the entire balance owed from any paychecks I have yet to receive.

If there is not enough money in these paychecks, I have 30 days to pay full amount of balance owed with my personal funds.

If I do not pay the balance owed within 30 days:

(Company) will pursue collection of the balance through our collection attorney. I understand that (Company) is entitled to recover its reasonable attorney's fees if collection is effected without suit being filed. I further understand that (Company) is entitled to recover its court costs and reasonable attorney's fees in the event that collection involves filing suit against me.

I understand that court proceedings may result in the entry of a judgment against me, placing a garnishment on my wages from my new employer, repossessing the Computer, or other legal actions which (Company) may take at its discretion. (Company) is not required to repossess the computer before taking other legal actions to collect amounts owed to it.

Care of the Computer

I understand that once I receive the Computer, I have complete responsibility for taking care of it. I agree not to sell or loan the Computer to anyone, or use it as pledge or collateral for a loan until the final payment is made. No matter where I keep the Computer, I, not (Company), am responsible if the Computer breaks, is stolen or destroyed. I understand I still owe (Company) the unpaid balance.

Warranties

I understand that (Company) makes no warranties about the quality or performance of the Computer. It is my responsibility to decide before signing this Agreement whether this particular Computer will meet my needs. I may be able to obtain warranty service from the retailer and/or the manufacturer. (Company) does not require that I participate in this Computer Purchase Program, and is not responsible for any injury or loss which I may have because of this Agreement or my use of the Computer.

Complete Agreement

I understand that this Agreement states the complete agreement between (Company) and me concerning the purchase of the Computer. Nothing which (Company) has said to me or which I have said to (Company) can change this Agreement. This Agreement can be changed only in writing, and the written change must be signed by both parties.

_____
Employee's Name (print)

_____ _____
Employee's Signature Date

_____ _____
Authorized (Company) Representative Date

EDUCATIONAL AWARDS SM

WHAT is an Educational Awards Program?

An Education Awards Program recognizes and rewards employees who have received certain educational degrees while employed with the company. They may have received a high school certificate of completion (GED), an Associate's Degree, or a Bachelor's or Master's Degree. The award may be monetary or something else that the company feels is appropriate to the degree achieved.

WHY offer an Educational Awards Program?

Educational Awards demonstrate the company's commitment to encourage the ongoing education of the workforce. It recognizes the various stages of educational achievement and, in so doing, emphasizes and values the importance of adult education at *all* levels of accomplishment. The company benefits from the knowledge gained and new skills brought to the workplace by graduates.

HOW do we facilitate an Educational Awards Program?

Cost to Implement

The focus of this program is both recognition and reward, and the cost can reflect more focus on recognition than reward if a company's budget is limited. The best way to estimate an initial cost is to survey current employees concerning their educational endeavors, and anticipate the awards' expense based on the current population. The dollar amount for the awards can be set based on available budget and the projections of numbers of graduates.

Once the program is established, it is likely that the numbers of graduates will grow, both because education is encouraged at your company and because employees will seek to identify themselves with high achievers.

Budget

Decide what can be spent on the Educational Awards Program based on how many employees can be expected to graduate from educational programs during the course of the year.

Rewards

Determine what the Educational Awards will be. If they are monetary, the awards may be increased incrementally, i.e. the higher the graduate's level of achievement, the larger the award. The following are one company's guideline:

- $100 for completion of GED
- $250 for an Associate's Degree
- $500 for a Bachelor's Degree
- $1,000 for a Master's Degree

! **Attention:** If you decide that the Educational Awards will be gifts other than money, the same uniform guidelines must still be applied in determining the scaled value of the awards.

Forms

An application will start the process. A simple form can include the specifics like employee's name, contact information and what educational degree s/he has just received. Documentation, i.e. a copy of the diploma or certificate from the educational institution, needs to accompany the application to verify the achievement.

Recognition

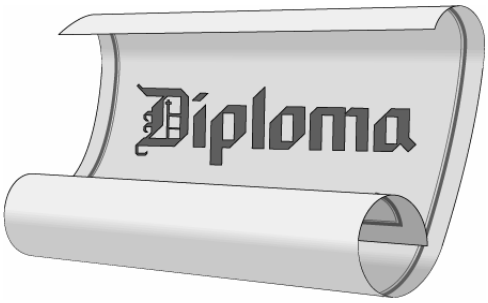
Some form of official company recognition might also accompany the Educational Awards. This could be a notice in the company newsletter, magazine or bulletin board, an honoring of recent graduates at the company's Quarterly Meeting or a special luncheon with commendations given by top management.

Note: *The above instructions on facilitating an Educational Awards Program are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

Thank you *to Fel-Pro Incorporated for providing the model for this Tool Kit.*

|WINNING|WORKPLACES|
BETTER FOR PEOPLE|BETTER FOR BUSINESS TM

EDUCATIONAL AWARDS SM



(SAMPLE)

EMPLOYEE Information

Name_____

Address_____

City_____ State_____ Zip_____

Department_____ Shift_____

Employee No._____ Hire Date_____ Ext._____

DEGREE Information

Name of College or School_____

Address_____

City_____ State_____ Zip_____

Degree or Certificate Received._____

Please attach a photocopy of your official degree or certificate to this application. Applications without verification of graduation will not be processed.

RECOGNITION Information

It is our policy to recognize employees for their educational achievements. Please indicate if you want your name to appear in the "Recent Graduates" column of (Company) newsletter.

_____ Yes, you may publish my name under "Recent Graduates."

_____ No, please do not publish my name.

REWARD Information

Your Educational Award in the amount of $100 (GED), $250 (Associate's Degree), $500 (Bachelor's Degree) or $1,000 (Master's Degree) can be sent directly to your home or awarded to you at the next Quarterly Awards Luncheon, where we hope to officially congratulate you on your educational achievement!

_____Yes, I will attend the Luncheon. _____Send check directly to my home.

EMPLOYEE DEVELOPMENT & JOB TRAINING PROGRAM℠

WHAT is an Employee Development and Job Training Program?

Employee Development and Job Training are any form of company-sponsored or supported learning activity that occurs during the tenure of employment.

Employee Development and Job Training can mean many things:

- Specific skill training to do a job, such as learning a computer software program or how to use a specific, job-related machine;
- Professional growth training, such as *Introduction to Management* for new managers or *Enhancing Presentation Skills* for those who speak before groups;
- Apprenticeship to learn a technical role;
- A Mentoring Program to develop promising new hires or achievers being groomed for management;
- Team development to enhance a group's ability to collaboratively achieve a goal;
- Pursuit of a formal degree at a university as a means to achieve a personal or career goal.

Employee Development and Job Training can be delivered in many ways:

- Classroom training, on-site or off-site;
- Computer-based training, during work hours or after hours;
- Webcast seminars, audio and video tapes;
- During brown-bag lunch meetings;
- At professional and association meetings;
- During the activity of a typical working day, with designated "master teachers" making assignments, answering questions and coaching;
- In dedicated, scheduled one-on-one meetings throughout a defined program period, such as 3 or 6 months;
- At colleges and universities, either during working hours or after hours;

- At any professional provider of educational courses.

WHY offer an Employee Development and Job Training Program?

One of the most obvious benefits of an Employee Development and Job Training Program is that it cultivates the company's most valuable asset—its employees. Companies that encourage and actively participate in the growth and development of their people reap the rewards of having a better trained and more committed, loyal and productive workforce.

Continuing to mine the intellectual resources at hand is the best way to ensure that the company remains abreast of technological innovations and exceeds industry standards no matter what field of endeavor. Providing training resources to develop current employees is often more cost-effective than hiring new employees for specific skills that are needed.

Training and development can be one of the most attractive benefits offered to job seekers and current employees. The most desirable candidates or employees are not just interested in the jobs they will be performing, but in how much they can learn while they are there so it will help with recruitment and retention.

HOW do we facilitate an Employee Development and Job Training Program?

Priorities and Goals

How can investing in employee development best support achieving your business goals? Does your workplace seek to develop specific skill sets that are not currently present? Is your key challenge adapting practices and expectations to a new business reality? Are you concerned about retaining and growing a talented workforce?

The most impactful and cost-effective employee development plans have direct connections to business goals, although often, valuable learning is not job specific. Training and development can be modest, as in brown-bag lunch sessions introducing a new operational process, or extensive, as in a management development program that includes a rotation of job assignments and a subsidized educational degree program.

Cost to Implement

Training programs can range in cost from inexpensive (peer-led training) to very expensive (on-site dedicated training centers with a curriculum and training staff). Training dollars that are spent judiciously and with outcome measures for such things as the number of people who are exposed to the training, or other measures that support business goals, can be efficient and focused.

Effective training programs are actively managed, whether it's assuring that there is a presenter and a topic for a monthly brown-bag lunch series or a full complement of employees signed up for a two-day workshop led by a training consultant. This is a program area that requires ongoing commitment and attention to assure its effectiveness.

Budget

Decide what the company can realistically spend on its Employee Development and Job Training Program(s). Cost will be dependent on the size of the company and how many individuals will be trained. A good way to budget is to determine a per-employee allocation or a per-department budget line.

Public funding may be available to support your training program. State and federal governments have specific initiatives, e.g. advocating adult literacy, English-as-a-Second-Language (ESL) programs, or may be targeting certain segments of the workforce for training opportunities (the underemployed or handicapped). Some funding options to investigate are:

- Your state's Department of Commerce and Community Affairs
- Your state's Secretary of State
- Your industry's National/State/Local Associations and Councils. For the cost of membership dues and/or a nominal fee, specific training programs may be available to your employees.
- Write your own grant and submit it to industry candidates or government agencies for underwriting.

! ***Attention:*** Grant-writing is the most difficult and labor-intensive of all the above suggestions for obtaining funding, but for some may be the best or only option available.

Eligibility

Decide who will be eligible for your On-the-Job Training Program(s).

- Full or part-time employees?
- Will a waiting period of three months or a year be required?
- If employees are advancing through a predetermined curriculum of study, what are the advancement requirements or prerequisites?
- Will there be preliminary testing to enter the program?

Training Options

Programs will vary greatly depending on the industry in question, the nature of the work and the job in particular. Further, delivery options have expanded exponentially in the last decade to include a myriad of options in computer and other media-based training. Training programs can be informational in nature or more behavioral in their orientation. Some learning and development options include:

- Formal, task-specific training at the job site, usually in a classroom setting;
- Courses for specific technical instruction (e.g., computer software training) either on-site via a proprietary training organization at the provider's site or via computer-based training;
- Training either during work hours or on an employee's own time;
- Apprenticeship programs;
- Partnership programs affiliated with local colleges and universities (internships) or high schools;

- Courses or seminars at local junior colleges, colleges and universities, professional associations or commercial continuing education providers;
- Leadership, management, career development seminars;
- Career Development/Employee Resource Centers;
- Work-group training in a specific topic, such as project management or team development.

Staff Training

- Supervisors or other experienced in-house staff may be well equipped to teach job-specific tasks to employees during the course of their workday.
- Employees who have taken specific external training courses may be asked to share their learning upon completion by training colleagues.
- Computer-based training requires a coordinator to assure that the resources are available and being used, but they do not require on-site training expertise.
- For more extensive training programs, outside contractors can be brought in to run programs on-site, or, if facilities are not sufficient, conduct training off-site. Resources for your specific training staff needs are available through your industry's professional associations and local colleges and universities.

Supporting Associations and Organizations

For help in setting up On-the-Job Training Program(s) and staffing, consult your own industry-specific professional associations. Some general suggestions for resources are:

- The American Society of Training and Development (www.astd.org) — consult their website to find a local chapter;
- The American Management Association (www.amanet.org);
- The Education, Training and Development Resource Center for Business and Industry (www.tasl.com).

Encouraging Participation

One way to assure that your organization's investment in training is well spent is to actively promote the services that you offer through such mechanisms as:

- Company Calendar of Events;
- Intranet Training Page;
- E-mail training newsletter and reminders;
- Bulletin Boards, both physical sites and electronic;
- Employment page of your Web site;
- Time off to attend course.

Employee Development and Job Training has is attractive to prospective employees. Make sure to prominently feature your program in any recruitment or new hire literature.

***Note**: The above instructions on facilitating Employee Development/Job Training are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

***Thank you** to Fel-Pro Incorporated for providing the model for this Tool Kit.*

FINANCIAL SEMINARS SM

WHAT is a Financial Seminar?

A Financial Seminar is a class or series of classes that instructs employees in basic money management skills. Employees can learn how to plan a household budget, how to save, how to control credit card debt and spending. The company hosts the class and usually hires an outside contractor or agency with financial planning and advising expertise to run the seminar.

WHY offer Financial Seminars?

Personal financial problems rank as one of the greatest stresses in our society. Worries about money can permeate everyday life, affecting relationships, morale, job performance. Financial Seminars can help employees who are struggling with these issues to take control of their finances and futures.

Financial education becomes doubly beneficial if the employee is handling company monies. She or he may be responsible for a business expense account, departmental budgeting or purchasing. Some basic instruction in finance could have a profound trickle-down effect on the company. In addition, it is better to have employees take control over their own financial problems than to involve the company, either through wage garnishment or other legal intervention.

HOW do we facilitate Financial Seminars?

Cost to Implement

Financial seminars can be provided at a wide range of costs, depending on the duration of the seminar or series, the degree of individual advising involved, etc.

A professional may be willing to provide an introductory seminar at no cost and gain commitment to a fee-based series. The company may wish to fully subsidize the seminars, charge employees a nominal fee, or simply supply the venue and make arrangements for the event, letting employees cover the expense of the seminars.

A company should decide what it can afford to spend on the Financial Seminar and build the training around employee interest and demand. If there is significant interest and employees are willing to help support the event and attend on their own time, there is a strong perceived value. It is wise to ask for a registration fee, at minimum, to gain commitment from employees that they plan to attend.

As with most programs, the costs to the company also include administrative time. In this case, an administrator would need to identify a provider to present the seminar(s), arrange for facility needs, promote the program and register employee participants.

Eligibility

Determine which employees are eligible to attend the Financial Seminars (full-time? Part-time?) Will spouses also be welcome at the seminar?

Choose a Provider

Look for agencies that regularly give instruction in basic personal financial management (not investing) among the following:

- Banking institutions;
- Financial or tax preparation agencies;
- Credit Unions;
- Accounting firms;
- Not-for-profit agencies that offer financial counseling;
- Local business directories.

Scheduling

Schedule the Financial Seminar at a time that is convenient for the majority of employees who are likely to attend. For daytime workers, evenings and weekends will probably be easiest. Because the seminar is an event targeted at *personal* financial management, the employee attends on his or her own time, not the company's.

Location

Pick a location large enough for the size group you anticipate and make sure it is accessible to everyone. The room may need to have audio/visual equipment (check with your presenter) for presentations; tables and chairs (or desk/chairs) may be required if participants are expected to take notes.

Promotion

Date, time and registration information needs to be publicized on bulletin boards, e-mail, company newsletter, etc. (See attached sample flyer.) A brief overview of the Financial Seminar's content could be included to give people an idea of what to expect. Interested employees can contact the program administrator to make their reservations in advance and pay any necessary registration fee. A pre-event head count will allow the administrator to ensure proper accommodations and plan refreshments for the group.

Follow-up

Supply an evaluation form for participants to fill out at the seminar's end. They can rate the presenter and the materials presented and comment on how valuable they found the seminar to be. If the presenter gets low marks, but employees feel a need for this benefit, you may want to keep the seminars, but change vendors.

***Note**: The above description on facilitating a Financial Seminar is not intended to be all-inclusive. There are many ways to set up such a program. These are guidelines that represent how some companies have done it successfully.*

***Thank you** to Fel-Pro Incorporated for providing the model for this Tool Kit.*

MONEY BASICS SEMINAR℠

(SAMPLE FLYER)

WHEN: ***Saturday, January 24, 8:30 a.m. - Noon***

WHERE: ***Cafeteria Conference Room***

DO YOU…

- **$$ Have holiday debt?**
- **$$ Want to take a vacation, buy a car, etc., but don't have the money?**
- **$$ Buy on credit because you don't have cash?**
- **$$ Live from paycheck to paycheck?**
- **$$ Want to control debt and spending?**

If you answered "Yes" to any of these questions, this class is for YOU! Register now -- your $10 deposit will reserve your space. Seminar will take place in the Cafeteria Recreation Area. Spouses are welcome. Snacks will be served. Call Ext. 2724 for more information.

TUITION ASSISTANCE SM

WHAT is Tuition Assistance?

Tuition Assistance provides financial support for employees who seek to further their education. It can be offered through tuition payments or tuition reimbursement.

It can be directed for a range of educational experiences:

- GED certificates;
- Associate's, bachelor's or master's degrees;
- Coursework that enhances skills for a current or future position;
- Professional certificates.

Many organizations believe that an investment in education related to an employee's job provides new skills that will benefit the company.

WHY offer Tuition Assistance?

Companies that offer Tuition Assistance are helping their employees strive to grow professionally. Tuition Assistance is a direct investment in the company's workforce. It encourages employees to develop and learn new skills, which not only benefits the workers themselves but also the company. When tuition assistance is coupled with opportunities for professional growth within the company, the two can offer a powerful pair of retention tools.

HOW do we facilitate Tuition Assistance?

Cost to Implement

The cost of tuition assistance programs is driven by a handful of variables:

- Whether you are providing full or partial tuition

- Tuition charges at various local educational institutions
- The number of employees participating

Many companies limit employee tuition assistance to an established dollar amount annually; some will also establish a career limit. For those companies that choose a tuition reimbursement plan, a student application at the beginning of the course will help the organization anticipate the expenses incurred in the next fiscal quarter.

Eligibility

Determine which employees are eligible to receive Tuition Assistance (e.g., part time or full time; one year of service at the company).

Counseling

As the road to higher education can be confusing and expensive, it is often advisable to enlist the aid of an intermediary or agency that specializes in educational planning. A counselor can meet with the employee, assess his or her educational needs, and discuss schools, programs and curriculum options. Nearby colleges or community colleges may help you identify a counselor to work with your employees, another resource is the National Association for College Admission Counseling. While this would add to the cost of offering Tuition Assistance, it would help assure that the tuition dollars invested would help the employee achieve his or her goals.

Guidelines

Prior to establishing a Tuition Assistance plan, guidelines need to be defined for operating the program. Some of the issues to be determined are the following:

- The amount or percentage of Tuition Assistance available per year or per semester;
- The total amount of overall Tuition Assistance available per employee during his or her career with the company;
- The specific types of programs or degrees that are eligible for Tuition Assistance;
- For tuition reimbursement plans, the policies and procedures involved in applying for and receiving reimbursement often include grade requirements to be eligible for reimbursement;
- Required tenure of employment with the company after completing education to assure that the investment is of value to the company;
- Repayment obligations in the event that the employee leaves the company before the required tenure has been reached.

Promotion

A Tuition Assistance plan is a major asset in recruiting and retaining employees. It should be featured in all recruiting materials, on the company Web site, and on the Intranet. Some companies have developed relationships with local colleges and universities and have created training programs that operate in conjunction with the educational experience. The combination of learning on the job and through a formal program can be an attractive recruiting tool.

Forms

You will need a number of forms to support a Tuition Assistance Plan. They include:

- An application to start the process;
- A Tuition Assistance Agreement, which spells out the terms for reimbursement, when appropriate, terms of the loan, and payback arrangements if the employee leaves the company before a specified period of time after course work is completed. (See attached sample forms.);
- Informational guidelines that spell out the exact details of the plan.

! ***Attention*:** A legal plan needs to be in place in case an employee leaves the company before the specified time and defaults on the repayment agreement. This information should be included in the Tuition Assistance Agreement.

Payment of Tuition

When and how tuition is paid to the learning institution will depend on how the program is set up. It can be made directly to the school or college or through an intermediary. Tuition can be prepaid or reimbursed to the employee. No matter what the arrangements, documentation regarding class hours, books and other invoiced expenses will need to be supplied by the student/employee. Follow-up is also a necessary part of the process—students must provide verification they completed their courses and attained the minimum grades.

***Note**: The above description on facilitating Tuition Assistance is not intended to be all-inclusive. There are many ways to set up such a program. These are guidelines that represent how some companies have done it successfully.*

***Thank you** to Fel-Pro Incorporated for providing the model for this Tool Kit.*

PREPAID TUITION PROGAM INFORMATION SM

(SAMPLE)

Q: What is the Prepaid Tuition Program?
A: The goal of the Prepaid Tuition Program is to increase the skills and abilities of our employees so they can improve their skills while contributing to the present and future success of the company.

Q: Who manages the Prepaid Tuition Program?
A: The Prepaid Tuition Program is administered by (Administrator). (Administrator) designs and coordinates educational programs for companies and their employees.

Q: Who is eligible for the Prepaid Tuition Program?
A: After 90 days, all full-time and part-time employees are eligible to participate in the program.

Q: What are the special features of the Prepaid Tuition Program?
A: This program offers you:

- 90 percent prepaid tuition and required course-related fees (lab, activity, registration, etc.)
- Individualized career and education planning sessions with an Educational Adviser to assist you in determining and pursuing your occupational and educational goals.
- Development of a personalized individual Learning Plan.
- Access to help through a toll-free number, 1-800-000-0000.

Q: How do I get started in the Prepaid Tuition Program?
A: To get started, do the following:

1. Contact (Administrator) at 1-800~00-0000 or call x2749 for an on-site adviser schedule.
2. Meet with an Educational Adviser to complete a Learning Plan.
3. Have your Learning Plan signed by your Team Leader or Supervisor.
4. Sign (Company's) Tuition Benefit Agreement (TBA).
5. Send your completed and signed Learning Plan and (Company's) Tuition Benefit Agreement to (Administrator) at: 55 E. State, Suite 100, Chicago, IL, 60603.
6. (Administrator) will mail you your Letter of Credit to use for course enrollment.

Q: How does prepaid tuition work? What is a Letter of Credit?
A: Once your Learning Plan has been revised and approved, a "Letter of Credit" voucher is sent to you. Take the "Letter of Credit" to the school and present it when you enroll. Participating schools will allow you to register with a "Letter of Credit" instead of payment. Please allow yourself at least one month to contact an Educational Adviser and complete your learning plan to receive a Letter of Credit.

Q: How can an Educational Advisor assist me?
A: Educational Advisers can assist you in the following ways:

- Identify your short and long-term educational goals
- Create a Learning Plan to meet your needs and goals
- Explore a range of school and educational options
- Find out about credit for prior learning achieved on the job through training or independent learning

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PREPAID TUITION PROGRAM SM

Employee Report of Course Completion

(SAMPLE)

Prepaid Tuition Program Participant: If you have taken a course through the Prepaid Tuition Program, you are required to complete and return this form to (Administrator) at the address below. Attach the original grade report issued by your school or the school's official course completion document. Please send this information no later than 45 days after your course(s) has been completed.

Please Print:

Employee Name _____ Social Security No. _____ Date _____

EXAMPLE:

Start Date Month/Year	End Date Month/Year	Institution/ Organization	Dept., Name & Course Number	Course Title/ Seminar	Grade (A,B,C,D Pass, Fail, With., Inc.)	Credits Earned
1/97	5/97	So. Suburban College	Mathematics 101	Basic Algebra	B	4
3/97	3/97	Comp USA	Microsoft Word	Microsoft Word	P	-

COMPLETE THIS SECTION:

Start Date Month/Year	End Date Month/Year	Institution/ Organization	Dept., Name & Course Number	Course Title/ Seminar	Grade (A,B,C,D Pass/Fail, Dropped, Inc.)	Credits Earned

If you withdrew, received below a passing grade, or took an incomplete, please explain why:

_____

_____

_____

I certify that the information provided on this form and attachments is accurate:

_____ _____

Employee's Signature Date

 LD-06

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TUITION ASSISTANCE AGREEMENT SM

(SAMPLE)

Dear _____,

Congratulations on your decision to continue your education! At (Company) we actively encourage employees to learn and increase their skills. In this way, both you and the company will become better prepared to meet business challenges.

To assist you, (Company) provides a Tuition Benefit Program, which will help you pay for individual courses and those related to GED, Certificates, Associate's Degree, Bachelor's Degree and Master's Degree expenses.

Since (Company) is helping you invest in education related to your job at the company, we want you to use your new skills here at (Company). Therefore, your participation in the Tuition Benefit Program will involve some obligations.

If you leave the company within three years of receiving tuition assistance for coursework that exceeds $500/year, repayment will be due to (Company) as follows:

- If you leave within one year of the date that (Administrator) disbursed tuition payment on your behalf, all tuition monies paid during that year will be due (Company).
- If you leave between one and two years from the date that (Administrator) disbursed tuition payment on your behalf, 66 percent of tuition monies paid during that time will be due (Company).
- If you leave between two and three years from the date that (Administrator) disbursed tuition payment on your behalf, 33 percent of the tuition monies paid during that year will be due (Company).
- If you leave three years or more after (Administrator) disburses tuition payment on your behalf, you are under no obligation to repay (Company).

In the event that you leave the company within the timelines described above, (Company) will deduct from your final paycheck any tuition benefit monies owed. Any remaining dollars not covered by your paycheck will be due to (Company) based on a payment schedule that is mutually agreed upon by (Company) and yourself, but in no case longer than one year.

Your signature below indicates that you agree to these terms and conditions of the Tuition Benefit Program.

EMPLOYEE SIGNATURE _____

Date_____

TEAMWORK & INVOLVEMENT

Teamwork and Involvement is a multi-faceted element of a "Winning Workplace" that contributes to an effective work environment in a number of ways, including:

- Uses teams as an organizational tool to address key challenges and achieve outcomes that more traditional structures fail to achieve;
- Encourages employees to feel a part of a work community and to identify with the organization that they work for;
- Demonstrates a commitment to the community where the organization is located by supporting community activities and charities and through employee volunteerism.

Through its many facets, Teamwork and Involvement engages employees and draws them into the organization. When encouraged in an environment of trust, teamwork boosts morale and can facilitate change. Further, work teams have proven to be very effective tools for solving problems and enhancing productivity. For these reasons, Teamwork and Involvement is a Building Block of a "Winning Workplaces" organization.

The various forms of teamwork involve employees in different ways, and all offer constructive, though different, results. Using a cross-functional team to address a key organizational challenge is an approach to problem solving that grew out of the emphasis on quality improvement and total quality management in the 1980s. Since then, teams have become a key element in process design, new product development and introduction, systems implementation, and nearly every change or re-evaluation of how work is accomplished in an organization. Teams have proven to be a most effective means of breaking down the organizational barriers that functional organizations have created. They have also proved invaluable in self-directed work teams that use common goals and peer influence to achieve results rather than traditional hierarchical management systems.

Employees who identify with their workplace, who develop workplace friendships and who take pride in working for an organization, are more productive and more stable. Activities that support team spirit build pride and encourage positive relationships within a work group. Those relationships have been found to enhance retention.

Activities that support the community in which your organization is located not only demonstrate good citizenship, but they can encourage an *esprit de corps* within your workforce. Companies that are perceived to be good citizens find it easier to recruit and retain employees, and they offer the additional dimension of encouraging volunteerism, which can enrich employees' lives and add to the skills and perspectives that they bring to the workplace. Some practices and programs that enhance Teamwork & Involvement in a workplace include:

- Departmental lunches;
- Company social events;
- Matching gifts program;
- Recreation area;
- Volunteer Day.

COMPANY SOCIAL EVENTS SM

WHAT are Company Social Events?

Company Social Events are occasional gatherings for all employees where the primary purpose is for employees, management and often their families to socialize, participate in activities and dine together. The event can be a buffet breakfast in the lobby, a bowling outing, a summer picnic, a company anniversary dinner or any number of other activities.

WHY host Company Social Events?

One of the advantages of having social events at a smaller organization is that it can help people across the company become better acquainted. Having a social event that involves everyone creates a spirit of camaraderie among employees in a more relaxed setting.

Employees identify with company and coworkers in new ways by participating in informal games and sports and through meeting each other's family members. People make new connections and the gathering creates a sense of workplace community. Organizing and participating in a Company Social Event brings people together who otherwise might not interact with each other though they work for the same company.

HOW do we facilitate Company Social Events?

Planning

A key way to engage employees in any social activity and to assure broad participation is to create a committee responsible for planning the event(s). The Social Committee can be appointed on an annual or event-by-event basis. The group will need to set parameters (i.e. budget, number of desired annual events, and any other important constraints) and a timeline with periodic checkpoints to ensure that plans are progressing. They can survey employees to determine the most popular activities.

Many organizations find that social events become traditional. Often there will be at least two annual events, one in the summer and one in the winter. Some companies schedule four events per year. Others will have smaller monthly gatherings, perhaps celebrating all the birthdays of that month.

Cost to Implement

The costs associated with Company Social Events can vary widely. Some of the most successful social events are arranged by employees with little cost to the company. On the other hand, hitting a critical company milestone may call for a major social event away from the office with significant expenses, but can serve both as a celebration of reaching company goals and as a way to show appreciation to employees. The stage in the lifecycle of a company and its relative financial health are critical issues to be considered in developing a budget for Company Social Events.

Eligibility

Social events can be geared toward a specific audience. Some events may be targeted for active work teams, such as an impromptu end-of-the-week celebration. Other events, such as a summer company picnic, are excellent opportunities to invite family members, retirees, contract and temporary employees. An effective array of social events will include events for different groups of people connected with the company and will offer a range of activities, although the goal is to select ones that will have broad appeal to the workforce.

Promotion

Generating enthusiasm for social activities has a direct impact on their success. For major events that include spouses or family, provide at least a month's lead time. Include as many promotional vehicles as your company has available including invitations, e-mail reminders, posters, ads in the company newsletter, etc. Encourage employees to sign up for an event by creating a game that ties pre-registration and attendance to a prize, such as a raffle. Engage key leaders in helping promote attendance by rallying their employees and encouraging their participation.

Tip for Success: Even with a Social Committee in place, events will not draw a broad turnout of employees and family members unless management is both present and actively involved in the proceedings. If management is absent, indifferent or a bystander rather than a participant, the opportunity to build rapport, camaraderie and a sense of team will be diminished.

!

***Attention*:** Getting employees to attend weekend company events is always a concern, but even more so if food, group activities and prizes have been arranged based on registration. Consider issuing raffle tickets tied to a pre-registration number (winners must be present to win) or a small gift (i.e. Frisbee, picnic thermos, beach towel) for every attendee to make it worth their while to come.

Company Social Event Ideas

Activities for social events should be targeted to the interests of your employees. The following are a number of ideas that other companies have found successful in additional to the traditional summer picnics and winter holiday parties:

- Midnight Bowling
- Ice Skating Party
- Paintball
- A baseball outing
- Architecture tour
- Ice cream social
- Intra-company softball/volleyball game
- Laser tag

Refreshments

Refreshments make an occasion festive and are part of any good party. Customizing the refreshments to the chosen activity and keeping the costs within a budget is a challenge for any party planner. Options available for company parties vary widely:

- Catered or provided by the establishment, paid for by the company;
- Catered or provided by the establishment, with some cost to the employee (subsidized or unsubsidized by the company);
- Employees bring refreshments with certain items supplied by the company;
- Employee potluck.

!

***Attention*:** On hot summer days, be aware of refrigeration concerns and what accommodations for food service are available at the event site.

Prizes

For events that include games, small items can be awarded as prizes if budget allows. Prizes can include ribbons, stickers and small trophies. Interdepartmental tournaments in team sports can award small plaques or trophies to be passed on to next year's winner when the time comes.

***Note**: The above description on facilitating Company Social Events is not intended to be all-inclusive. There are many ways to set up such events. These are guidelines that represent how some companies have done it successfully.*

***Thank you** to Fel-Pro Incorporated for providing the model for this Tool Kit.*

COMPANY SOCIAL EVENTS/COMPANY PICNIC PLANNING TIMETABLE℠

(SAMPLE)

September

- Reserve Forest Preserve Areas #22-35 for August 2002
- Debriefing meeting with Picnic Planning Committee, decide who serves on next year's committee

January

- Meet with picnic committee members
- Decide who will be in charge of food, games, registration – all functions of the picnic

February

- Picnic Committee Meeting – Progress Reports

March

- Picnic Committee Meeting – Progress Reports
- Reserve Bus Transportation to picnic site

April

- Picnic Committee Meeting – Progress Reports
- All plans finalized, support personnel contacted
- Reservations made for Ice Cream Truck, Popcorn vendor, Clown/Facepainter

May

- Picnic Committee Meeting – Progress Reports
- Advance Advertising for Picnic via e-mail and bulletin boards
- Subcommittees meet to discuss details of Food, Games, etc.
- Prizes for children's games ordered

June

- Picnic Committee Meeting – Progress Reports
- Subcommittees finalize plans for Food, Games, etc.
- Advertising continues – announce specific door prizes that will be awarded

July

- Picnic Committee plus all Subcommittees meet to discuss final plans – deal with any personnel changes that may be necessary to ensure the event runs smoothly
- Pre-registration in HR for picnic

- Bus Transportation sign-up
- Activity Schedules are distributed
- Final food order to food service
- Door Prizes purchased

August

- All supplies transferred to picnic site
- Event

DEPARTMENTAL LUNCHES, PIZZA PARTIES, BROWN BAGS & QUALITY LUNCHES℠

WHAT are Departmental Lunches, Pizza Parties, Brown Bags and Quality Lunches?

Departmental Lunches, Pizza Parties, Brown Bags and Quality Lunches are gatherings around meals (breakfast and dinner are alternatives for some groups) held for a department or group of workers for a variety of reasons. In certain instances, the company buys a meal as a reward in recognition of a reached goal, a completed project, or a significant milestone achieved. With other meals, such as brown bag lunches, everyone brings their own lunch and a speaker talks to a group about a pre-determined topic. Subjects can range from information regarding specific areas of the company, training topics, introducing new initiatives, or areas of personal interest and enhancement, such as wellness issues.

WHY have Departmental Lunches, Pizza Parties, Brown Bags and Quality Lunches?

Departmental Lunches and Pizza Parties are a great way to recognize the accomplishments of a group. When a big project is underway or extra hours are required to meet a deadline, they can be a reward and morale booster for the whole team. The company communicates its appreciation for a job well done and helps foster feelings of camaraderie.

Brown Bags and Quality Lunches are valuable communication vehicles for business as well as personal interest issues. They are more informal than a structured seminar and because they are scheduled into a regular workday, more employees would be willing to attend than if it were an after-hours meeting.

These events also offer an opportunity for employees to gather together in a central location and socialize with workers from other areas of the company whom they might not routinely see. This promotes teambuilding as well as provides a valuable opportunity to share information and ideas across departments in the organization.

HOW do we facilitate Departmental Lunches, Pizza Parties, Brown Bags and Quality Lunches?

Cost to Implement

Ordering a take-out lunch from a local restaurant for a small group of people is a modest cost with a potentially big payoff. Providing lunch for an entire organization is a more complicated and costly proposition. A budget allocated for departmental teambuilding or project support can easily cover an occasional meal for a group of employees.

Employees usually bring their own meals to Brown Bags and Quality Lunches, but snacks and drinks may be provided by the company.

Scheduling

Departmental Lunches, Pizza Parties, Brown Bags, and Quality Lunches are usually scheduled during a shift's normal meal break. In the case of events that draw participants from different areas of the company, consider whether multiple lunches with staggered starting times will ensure that all can attend. Remember to duplicate events on all shifts if your company works around the clock.

> **!** ***Attention***: *Because these lunches occur in the middle of what is still a regular workday, it is important that speakers/participants adhere to the standard day's schedule. Workers need to return to work at the appointed time. If food is being delivered, make sure it arrives in advance of when it is actually needed.*

Location

Pick a room or area that accommodates the whole group and is convenient for food service. If a presentation is on the agenda, have the necessary audio/visual equipment or flip charts available.

Ordering Food

With the exception of Brown Bag or Quality Lunches, where everyone brings their own lunch, designate someone to order the food. If pizza is served, order a variety and quantity appropriate to the group or pass around an order sheet where people can check off their preferences.

> **!** ***Attention***: *Be sensitive to vegetarians and people with special dietary needs when ordering food.*

Payment

Anticipate payment needs before the food is delivered. Can the food be charged to the company or the department? Do you need to have cash to cover the costs and be reimbursed later by the company?

Speakers

Brown Bag speakers can be in-house personnel or outside contacts or contractors who have expertise in a topic of interest. Quality Lunch speakers will be company or operations managers. Luncheon topic suggestions can be identified by management or through employee suggestions.

***Note**: The above description on facilitating Departmental Lunches, Pizza Parties, Brown Bags and Quality Lunches is not intended to be all-inclusive. There are many ways to set up such events. These are guidelines that represent how some companies have done it successfully.*

***Thank you** to Fel-Pro Incorporated for providing the model for this Tool Kit.*

MATCHING GIFTS PROGRAM℠

WHAT is a Matching Gifts Program?

When an employee makes a financial contribution to a nonprofit organization, the Matching Gifts Program matches the employee's donation either dollar for dollar or based on a predetermined percentage. There may be a ceiling on the amount of the company's matching gift, e.g., $500 per year to each organization. To qualify for a matching gift, the organization must be designated by the Internal Revenue Service as a 501(c)(3) not-for-profit organization.

WHY offer a Matching Gifts Program?

The Matching Gifts Program is a way for the company to tangibly support organizations, programs and institutions that are important to employees. A Matching Gift has the potential to double the amount of the employee's donation and sends the message that contributions of this nature are both important and laudable. It promotes good relationships between the company and its workforce by channeling tax-deductible dollars to programs and institutions in which employees have demonstrated their own meaningful participation. It also cultivates a sense of good will within the community towards the organizations that benefit from the Matching Gifts Program.

HOW do we facilitate a Matching Gifts Program?

Cost to Implement

The cost to a company of providing a Matching Gifts Program will depend on the percentage of the match offered for each gift and the limits on individual gifts and total employee giving. The cost to the company is tax-deductible, which further limits the out-of-pocket expense to the company. Nevertheless, the program represents a direct initial cost to the company and should be established with a budget in mind of the funds that can be made available for this program.

Parameters

Establish the parameters of your Matching Gifts Program. Decide if the company will match employee donations dollar for dollar or on a percentage basis. Also decide if there is a dollar limit on the company's match per request and what the waiting period is before the employee can apply for a Matching Gift again for the same charitable organization.

Qualifying Organizations

To qualify for a Matching Gift donation, an organization must be designated as nonprofit by the Internal Revenue Service, and meet the requirements of Section 501(c)(3) of the IRS Code. Some examples of eligible organizations are:

- Alcoholism and drug abuse services;
- Colleges and universities;
- Community and neighborhood organizations;
- Day care programs;
- Emergency food, clothing and shelter projects;
- Employment and training programs;
- Health care organizations;
- Housing services;
- Legal aid services;
- Mental health agencies;
- Museums and zoos;
- Public radio and television stations;
- Senior citizen services;
- Victim assistance groups;
- Women's services;
- Youth agencies.

!

Attention: It is the company's prerogative to approve or disapprove specific Matching Gift recipients. You may determine that certain categories of organizations should not qualify, perhaps religious organizations or clubs, political organizations or parties, and lobbying groups. Also, organizations that are already receiving philanthropic support through other company channels (e.g. The United Way or Red Cross) may be exempted from the program.

Forms

An application begins the Matching Gifts process. The form should include basic employee information, amount of the employee's contribution and detailed contact information for the nonprofit recipient of the Matching Gift.

Verification of Nonprofit Status

There are several ways to verify the nonprofit status of Matching Gift recipients. Both state and federal governments supply extensive listings of 501(c)(3) organizations. If the organization is new or their change of status to nonprofit is recent, a copy of the 501(c)(3) certificate can be attached to the application.

Payment

Payment is sent directly to the Matching Gifts Program recipient. A letter can notify the employee that a donation has been made on his behalf and the company has matched his initial gift.

Promotion

A Matching Gifts Program is an important feature in the work/life benefits package. It merits good visibility in any recruitment or new hire literature that you distribute. Annual gift information should be reported in company promotional materials, such as an internal magazine, newsletter or annual report. A list of the organizations that have received donations can be included in a brochure to promote the program internally.

Note: *The above instructions on facilitating a Matching Gifts Program are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide.*

Thank you *to Fel-Pro Incorporated for providing the model for this Tool Kit.*

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MATCHING GIFTS APPLICATION SM

(SAMPLE)

EMPLOYEE Information

Name_____

Address_____

City_____ State_____ Zip_____

Department_____ Shift_____

Employee No._____ Hire Date_____ Ext._____

MATCHING GIFT RECIPIENT Information

Name of Nonprofit Organization_____

Address_____

City_____ State_____ Zip_____

Name of Contact Person_____

Title_____Phone_____

MATCHING GIFT Information

Amount of your donation_____

Date the donation was made_____

Have you applied for a Matching Gift for this organization before?_____ When?_____

Purpose this donation will be used for (if applicable)_____

_____

Employee Signature_____Date_____

Completed applications are reviewed by a standing committee of (Company) employees and funding decisions are made by this committee.

RECREATION AREA SM

WHAT is a Recreation Area?

A Recreation Area is an area set aside for the fun and relaxation of employees and possibly their friends and families. It can be a large room, a multi-acre indoor/outdoor resort facility or anything in between. Recreational activities can range from a few pool tables to basketball, tennis courts and swimming pools.

WHY have a Recreation Area?

Providing a Recreation Area is a wonderful way to foster a sense of community and team spirit among employees. It provides an informal gathering place for employees to socialize, relax together and build relationships away from the work setting.

A Recreation Room on-site can be great stress reliever—a place for employees to take a break and get away from the demands of the work environment. A larger space, either on- or off-site, with indoor/outdoor meeting, sports and recreational facilities can serve as the company's private site for a variety of activities, including company picnics, teambuilding exercises, a summer day camp for employees' children, and an all-year-round "resort" for the exclusive use of employees, their friends and families.

HOW do we facilitate a Recreation Area?

Cost to Implement

The expense of providing a location for employee recreation can vary widely. The cost of setting aside a room in the office facility for relaxation and providing table and board games and vending machines is quite modest, as is putting a basketball hoop at the edge of the parking lot or setting up badminton games in the summer. At the other extreme, a dedicated facility either on- or off-site, including staff and maintenance of property, equipment and facilities, can be very costly. Regardless of the budget that is available, encouraging shared recreation among employees contributes to morale and a sense of camaraderie and teamwork.

Location

A Recreation Area can be located on- or off-site, but must be accessible to all. It can consist of a large room with a few recreational games and activities (e.g., comfortable seating, magazines and newspapers, pool tables, darts, ping pong, board games and puzzles). The Recreation Area can also be a basketball court located at one end of the employee parking lot or a volleyball or badminton net set up on the corporate lawn. Some companies have invested in land off-site, but within driving distance, and maintained resort-type facilities. Such facilities could also be located adjacent to the company if property is available.

Activities

Activities will depend on the location and type of space available for your Recreation Area. A large room on-site can accommodate:

- Comfortable seating for employees to relax;
- Magazines, newspapers and other reading material;
- Vending machines;
- Pool tables, ping pong, foosball, board games and puzzles.

An outdoor Recreational Area can provide a location for:

- Swimming, boating, fishing;
- Par-3 golf, Frisbee golf;
- Sledding, ice skating, tobogganing in winter;
- Baseball, softball, basketball, volleyball, tennis;
- Picnics, barbecues.

Programs

Programs will depend on the location and type of space available at the Recreation Area. Indoor facilities can accommodate:

- Interdepartmental, competitive tournaments in table games or other indoor sports and games;
- Seminars and other indoor company events;
- Reading or meditation rooms.

Outdoor facilities could provide a site for:

- Summer day camp for children of employees;
- Mini-farms (garden plots for employees);
- Team-building activities (high ropes course or other exercises);
- Departmental/Company sporting events, competitions;
- Community events, sponsored by management or employees.

Staff

If extensive recreational programs are to be conducted (e.g., a summer day camp) appointing a Recreational Director is a necessity. However, to run the occasional departmental pool tournament on-site, an employee volunteer or Human Resource representative is adequate for organizing the event.

Maintenance

On-site indoor Recreation Areas may require no more than routine maintenance performed by regular janitorial personnel. Game tables and vending machines require special maintenance and periodic repair. More elaborate recreational facilities encompassing grounds, pools, putting greens, picnic areas, barbecues, etc. need extensive maintenance services and personnel. A large facility may require its own full- or part-time staff, including caretakers, grounds keepers, landscapers, security personnel, shuttle bus drivers, recreational or sports directors, and lifeguards.

Rules/Regulations

Activities of any kind, especially sporting activities, require rules and safety regulations to ensure the wellbeing of participants and observers. Cue sticks need to be returned to their racks, not left out where people can trip over them. Court boundaries need to be clearly marked and observers kept at a safe distance from organized play. Swimming safety regulations need to be clearly posted and enforced by certified lifeguards.

!

Attention: Strict guidelines need to be in place with regard to the use of alcohol and other controlled substances, vandalism and any other behaviors that the company deems as inappropriate in the Recreation Area. Employees need to be held fully responsible for their own and their guests' actions. The consequences of violating the Recreation Area's rules and regulations need to be made clear to all users of the facility.

Insurance Liability

A Recreation Area can pose unique liability issues and concerns. Check with your insurance carrier about circumstances that will fall outside the limitations of routine and usual coverage. Insurers may require that employees and guests sign waivers before participating in activities that pose certain safety hazards. Signs may be required that indicate "play at your own risk."

Promoting

Promote the Recreation Area by any in-house means at your disposal. Post the location and hours of operation. Advertise any special programs taking place at the Recreation Area, e.g. departmental sports competitions, the opening of fishing season, summer day camp.

Note: *The above instructions on facilitating a Recreation Area are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only*

Thank you *to Fel-Pro Incorporated for providing the model for this Tool Kit.*

RECREATION AREA GUIDELINES℠

(SAMPLE)

GENERAL SAFETY RULES

Employees bringing guests to the (Company) Recreation Area are responsible for their group's conduct. Please be sure that you and your guests are aware of and observe the following safety rules:

- ***No alcoholic beverages of any kind (including beer and wine) are allowed on the premises.***
- Nothing is to be done that will injure, destroy, remove, mutilate or deface any structures, signs, trees, flowers, shrubs or animals.
- The area used should be left in a clean manner, which means putting your garbage, used cans, etc., in the proper container.
- No swimming is allowed in any of the lakes.
- No standing on running boards or steps while shuttle vehicles are in motion.
- No ball playing or Frisbee playing in main picnic area where signs are posted.
- Be careful around roads where shuttle trucks and buses travel.
- Protect against sunburn – bring lotion and body covering.
- Be careful around hot charcoal grills.

POOL SAFETY REGULATIONS

- Hourly lifeguard "safety breaks" must be respected and followed.
- Street clothing or cutoffs are not permitted.
- Small children in diapers must use the wading pool only.
- There will be no eating in or around the pool.
- Street shoes are not allowed around the pool area.
- An adult must accompany children under 12 to the swimming pool.

EMERGENCY PROCEDURES

In the event of an **EMERGENCY**, help can be obtained by locating the nearest Recreation Area employee, or dialing the emergency number posted on all facility telephones. If you must dial the emergency phone number, notify the nearest facility employee immediately after hanging up to initiate emergency procedures. The nearest hospital is (indicate name of hospital and brief directions).

TELEPHONE & FIRST AID KIT LOCATIONS

NOTE: Emergency 911 number requires no coins. If 911 is called, be sure that someone is stationed at the front gate to help with directions to the proper place. Phone locations:

- Entrance
- Registration Desk
- Pavilion near the lake
- Swimming Pool
- Caretaker's House

GENERAL INFORMATION

- Anyone who intends to bring more than nine guests is required to get a special permission pass in the Human Resources Office. Group size is limited to 25.

- If children 15 years of age or younger are brought as guests, there must be at least one adult for every 10 children.

- Parents are responsible for their children. Children should be watched carefully, especially near the lakes.

DIRECTIONS TO THE RECREATION AREA

[insert map or written directions]

THE RECREATION AREA OPENS AT 7:00 a.m.

and CLOSES AT 6:30 p.m.

Everyone must leave the Recreation Area by this time.

VOLUNTEER DAY SM

WHAT is a Volunteer Day?

A Volunteer Day is a work or weekend day organized for employees and often their families to volunteer at a charitable organization in their own communities or in the community where the company is based. Schools, churches, shelters, nursing homes, food pantries and residential care facilities typically welcome volunteer help. Employees may already be involved in helping many of these organizations, and these may be the best places to start sending volunteers. Employee volunteers pledge to give four to six hours of their free time or work time, if the employee's manager agrees, to do gardening, painting, clean-up, envelope-stuffing or any other light work that the host organization requests.

WHY organize a Volunteer Day?

Arranging a Volunteer Day builds good relationships between the company, the community and the organizations served. It also builds a sense of camaraderie among employee volunteers in a setting apart from the usual work environment. A Volunteer Day is just another way to strengthen the bonds of family, work, and community and to enhance the company's visibility and positive impact on the neighborhood.

HOW do we facilitate an Employee Volunteer Day?

Cost to Implement

The costs of an Employee Volunteer Day fall into two areas: administrative costs for coordinating the program and event costs, such as providing lunch if the host does not, T-shirts for participants, cameras to record the event. Although these costs are inherent in sponsoring such a program, because they are discretionary, the program can be fairly inexpensive to run.

Eligibility

Decide which employees will be eligible to participate on Volunteer Day. If the company operates on a seven-day, 24-hour schedule, employees may be allowed to change their hours or non-scheduled day in order to participate. Other possible participants are:

- Family members of employees, within certain age restrictions;
- Temporary or contract workers;
- Retirees and their families.

!

***Attention*:** The company may want to examine the pros and cons of expanding eligibility to include friends of employees. Not all employees have family that can participate. In setting up an event designed to strengthen camaraderie, many options can be considered.

Administration

Choose an administrative coordinator to manage Employee Volunteer Day. This person will be responsible for:

- Contacting and making all arrangements with organizations that will use the volunteers;
- Promoting Volunteer Day within the company;
- Processing employee applications and insurance waivers;
- Arranging people in work groups at the various locations.

Participating Organizations

Solicit from employees the names of schools, churches, and other charitable or nonprofit organizations that could use the help of volunteers for a one-day project. Ideally, the organizations are in the vicinity of your company. Choose projects that can be completed in a four- to six-hour time frame so that volunteers can experience a sense of accomplishment and hosts can appreciate a project well done. Projects can include:

- Painting;
- Sorting and packing food at a food depository;
- Gardening, planting trees;
- Stuffing envelopes or other light administrative work;
- Clean-up property, shoreline, or other community site;
- Playing with children at a shelter or institutional residence;
- Reading to or doing chores for the elderly.

!

Attention: Insurance liability needs to be addressed by both the company and the hosting organizations. Issues to consider are the safety of employee volunteers and the protection of the hosts' property against damage. Appropriate waivers can be drawn up and signed by all parties involved.

Documents

Some of the forms that may be necessary to administer a Volunteer Day are:

- Form for employees to suggest various organizations that might need volunteers;
- Application for organizations to request volunteer work;
- Employee application to participate in Volunteer Day (sample attached);
- Insurance waivers;
- Promotional flyers for bulletin boards and e-mail;
- Roster of work teams and their assignments (sample attached);
- Follow-up form for organizations to give feedback about the day, the work that was done, stating their willingness to participate in the event again;
- Thank you letters to hosts and participants.

Assigning Volunteers to Jobs

Matching peoples' abilities and interests to the various projects available is essential to the success of this event. The employee application will be helpful in placement decisions. Whenever possible, try to group friends and associates together. Activities away from the work environment can strengthen and deepen friendships. A well-placed group will form bonds not only with each other, but with the people they serve. Volunteers often request the same locations from year to year and continue their contacts within the host organization long after Volunteer Day is over.

Feedback

Follow up with both employee volunteers and host organizations. Ask employees:

- Was Volunteer Day a positive experience for you and/or your family?
- Was the work assigned within your capabilities?
- Will you be participating next year?
- Would you like to try a different assignment next time?
- Are there any other organizations you would like to see added to our list of hosts?
- Do you have any suggestions to improve our Volunteer Day program?

Ask host organizations:

- Was Volunteer Day a positive experience for you and your staff/residents?
- Was the work assigned completed to your satisfaction?
- Are you willing to be a host again next year?
- Do you have any suggestions to improve our Volunteer Day program?

***Note**: The above description on facilitating an Employee Volunteer Day is not intended to be all-inclusive. There are many ways to set up such an event. These are guidelines that represent how some companies have done it successfully.*

***Thank you** to Fel-Pro Incorporated for providing the model for this Tool Kit.*

*VOLUNTEER DAY*SM
Project Organization Roster

(SAMPLE)

Saturday, September 28, 2001

Organization	Employee Sponsor	Organization Contact	Task & No. Needed	Number Have
PROJECT #1 **Chicago Food Depository** 3815 S. Ashland Ave. Chicago (773) 843-2600 **Time: 1:30 p.m.-4:30 p.m.** **Age Limit: 13 and up**	Names & Contact Info:	Contact Info: John Matheson .	Repackage food 20-25	
PROJECT #2 YMCA – High Ridge 2424 W. Touhy Ave. (west of Western) **Time: 10 a.m.-2 p.m.** **Age Limit:**	Names & Contact Info:	Contact Info: Joe Kortensky Fax: 773-262-7902 773-262-8300	Paint Day Care shed 6-8	
PROJECT #3 **Shore Community Service** 8167 Lincoln Ave. Skokie **Time: 9 a.m.-1 p.m.** **Age Limit: 13 and up**	Names & Contact Info: **Perry White**	Contact Info: Martin Sheen (847) 982-2030	Plant flowers, work outside 10-12	

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VOLUNTEER DAY APPLICATION FORM℠

(SAMPLE)

On Saturday, September 28 we will be having our annual Volunteer Day.

Our purpose is to reach out with our people and energy to assist nonprofit groups in need of short-term assistance.

It is our plan to offer opportunities that will require four to six hours of volunteer time for our employees and retirees, and when possible their immediate family members. If you would like to volunteer, we will do our best to assign you to a project that you have indicated an interest in and will enjoy. Each participant will receive a specially designed T-shirt for the day, plus $5 for lunch.

Volunteer activities we have available:

- **painting**
- **landscaping: planting bushes and flowers**
- **office work: stuffing envelopes, filing**
- **playing games with and feeding disabled children**
- **light maintenance**
- **general cleaning**
- **packaging food at food depositories**
- **window washing**
- **miscellaneous repairs**
- **picnic with elderly**

TO PARTICIPATE, PLEASE FILL OUT THE OTHER SIDE

PROJECT NUMBER _____ PIN _____

If you are available to volunteer on September 28, please complete the form below. WE ASK THAT **EACH EMPLOYEE** FILL OUT THEIR OWN SEPARATE FORM.

(PLEASE PRINT)

Name: _____ Retired: _____

Dept: _____ Shift: _____ Extension: _____

Home Address: _____ City: _____ Zip Code: _____

Phone:(_____) _____ T-Shirt Size: _____ (S - M - L - XL - XXL - XXXL)

SORRY NO CHILDREN'S SIZES AVAILABLE

Other IMMEDIATE FAMILY MEMBERS who will be joining you on Volunteer Day:

PLEASE NOTE: ONLY **IMMEDIATE** FAMILY MEMBERS (DEFINED AS THOSE ELIGIBLE TO BE LISTED ON YOUR HEALTH INSURANCE COVERAGE) MAY PARTICIPATE.

NAME	RELATIONSHIP	AGE (if under 18)	T-SHIRT SIZE

✐ Are there any special skills or particular volunteer activities you have an interest in? _____

_____

✐ Are there any special needs you might require in assigning volunteer work to you? _____

_____

✐ Would you be willing to be a project leader on Employee Volunteer Day? _____YES _____NO

✐ Who would you like to be teamed with on the project? _____

_____

We are in the process of soliciting many organizations for volunteer opportunities. We encourage you to bring your family and consider having your work team sign up together for a project. There will be descriptions and sign-up sheets for the volunteer projects, and we will do our best to meet each person's or team's choice.

It is important that all Volunteer Application Forms be turned in to Human Resources by ***Friday, August 31.*** Call the Human Resources Department if you have any questions.

Thank you for participating in Employee Volunteer Day!

WORK CLOTHES PROGRAM SM

WHAT is a Work Clothes Program?

A Work Clothes Program allows employees to purchase or rent clothes that they will wear to work at subsidized prices. The clothes can be a designated uniform (for factory personnel) or a selection of appropriate clothing from which the employee can choose (for office or sales personnel). The clothing should sport the company's logo. Work clothes vendors can supply a wide variety of items including shirts, pants, smocks, jackets, hats and shoes. A suitable wardrobe selection can be customized to fit the business environment of any company.

WHY offer a Work Clothes Program?

Wearing Work Clothes helps everyone feel like part of the team and promotes a company identity. It visibly demonstrates that workers are participating in a group effort. Work Clothes can also be a great way to promote new company initiatives: customized logos can be used to kick off a new program, develop enthusiasm and foster awareness. For new employees anticipating working in an industrial environment, a Work Clothes Program can be an incentive when wear and replacement of their own work wardrobe would create a considerable expense.

HOW do we facilitate a Work Clothes Program?

Cost to Implement

This program can be subsidized or unsubsidized. An unsubsidized program will cost the employer administrative time developing the following:

- Identifying a vendor and assuring that the clothes provided meet specifications for quality, design and price;

- Arranging for employees to pay for the items through payroll deductions;
- Promoting the program;
- Payment to the vendor.

A subsidized program will add to these expenses the dollar amount of the subsidy. This can range in cost from a modest figure, for example 10 percent of the price, to a substantial expense if the subsidy is 50 percent or more of the cost of the work clothes.

Based on available budget, you need to determine the amount that the company will subsidize for work clothes purchases and an annual quota of items available under the subsidy for each employee. You can also determine whether there is interest in providing a rental program, which is likely to have a cost component as well.

Eligibility

Decide who will be eligible to buy or rent work clothes. Some considerations when determining eligibility may be:

- An employee's length of service with the company;
- Status as a part-time or full-time employee;
- Where the employee works within the company (factory, office, sales).

Vendor Selection

There are a wide variety of services available through vendors that supply work clothes. There are on- and off-site purchase programs, companies that bring a mobile "store" to the company's site, mail order catalogues and Internet sales sites. A multifaceted approach may be necessary if, for example, you need to accommodate on-site workers and off-site sales personnel. A program can be designed to best suit your company's needs.

Product Selection

Work clothing is available in many different styles and at various quality levels. Offer items that best suit workers' jobs and pocketbooks. The selection can be varied annually, seasonally or only as necessary. When choosing clothing through a rental program, select only a few standard uniform items of the highest quality possible. The clothes will see a lot of wear and must hold up through many industrial washings.

Scheduling

Work clothes can be purchased annually, quarterly, on an as-needed basis or follow whatever schedule is easiest for your company to administer.

! ***Attention*:** If your employees work around the clock, be sure that the vendor is available to everyone, and every shift has equal opportunity to see and purchase clothes. Mail order and Internet sales options can be useful in these situations.

Forms

Some forms that might be necessary to support your Work Clothes program are:

- Work Clothes order form;
- Work Clothes rental form (See attached sample form);
- Payroll deduction authorization, which includes the amount the employee owes for their clothes and how often payments will be deducted;
- Clothing catalogs, if vendors cannot bring samples on-site.

Promotion

Advertise your Work Clothes program to all shifts via bulletin boards, e-mail and in any other in-house media available. Purchasing and delivery dates need to be posted.

Invoicing / Payment

Financial arrangements and billing cycles will be negotiated between the company and work clothes vendor. Typically, a monthly invoice is sent to the company, itemizing employee purchases. The company pays its part of the bill and charges the employees for their portion (usually through payroll deductions).

***Note**: The above description of facilitating a Work Clothes Program is not intended to be all-inclusive. There are many ways to set up such a program. These are guidelines that represent how some companies have done it successfully.*

***Thank you** to Fel-Pro Incorporated for providing the model for this Tool Kit.*

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(SAMPLE)

RENTAL CLOTHES UNIFORM PROGRAMSM

DATE OF ORDER: _____

☐ **NEW**

ORDER GIVEN TO (Vendor): _____

☐ **CHANGE SIZE****

☐ **CANCEL**

LOCKER LOCATION: _____ LOCKER #_____

DATE CANCELED: _____

DATE MAKE UP CHARGE ENTERED: _____

DATE ENTERED NEW: _____

				SHIRT SIZE				SHIRT SLEEVE		PANT SIZE		LT.	GRAY	NAVY 3 / 3
NAME, EXT.	CLOCK NO.	DEPT.	SHIFT	SM	MED	LG	X-L	LONG	SHORT	WAIST	LENGTH	BLUE	BLUE	BLUE 3.40

WHEN YOU CANCEL OR CHANGE AN ORDER:

Please return your CLEAN uniform pants and/or shirts to HR. I will keep track of the returns. You will be charged $19.50 for each pair of uniform pants not returned and $17.00 for each uniform shirt not returned.

**You will be charged $1.25 per piece when you change size.

Bring damaged uniform shirts and pants to Human Resources.

(PLEASE MAKE SURE UNIFORMS ARE CLEAN.) There may be replacement charges.

EMPLOYEE-SPONSORED COMMUNITY SUPPORT SM

WHAT is an Employee-Sponsored Community Support Program?

An Employee-Sponsored Community Support Program is a valuable form of corporate citizenship that provides financial support for community organizations in which employees are involved and that serve the local community. Workers take part in selecting organizations to be awarded donations through a company foundation or employee fundraising. The funds help subsidize projects that benefit the community, such as a YMCA program, new computers for a school, or a local scholarship.

WHY create an Employee-Sponsored Community Support Program?

Channeling funding into the community through employee sponsorship has widely shared benefits: Employees have the opportunity to support an organization that they are invested in, often because they or their family members are actively involved as participants or volunteers; the company demonstrates its commitment to the community by providing funding for local programs or projects; the nonprofit organization receives financial support directed towards its needs.

HOW do we facilitate an Employee-Sponsored Community Support Program?

Cost to Implement

The cost to the company of providing an Employee-Sponsored Community Support Program depends on whether donations are funded by the employer or employees. In either case, the company should factor in some minimal administrative and material costs.

If the company plans to contribute its own funds, it will be necessary to determine a budget and set parameters, such as maximum donations allowed per organization and how often employees can submit nominations.

Any donations from employees or the company are tax-deductible.

Administration

Creating a program to support employee-sponsored organizations does not have to be complicated and can take a number of forms:

- Allow employees to individually nominate organizations on an on-going basis for donations through a company fund;
- Encourage employees to raise funds to support organizations that they designate as recipients. Fundraising projects can include:
  - Sales of food or items, such as t-shirts or mugs, with the organization's logo;
  - Athletic events, such as 5K races or walks;
  - Book-exchange program, in which employees donate used books and borrow them for a fee that goes towards the donation;
  - "Blue Jeans Day," in which employees pay for the privilege of wearing jeans in an office with normally formal dress codes.
- Decide as a company on one organization to receive a large end-of-the-year donation.

If the company is large enough, it can appoint an employee committee to help administer the Employee-Sponsored Community Support Program. The committee's responsibilities can include:

- Sending e-mails promoting the program to staff;
- Reviewing and approving/selecting nominations for donations;
- Collecting and keeping track of donations;
- Enforcing guidelines and parameters;
- Publicizing sponsors and recipients via company newsletter, Web site or bulletin board.

If the staff is relatively small, one or two people can volunteer or be elected to administer the program.

!

Attention: The more engaged employees are in designing and implementing a community funding program the more successful the project is likely to be as long as the company is equally committed. For example, the company might consider making a matching grant for projects that rely on employee fundraising.

Eligible Organizations

To qualify for a donation, the organization should be designated as nonprofit by the Internal Revenue Service under Section 501(c)(3) of the IRS Code or provide evidence that it has a tax-exempt fiscal sponsor or is a government unit. The organization should also have ties to the communities in which company employees live and are involved. Examples of qualifying organizations could include:

- Community centers;
- Health centers;
- Youth organizations;
- Drug and alcohol abuse programs;
- Church and synagogue programs;
- Day care and preschool centers;
- Elementary and secondary schools;
- Recreation programs;
- Senior citizen programs;
- Housing services;
- Job training programs;
- Legal assistance programs.

!

Attention: It is the company's prerogative to approve or disapprove specific Employee-Sponsored Community Support fund recipients. You may determine that certain categories of organizations should not qualify, such as religious organizations or clubs, political organizations or parties, and lobbying groups. Also, organizations that are already receiving philanthropic support through other company channels (e.g. The United Way or Red Cross) may be exempt from the program.

Forms

Employees can submit nominations in writing or through e-mail (see sample form). The latter method can save time and expense. Employees should explain how they are involved with the organization and in what ways it serves the community.

Nominated organizations should also submit applications detailing their community involvement and the project(s) for which they would like to receive funding.

Verification of Nonprofit Status

There are several ways to verify the nonprofit status of donation recipients. State and federal governments supply extensive listings of 501(c)(3) organizations. If the organization is new or has recently acquired nonprofit status, a copy of the 501(c)(3) certificate can be attached to the application.

Payment

To further involve employees in the community support program, the person who nominated the chosen organization can be given the honor of presenting the check on behalf of the company. This can be done through written correspondence or a formal presentation ceremony.

The company or employee committee can later request proof that the funds were spent as intended.

Recognition

An Employee-Sponsored Community Support program offers a great opportunity for employees to make contributions to their communities and gain recognition for their involvement. The company should publicize donations through the office newsletter, Web site or bulletin board. Include a list of contributing employees, the recipient organizations and the project being funded. The company can also decide to organize a formal ceremony to present the donation to the recipient organization.

***Note**: The above description of how to create an Employee-Sponsored Community Support program is not intended to be all-inclusive. There are many ways to set up such a program. These are guidelines that represent how some companies have done it successfully.*

***Thank you** to Charles Schwab for funding this Tool Kit.*

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EMPLOYEE-SPONSORED COMMUNITY SUPPORT APPLICATION SM

(SAMPLE)

EMPLOYEE Information

This page is to be filled out by the employee wishing to sponsor an organization.

DATE _____

Employee Name _____ Dept. _____

Address _____

City _____ State _____ Zip _____

Employee No._____ Ext. _____

Have you applied for a donation before? _____ If so, when? _____

Name of Organization _____

How are you involved with this organization?

_____

_____

_____

_____

How does this organization help your community?

_____

_____

_____

_____

FUND RECIPIENT Information

This page is to be completed by the organization requesting a donation from the (Company) Employee-Sponsored Community Support program. Please print this form on an original copy of the organization's ***official stationery****.*

Name of Organization _____Tax-Exempt ID _____

Address _____City _____State _____ Zip_____

Telephone _____Fax _____

Names and addresses of two organization officials:

1) _____
_____
_____

2) _____
_____
_____

Briefly describe the community-oriented activities that your organization pursues.

_____
_____
_____
_____

Briefly describe how you would use a donation from (Company's) Employee-Sponsored Community Support fund?

_____
_____
_____
_____

How much money is needed for this purpose? (Please itemize where possible).

_____
_____

_____

_____

How long has your organization existed? _____

I attest that the above information is accurate and complete.

_____ _____

Print or Type Name of Official Completing Form *Signature of Official Completing Form*

_____

Date

This application will be reviewed by a standing committee of employees appointed by (Company). All requests will be acknowledged, and an official decision will be made within 60 days. The standing committee has the right to request proof that any donation was spent as intended.

TIME OFF TO VOLUNTEER PROGRAM SM

WHAT is a Time Off to Volunteer Program?

A Time Off to Volunteer Program provides employees with paid time off to volunteer for nonprofit organizations. Employees may volunteer their professional skills to these organizations or engage in other activities that fall outside their regular duties. Employers may grant time off to volunteer for an organization of the employee's choice or may allow employees to choose from a list of company-approved organizations. Many companies align their volunteer programs with their mission. For example, a civil engineering firm might provide volunteers to an urban renewal program. Some Time Off to Volunteer Programs match volunteer work done in the employees' off hours with paid time off during the work day.

WHY organize a Time Off to Volunteer Program?

Time Off to Volunteer Programs build good relationships between the company, the employee, the community and the organizations served. It enhances the company's image as a good corporate citizen and can help reinforce brand loyalty. It develops employees' skills, improves workforce morale and allows the company to showcase its talent and abilities.

A Time Off to Volunteer Program helps employees get involved in their communities, including those people who cannot normally perform volunteer work because of personal commitments. In addition to allowing employees to develop new skills and hone existing ones, it offers them the satisfaction of making a contribution to the community and a break from their daily work routine.

The program also benefits the nonprofit organizations served by providing them with volunteers who possess valuable skill sets and can offer fresh perspectives on the organizations' operations.

HOW do we facilitate a Time Off to Volunteer Program?

Cost to Implement

The costs of a Time Off to Volunteer Program will vary depending on the number of participants and how much time they are allotted each year. Companies commonly give employees anywhere from a few hours to a week of paid time off per year to volunteer. Administrating and promoting the program will also incur expenses.

The program's costs may be offset by enhancing the value of the company's brand. According to the Points of Light Foundation, the majority of companies employing a volunteer program use it to address core business issues, such as public relations (83 percent), marketing and communications (64 percent), developing employee skills (60 percent), recruiting and retention (58 percent), and valuing diversity (56 percent). Many companies find volunteering to be a particularly effective means of developing leadership skills.

Eligibility

Decide which employees will be eligible to participate in the program. Some companies restrict eligibility to employees with a year or more of service. Will part-time employees be eligible? If so, you will have to decide whether to prorate the amount of time off they will be allotted.

Participating Organizations

Decide if you are going to allow employees to volunteer for organizations of their choice or if you are going to restrict volunteering opportunities to a menu of pre-approved organizations. If you choose to let employees select the participating organizations, consider setting restrictions on what kinds of organizations are permissible. For example, some companies will not provide time off to volunteer for partisan or religious organizations.

If you choose to work with a pre-approved list of organizations, decide if employees will have the option to nominate new organizations to the list. Many companies establish committees to evaluate employees' suggestions on which organizations to assist. These committees generally include both employees and management. Providing employees with a voice in the decision-making process will improve the level of participation in the program.

!

Attention: Insurance liability needs to be addressed by both the company and the hosting organizations. Issues to consider are the safety of employee volunteers and the protection of the hosts' property against damage. Appropriate waivers can be drawn up and signed by all parties involved.

Policies

A written policy should be employed to avoid confusion regarding the scope and execution of the program. A Time Off to Volunteer policy should include the following information:

- Eligibility requirements.
- Maximum amount of time off allowed.

- If your program is restricted to a set menu of organizations, a list of approved entities and instructions on how to nominate new organizations.
- A statement explaining what kinds of organizations are ineligible for the program should you leave the choice of organizations to employees (i.e. religious organizations, political or partisan organizations, fraternal or social organizations, etc.).
- A disclaimer explaining that time off must be cleared by employees' immediate supervisors and the proper clearance procedures.

! ***Attention***: Some companies match employees' personal time commitments with an agreed allocation of paid time off. In that case, the Time Off to Volunteer policy should address how much time will be matched and how to schedule time off so as not to conflict with work responsibilities.

Administration

Choose an administrative coordinator to manage the program. This person will be responsible for:

- Tracking time off used.
- Keeping a running list of participating organizations.
- Promoting the program internally and externally.
- Processing employee applications.

Promotion

Use the intranet, bulletin boards, broadcast e-mails, company magazines and other internal communication vehicles to promote the program. Recognize the successes of employee volunteers both internally (using aforementioned means) and externally (using your company Web site and through your local media).

Documents

Some of the materials that may be necessary to administer a Time Off to Volunteer Program are:

- A form for employees to suggest various organizations that need volunteers.
- Employee application to participate in the program.
- Promotional flyers for bulletin boards and e-mail.
- Insurance waivers.
- Follow-up form for organizations to give feedback about the work that was done.
- Follow-up form for employees to provide feedback on the program.

Additional Resources

The following list contains a few of the organizations that can help companies investigate and facilitate a variety of corporate volunteering initiatives:

- Business for Social Responsibility (http://www.bsr.org/BSRResources/index.cfm)
- Business Volunteers Unlimited (http://www.volunteercentral.net/about.htm)
- City Cares of America (http://www.citycares.org/national/default.asp)
- Points of Light Foundation (http://www.pointsoflight.org/)

***Note**: The above description on facilitating a Time Off to Volunteer Program is not intended to be all-inclusive. There are many ways to set up such a program. These are guidelines that represent how some companies have done it successfully.*

***Thank you** to Charles Schwab for funding this Tool Kit, and Deloitte and Touche for providing the model for it.*

TIME OFF TO VOLUNTEER GUIDELINES & PROCEDURES℠

(SAMPLE)

Time Off to Volunteer (TOV) may be used under the following requirements and if the defined criteria have been met:

- The TOV policy applies only to employees of (Company);
- To qualify for TOV, an individual employee must be meeting or exceeding performance expectations;
- The TOV project/event should not impact time-sensitive work and due dates. Should a conflict arise, the approved TOV will be canceled;
- The length of volunteer time should be one day or less (minimum of two hours), unless specified as an on-going project, and should occur during normal business hours (Monday through Friday);
- Total TOV should not exceed _____.
- Appropriate advance notice should be given (preferably three weeks prior to a project);
- The employee's supervisor and HR manager must give approval via signature on the attached written request form;
- Depending on the scope and duration of the project, the HR manager may contact the nonprofit to verify all details;
- TOV cannot be carried over to the following year nor be added to or used for paid time off;
- There will be an annual review and approval of this policy;
- This is a unique benefit. Not all requests can be honored;
- TOV can only be used in association with eligible organizations and projects. Please reference the list below.

Eligible Organizations
Registered nonprofits with 501(c) 3 or 501(c) 6 status

Ineligible Organizations
-- Non-accredited educational groups
-- Fraternal, social, labor or veteran groups
-- Political or partisan organizations
-- Beauty or talent contests
-- Athletic teams or events:
  - Unless they are associated with an organization with a broader community improvement mission
  - Little league teams and training time for fundraising walks or runs are not eligible

-- Activities to further religious or sectarian purposes
-- Organizations that discriminate on the basis of race, religion, creed, color, national origin, age, gender, sexual orientation, marital status, disability, veteran status or any other basis protected by applicable federal, state or local law

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TIME OFF TO VOLUNTEER REQUEST FORM SM

(SAMPLE)

EMPLOYEE Information

If possible, please make requests for Time Off to Volunteer at least three weeks in advance.

Today's Date _____

Employee Name _____ Dept. _____

Title _____ Phone Number_____

☐ **One day event**	
Date:	Hours requested: *(minimum 2 hrs)*
☐ **On-going project**	
Start Date:	End Date:
Total number of hours requested:	

Please describe the volunteer activity/project in which you plan to participate.

_____

_____

_____

_____

ORGANIZATION Information

Name of Organization _____

Contact Name _____ Title _____

Telephone _____ E-mail _____

Briefly describe the organization's functions and activities.

_____

_____

APPROVAL ***Information***

This section is to be filled out by your supervisor/HR manager for approval of requested time off to volunteer.

Supervisor Name _____

Signature _____ Date _____

HR Manager Name _____

Signature _____ Date _____

This application will be reviewed by an HR manager, and a notice of approval/decline will be sent to you at least one week before the start of your requested time off to volunteer date.

WORK/LIFE BALANCE

Great workplaces understand that employees have many demands on their time and in their lives. Workplace leaders also realize that changes in society have created changes in both their employee population and in the role of the workplace in employees' lives. As a result, the final Building Block of a "Winning Workplace" is Work/Life Balance. This block represents a final means of demonstrating Trust, Respect and Fairness to employees. Yet Work/Life Balance benefits on their own, without a foundation of trust and respect in the workplace, cannot create a "Winning Workplace."

Potential work/life benefits offer a myriad of options and only limited to your imagination. Yet despite the long list of possible programs and practices that an organization might put in place, a handful are likely to be valued by the employees of any organization. Before beginning to implement programs, it is wise to gain an understanding of the needs of your workplace so that the investment in programs will benefit the largest number of people and be valued by them.

Work/Life benefits need not represent a major expense either, although they can be expensive. Begin with one or two options that your employees seek, invest the time to assure that they are implemented effectively and evaluate the response. From there, you can determine next steps: adapting the early options, adding programs that are in big demand by your employee base.

The one practice that is likely to be well received by large numbers of employees in many organizations is offering flexible scheduling and telecommuting. These options require flexibility in managing work but there is little out-of-pocket expense and are highly valued by large numbers of employees that span demographic groups.

ADOPTION BENEFIT SM

WHAT is an Adoption Benefit?

An Adoption Benefit is financial assistance to help employees defray the costs associated with adopting a child. This benefit may be applied to legal, medical or agency fees — anything that can be documented as pertaining to the adoption. The amount and specifics of the adoption benefit can vary greatly from company to company.

WHY offer an Adoption Benefit?

A company that offers an Adoption Benefit shows that it understands and appreciates the difficulties that couples wishing to adopt face. Legal adoption of a child can cost tens of thousands of dollars. That financial obstacle alone discourages many couples from seeking this option to start or expand their family.

HOW do we facilitate an Adoption Benefit?

Eligibility

Decide which employees will be eligible for the Adoption Benefit (e.g., one year of service, full time vs. part time).

Budget

Determine a budget for this program, based on how many employees are likely to take advantage of the Adoption Benefit and what the company can afford to spend.

Costs to Implement

The cost of this program varies in accordance with the employer's budget. The benefit can include either a modest sum offered to all new adoptive parents or reimbursement for one or more of the categories of expenses incurred by employees who adopt a child (see below).

Because treating employees equitably is part of a great workplace, it is wise to consider the financial support provided by health insurance and maternity/paternity leave to new parents who have their own child in determining the resources that the company may wish to make available to new adoptive parents.

Qualifying Expenses

Decide which phases of the adoption process will qualify to be covered by the Adoption Benefit. Expenses could fall under some of the following categories:

- Attorney's fees
- Court costs
- Adoption agency fees
- Medical expenses for the mother and/or newborn child

Payment of Benefit

Given that unforeseen circumstances can often interrupt or even terminate the process of adoption, some companies disperse the Adoption Benefit when the adoption is completed and the child is in the custody of the new parents, but this is at the discretion of any company implementing this benefit.

! ***Attention*:** Make sure that employees understand that the Adoption Benefit will *reimburse* them for a portion of the expenses they will pay for their child's adoption. The initial financial burden to complete the adoption process is the parents' responsibility.

***Note**: The above description on facilitating an Adoption Benefit is not intended to be all-inclusive. There are many ways to set up such a program. These are guidelines that represent how some companies have done it successfully.*

***Thank you** to Fel-Pro Incorporated for providing the model for this Tool Kit.*

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AUTOMOTIVE SERVICES PROGRAM℠

WHAT is an Automotive Services Program?

An Automotive Services Program brings very basic car maintenance services onsite. Employees can drop off their cars for oil changes, fluid checks, car washes and waxes — even a full detailing. The service is performed while the employee is at work and payment is made by the employee directly to the vendor.

WHY offer an Automotive Services Program?

The Automotive Services Program can be offered at little or no cost to the company. It makes routine auto maintenance more convenient for employees to fit into busy schedules. Commuting by car usually accounts for the majority of miles on the family car. Commuters often don't take the time for routine oil changes — the most important and effective preventive auto maintenance procedure. Simple routine maintenance is the easiest and most predictable way to prevent major mechanical failures. Getting employees to take advantage of these services at work can help them avoid car breakdowns, reducing tardiness and absenteeism.

HOW do we facilitate an Automotive Services Program?

Services

Decide what specific automotive services will be offered. Services will fall into two general categories, car care and basic car maintenance.

- Car wash and wax
- Full auto detailing
- Oil changes and lubrication

- Windshield wiper replacement
- Auto fluids check

Cost to Implement

The costs associated with this program are for arranging the services with vendors, making available facilities for the services, and coordinating the drop-off and pick-up system to assure security of employees' vehicles and proper payment to vendors.

Vendor

Find vendors who can supply services you want to offer onsite. Maintenance services can be located in business directories or on the Internet under "Mobile Auto Services."

! ***Attention:*** Use only suppliers who are bonded and/or insured, to protect the company from any liability issues.

Location

Check with the car-care vendor for its specific requirements, such as running water or an open space, for providing onsite services. An out-of-the-way section of the company parking lot may be adequate. On inclement days, the operation may need to be rescheduled or moved indoors. An empty dock or bay area may work well. A car maintenance company will have different requirements. It may come with its own semi-trailer vehicle used for its services and may only need a large space to set up its operations.

! ***Attention:*** Make sure the location you choose is centrally located and accessible to all employees. If the service is not convenient, the purpose of having it onsite is defeated and it will not be utilized.

Scheduling

Schedule the Automotive Services Program so that they are available to all employees. Providers may alternate their hours of operation throughout the month, so all work shifts have access. Services can be offered weekly or monthly, whatever is necessary to accommodate the number of employees that utilize the service.

Key Transfer/Drop-Off & Pick-up

A system must be set up so that vehicles are not left unlocked and unattended while waiting for service. Employees need to be able to leave their cars in a secure location and drop off their car keys, in case automotive services arrive after the shift's start. This can be easily accomplished by having a key lock box in the human resources department or some other designated location. Envelopes are provided, on which employees write their name and extension, car make and license number. Keys can be picked up at the same location or from the vendor when services have been completed.

Publicizing

Publicize the Automotive Services Program to all working shifts on bulletin boards, e-mail announcements, calendar notices, whatever in-house means are available. Place large signs in the "service area" and the human resources department (or wherever the key drop-off box will be located), notifying people where cars should be left for service and where they can retrieve their keys after service is completed.

Forms

An automotive services request form is required. Some vendors will supply their own forms or you may need to create your own (see attached). The form should include the employee's name, extension number, car make and license, a list of available services and their prices, and which ones the employee wants to utilize.

Payment

Employees generally pay the vendors directly at the time of service. Group rates can be negotiated with suppliers and the savings passed on to employees. Alternately, the Automotive Services Program can be subsidized by the company.

***Note**: The above instructions on facilitating an Automotive Services Program are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

***Thank you** to Fel-Pro Incorporated for providing the model for this Tool Kit.*

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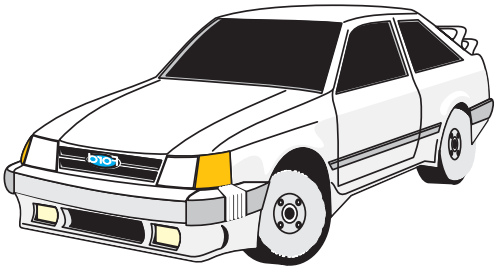
AUTOMOTIVE SERVICES REQUEST SM



(SAMPLE)

EMPLOYEE Information

Name_____

Department_____ Shift_____

Employee No._____ Ext._____

AUTOMOBILE Information

Make_____ Model_____

License No._____ Year_____

AUTO SERVICES Information

- ☐ Basic Car Wash $15.00
- ☐ Hand Wash & Wax $35.00
- ☐ Buff/Machine Wax $65.00
- ☐ Engine Cleaning $19.95
- ☐ Oil Change/Check Fluids $25.00
- ☐ Change Windshield Wipers – ask for price
- ☐ Complete Auto Detailing $160.00
- ☐ Interior Detailing $70.00
- ☐ Exterior Detailing $100.00
- ☐ Carpet Shampoo $35.00
- ☐ _____

Other Instructions_____

_____

ABOVE PRICES ARE FOR AUTOS – ASK OUR PRICING FOR TRUCKS, RVs, SUVs.

PLEASE ENCLOSE YOUR PAYMENT IN KEY ENVELOPE & DROP IN LOCK BOX. PICK UP YOUR CAR KEYS IN THE HUMAN RESOUCES DEPARTMENT AFTER SERVICE IS COMPLETED.

CHAIR MASSAGE PROGRAM SM

WHAT is Chair Massage Program?

A Chair Massage is therapeutic body massage performed on a chair specially formulated for this purpose. The massage is always given to clients in a fully clothed state and the only parts of the body massaged are the head, neck, shoulders, arms, hands and back area.

WHY Have a Chair Massage Program?

Therapeutic massage given by licensed, certified practitioners has gained wider acceptance in both our medical and business cultures. Onsite chair massage is an excellent way to alleviate employees' stress – both mental and physical – that is a natural byproduct of working in today's business environment. These few minutes of relaxation can be an oasis of calm to an employee who struggles daily to balance the demands of work and family. Also, certificates for chair massage can be used for rewards and recognition. An onsite Chair Massage Program is a great boon to employee morale and productivity.

HOW do we facilitate a Chair Massage Program?

Cost to Implement

The costs of implementing a Chair Massage Program can range from administrative costs for arranging the program and providing a private space to full subsidization. Prices can be negotiated with providers on either a per-hour or per-person basis. The program can be fully or partially subsidized, or the service merely provided by the company and full payment made by employees to the provider.

Staffing

There are several sources to be considered when trying to contact personnel to staff a Chair Massage Program:

- The American Massage Therapy Association has a national registry of all licensed, certified therapeutic massage therapists.
- There are agencies that focus specifically on setting up massage programs for the workplace. Check local White or Yellow Page directories.
- Health clubs or hospitals may have a listing of local massage therapists.
- Metropolitan areas may have a training school for massage therapists. Check with them for local referrals.

! **Attention:** *Student massage therapists are not insured before certification. Make sure the therapists you employ are fully certified (some states require licensing in addition to certification) and insured.*

Environment

Create a quiet, private environment for the massage therapist to work. If the most logical space is an onsite fitness center, utilize a privacy screen or in some way section off a small area. Unoccupied office space or vacant conference rooms are other options.

Administration

An administrator will need to be responsible for scheduling massage appointments. Employees will make appointments via phone, e-mail or on a centrally located sign-up sheet. The administrator must also be available on the day the massage therapist is onsite to make reminder calls to employees/clients if they forget to show up for their appointments. Another option, if practical, is to make a phone list and in-house phone available to the therapist so that he or she can make their own follow-up calls.

Promoting

Promote the Chair Massage Program on bulletin boards, e-mail, intranet — by whatever means is efficient and cost-effective.

Scheduling

Chair massage can be negotiated to be a weekly, bi-weekly, monthly or one-time-only event. Appointments are usually scheduled in 15-minute time slots, with appointments staggered to give the therapist breaks and time for lunch. Double appointments (30 minutes) can be scheduled if an employee's workload allows.

Payment

There are many arrangements for payment.

- The employee/client pays the therapist directly — no company subsidy or involvement.
- The company pays a per-client subsidy and the employee/client pays the therapist the balance.
- The company pays the therapist a contracted hourly rate and the employee/client pays a fee to the company.
- The company fully subsidizes the program with no cost to employees.

Feedback

Provide a feedback vehicle for employees — a form or card they can fill out and pass back to the administrator.

Note: *The above instructions on facilitating an onsite Chair Massage Program are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

Thank you *to Fel-Pro Incorporated for providing the model for this Tool Kit.*

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CHAIR MASSAGE PROGRAM SIGN-UP SHEET SM

(SAMPLE)

(The following guidelines have been approved by the American Massage Therapy Association)

Monday, January 14

Time	Name	Ext.	Dept.
8:00-8:15am			
8:20-8:35am			
8:40-8:55am			
9:00-9:15am			
9:20-9:35am			
9:40-9:55am			
10:00-10:15am	BREAK		
10:20-10:35am			
10:40-10:55am			
11:00-11:15am			
11:20-11:35am			
11:40-11:55am			
12:00-12:55pm	LUNCH BREAK		
1:00-1:15pm			
1:20-1:35pm			
1:40-1:55pm			
2:00-2:15pm			
2:20-2:35pm	BREAK		
2:40-2:55pm			
3:00-3:15pm			
3:20-3:35pm			
3:40-3:55pm			

CONCIERGE SERVICE SM

WHAT is a Concierge Service?

A Concierge Service performs a wide variety of tasks and errands for employees, including such convenience services as picking up dry cleaning, booking airline tickets or waiting at a person's home for a repairman or a delivery. Concierge services can be provided by dedicated in-house personnel, outsourced to an independent contractor or a combination of both.

WHY have a Concierge Service?

A Concierge Service offers employees the benefit of time – a commodity that is in short supply for workers with busy schedules. People have too much to do and less time than ever to do it. The everyday stress of attempting to balance a busy schedule can carry over from an employee's personal life into his or her work life. Companies that offer a Concierge Service can help employees manage personal responsibilities that distract from work time and reap increased productivity from workers who don't have to leave their desks to run errands. Companies say that by keeping employees on the job and away from outside distractions, Concierge Services pay their own way. And in a market where good employees are at a premium, the company that offers the benefit of a Concierge Service as a benefit will attract and retain the best employees.

HOW do we facilitate a Concierge Service?

In-house vs. Outsourced

The company has the option of either training its own personnel to operate a Concierge Service in-house, hiring an independent contactor to perform these services or a combination of both. Some employees may not be willing to use a company-sponsored service. While some workers may take confidence in the fact that the company is running the service, others may be less comfortable with their employer playing a more integral role in their personal lives. Issues of confidentiality need to be addressed by all participants.

Location

Locating your Concierge Services onsite means that an accessible workspace must be arranged and open for specific hours. Employees can become familiar with the concierge and drop off requests in person, by telephone or e-mail. It takes a period of adjustment for users to develop a level of trust. Many businesses prefer to have onsite staff dedicated to their own employees needs; while it is generally more costly, people tend to take advantage of the onsite services more quickly and more often because of its convenience. And it shows employees that the company means what it says about being concerned about work-life benefits.

An offsite concierge means that employees will send their requests for errands and other services via phone, fax or e-mail to the service. Concierge Services located offsite, however, will have to make occasional calls to the worksite, so users of the service can familiarize themselves with personnel.

! ***Attention:*** Since a Concierge Service handles employees' private property (i.e., car) and possibly entering clients' homes, the issue of liability insurance must be addressed. If an independent contractor is used, they are the responsible party and the company is relieved of liability.

Services

Concierge Services can include any task that is both legal and appropriate for an errand service to perform. The following is a short list of the many possible services that can be offered:

- Shopping for and delivering groceries.
- Picking up dry-cleaning.
- Waiting at home for deliveries or repairmen.
- Washing and taking cars in for service, oil change, emissions testing, etc.
- Standing in line to buy sporting events or other tickets.
- Making reservations for dinner.
- Reminding clients of important dates.

- Going to the bank or post office.
- Standing in line at the Department of Motor Vehicles.
- Taking a pet to the veterinarian.
- Getting film developed.
- Buying flowers, gifts (and wrapping them).
- Addressing holiday cards or invitations.
- Booking airline tickets.
- Planning parties or other events.

!

Attention: It may be wise to limit the variety of services offered at first and expand capabilities later on. A Concierge Service needs to be the epitome of customer service. It is better to have a few tasks performed in an exemplary manner than to have many done poorly. Satisfied customers will be the program's finest marketing asset.

Fees

Payment arrangements negotiated for Concierge Services can be almost as numerous as the services themselves. These fees may or may not be subsidized by the employer. Some options are:

- Employees pay a flat hourly fee, based on the local market rate and the service provided.
- A flat fee is charged for a specific service.
- The employer pays for the first hour or so a month that each employee uses the concierge. After that, the employee pays a fee based on the nature of service and the amount of notice provided. (Last-minute emergencies may cost more than errands scheduled several days ahead.)
- Individual users purchase an annual or monthly membership. Memberships can include a referral service, reminder service and a specific number of errand requests per month. An advantage of membership may be discounts on featured services.

Resources

The following is a list of resources that may be contacted for more information about Concierge Services in general, training your own personnel as concierges or finding a local provider.

- International Concierge and Errand Association (www.iceaweb.org)
- National Concierge Association (www.conciergeassoc.org)
- Triangle Concierge International, Inc. (www.trangleconcierge.com) —offers training seminars

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***Note**: The above instructions on facilitating a Concierge Service are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

DEPENDENT SCHOLARSHIP PROGRAM℠

WHAT is a Dependent Scholarship Program?

A Dependent Scholarship Program grants financial tuition assistance to the college-aged dependents of employees. To qualify for this program, recipients are usually full-time students, fully dependent upon the financial support of their parents and required to maintain a minimum grade point average. Also, employees may be required to meet a minimum service requirement (i.e., one year with the company) before their dependents can apply.

WHY have Dependent Scholarships?

The Dependent Scholarship Program provides financial assistance for employees' dependents, enabling them to attend a college or vocational school. With today's skyrocketing educational costs, the ability of many young people to attend institutions of higher learning depends on supplementary monies, such as scholarships and grants. Without such assistance, many students might not be able to continue their education past high school. Facilitating higher learning for employees' dependents demonstrates the company's serious commitment to education. It shows care and concern for the educational welfare of employees' families. It indicates that the company is willing to invest in the future of its employees' children – a trust that will be repaid in the long term by greater company loyalty.

HOW do we facilitate a Dependent Scholarship Program?

Eligibility

Establish which employees are eligible to apply for dependent scholarships:

- Length of service required.
- Maximum compensation level.

Establish student performance criteria for the scholarship:

- Grade point average that must be maintained.
- Number of course hours that must be maintained.

Cost to Implement

The cost of establishing a Dependent Scholarship Program can be moderate, offering a modest sum per year in support to each college student, or costly, when extending a significant scholarship or reimbursement to all eligible students.

There are a number of ways to establish a Dependent Scholarship Program, and your company may wish to explore various options to determine which is most advantageous from a cost, tax and accessibility perspective. Two possible alternatives are:

1. Providing payment in the form of a reimbursement to all employee dependents who apply for a scholarship and meet the established criteria. When this path is chosen, the scholarship is a taxable benefit to employees. The benefit is available to all employees.
2. Creating a foundation that makes grants to students, based on funds available and applications submitted. In this instance, the funds are grants to the individual student and are not taxable income. Because there are likely to be fluctuations in the number of applications and funds available from the foundation, the number of scholarships awarded or the dollars awarded per scholarship can vary from year to year.

Budget Per Student

Because college costs vary from school to school, it is necessary to determine which items the organization will include when determining costs, particularly for a reimbursement plan. Those that are commonly considered include:

- Tuition
- Fees
- Books
- Room and Board

Application

The application for the program will reflect the nature of the scholarship that is being extended. The enclosed attachment reflects an application for a reimbursement program. A grant application would likely seek more information about the student's academic achievements, goals and aspirations. It may include an essay question that would aid a selection committee in screening applications.

It is common for applications to seek the following information:

- Evidence of relationship to employee.
- High school or college transcripts reflecting current academic record.
- Invoice reflecting college costs.

! ***Attention*:** Payment of tuition *after* the educational term is completed (quarter, semester, or trimester) can eliminate problems that might occur if qualifying GPA standards have not been met.

Promotion

A Dependent Scholarship Program is an important part of any work/life program. Publicize it prominently in your recruiting literature and in your benefits materials. Scholarship graduates can be acknowledged in a company newsletter, magazine, bulletin board or on the company intranet. A summary of attached FAQs can be made into a flier to promote the program.

The attached FAQs were written for a reimbursement program. While the outline can provide a valuable outline for other types of programs, the specific information will vary, depending on the nature of the scholarship program.

Scheduling

Colleges and universities operate on different schedules (semester, trimester, quarter), and any Dependent Scholarship Program must be flexible enough to accommodate these varying timetables.

Note: *The above instructions on facilitating a Dependent Scholarship Program are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

Thank you *to Fel-Pro Incorporated for providing the model for this Tool Kit.*

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DEPENDENT SCHOLARSHIP PROGRAM FAQs℠

(SAMPLE)

INTRODUCTION…

One of (Company)'s most popular benefits is the dependent scholarship program, which provides up to $3500 per year, per child in tuition assistance for eligible college students. The scholarship program requires the student to actively participate and put forth maximum effort in all classes. Effective January 1, 2003, in order to receive scholarship assistance, the student must maintain at least a "C" average each term.

In response to employees' comments, suggestions and questions, we have developed the following dependent scholarship program guidelines, along with a new, simplified application form (attached). If you have questions that are not answered on this form, please call the Human Resources Department.

How will the dependent scholarship benefit affect my earnings?

Please be aware that in accordance with IRS regulations, our dependent scholarship benefits are considered taxable income and applicable taxes will be taken out of your dependent scholarship benefit check. Reimbursements you receive will be included in your taxable income on your W-2 form for the year you receive the benefit.

Who is eligible for the scholarship reimbursement benefit?

Full-time employees who have been employed at (Company) for one year or more are eligible to apply for this benefit for their dependent children age 23 or younger.

- Your dependent must be claimed on your most recent 1040 or 1040A federal tax form.
- If you are divorced and do not claim the dependent on your federal taxes, you must provide at least $100 per month in child support for the applicant.
- Your dependent must have earned a high school diploma or GED certificate.

- Your dependent must be a full-time student who successfully completes a minimum of twelve credit hours per term at an accredited college or university and maintains at least a "C" average each term. If the student is enrolled in a condensed full-time summer term of less than twelve credit hours, please provide proof (from the school) of full-time status with the application.

What happens if the student fails or withdraws from a course, or receives a grade of "incomplete," causing them to drop to part-time status (less than 12 credit hours)?

If the student fails, drops or withdraws from a course, or receives a grade of "incomplete," resulting in dropping to part-time status, they will not be eligible for scholarship benefits until they provide documentation from the school showing successful completion of the course(s) in question.

What do I need to submit in order to receive the dependent scholarship benefit?

1. You must submit a new scholarship application each term in order to be considered for the dependent scholarship benefit. In order to be processed, the application must include the following:

- Your signature
- Date signed
- Your employee number
- Your date of hire
- A daytime phone number or extension

2. A copy of your most recent 1040 or 1040A federal tax form or, if divorced, proof that you provide at least $100 per month in child support for the applicant, should be submitted with the first application of each school year. You may white out the portion showing your income; we only need to see proof that the student was claimed as your dependent for the most recent federal tax year.

3. Report card or grade report for the previous school term showing that student maintained full-time status and a grade point average of "C" or higher (no failed classes, dropped classes or grades of "incomplete")

4. Course registration for the present term.

5. An itemized tuition bill from the school showing:

- Tuition costs
- Fees
- Amounts of other scholarships, grants, or awards being received by the dependent

Please keep copies of all information submitted.

If I am applying for this benefit for the first time, are there any additional requirements?

The following additional requirements must be met if this is your first time submitting for the dependent scholarship reimbursement:

- Please submit a copy of your most recent 1040 or 1040A federal tax form showing that the student was claimed as a dependent on your federal taxes or, if you are divorced and do not claim the dependent on your federal taxes, you must submit proof that you provide at least $100 per month in child support for the applicant.
- Provide a copy of your child's
  - High school diploma or GED certificate
  - Birth certificate

Please include the following for inclusion in an upcoming issue of (Company newsletter or magazine):

- A photo of the dependent
- A brief statement including your child's name, your name and department, school attended, and major being pursued (Example: Susie Smith, daughter of Jane Smith of Distribution, is attending ABC University in Seattle and is pursuing her Bachelor's Degree in Nursing).

What expenses are covered under the terms of the dependent scholarship benefit?

The following expenses that are not covered by another scholarship, grant, or reimbursement plan may be eligible for reimbursement:

- Tuition
- Books
- Appropriate educational fees

What expenses are not covered under the terms of the dependent scholarship benefit?

The following expenses are not covered under the terms of the dependent scholarship benefit:

- Housing
- Room and board, including meal plans
- Finance charges and late fees
- Parking violations
- Other miscellaneous fees

How is the reimbursement amount determined?

Your reimbursement will be calculated as follows: total expenses incurred, less other scholarships, awards, grants or reimbursements = total eligible expense of up to $3500 per calendar year for a four-year maximum of $14,000.

- Maximum reimbursement amounts are not guaranteed. They are meant to be used as guidelines.
- Reimbursement amounts are not based on the cost of the school.

What happens if I leave (Company) before my dependent has completed a term for which she has received the dependent scholarship benefit?

- You will be responsible for repaying any benefits received for that term.
- Repayments will be deducted from your final paycheck and/or vacation checks.

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DEPENDENT SCHOLARSHIP PROGRAM APPLICATION SM

(SAMPLE)

(Please review Scholarship Reimbursement Guidelines before completing this form)

EMPLOYEE Information

Name _____ Employee No._____

Daytime Phone _____ Date of Hire _____

DEPENDENT Information

Name _____ Date of Birth _____

Name of School Attending _____ Term _____

Major Subject _____

Please sign and date this application below the statement that applies to you:

Statement A

I certify that the student listed on this application is claimed as my dependent on my most recently filed Federal Income Tax Return and that I have attached a copy of that tax return to this application.

_____ _____

Employee Signature Date

OR

Statement B

I certify that although the student listed on this application is not claimed as a dependent on my most recently filed Federal Income Tax Return, I provide a minimum of $100 per month in financial support and I have attached supporting documentation to this application.

_____ _____

Employee Signature Date

Please complete the following checklist before submitting this application:

- ❑ Attach copy of your federal income tax form for the current year showing proof that the student was claimed as your dependent, OR if divorced, attach proof that you provide at least $100 per month in child support for the applicant.
- ❑ Attach the school registration for the current term

- ❑ Attach the itemized tuition bill (no cancelled checks) showing:
  - ✓ Tuition
  - ✓ Fees
  - ✓ Scholarships, grants or financial assistance
- ❑ Attach the report card or grade report for last term completed
- ❑ Attach receipts for books and supplies
- ❑ Attach photo for inclusion in (magazine) Scholarship Corner feature
- ❑ Attach copy of high school diploma or GED certificate (if first-time applicant)
- ❑ Check certification Statement A or B on the application
- ❑ Sign and date the application

PLEASE ALLOW AN AVERAGE OF 2-4 WEEEKS FOR PROCESSING. THANK YOU!

Please contact Human Resources Department with any questions regarding this benefit.

ELDERCARE ASSISTANCE PROGRAM℠

WHAT is the Eldercare Assistance Program?

Eldercare assistance provides resources for employees who need information and assistance in providing needed care for their senior family members. Elder assistance can take a number of forms:

- An information resource with Web sites and reference material concerning a number of eldercare issues: housing, day care, insurance, legal issues, Medicare, medical research and medical care.
- The services of an eldercare specialist who provides counseling and referrals for employees and their elders.
- An educational component of a health-related brown-bag lunch series.
- One component of a comprehensive employee assistance program that offers assistance to employees and family members around areas of acute concern.

There are many resources available for the elderly in need of care, but it is often difficult for their family members to determine what kinds of services are needed and negotiate the health care system to effectively match needs with services.

WHY offer the Eldercare Assistance Program?

In 2000 the National Alliance for Caregiving estimated that an employee with eldercare responsibilities costs his or her employer about $1,150 extra a year due to distraction or concern for the care of an aging relative. Sixty-seven percent of employees who provide care for their parents take time off from work for general care-giving or to handle a crisis.

Eldercare assistance can offer support and resources when they are needed and minimize the lost time and productivity that employees caring for elders experience.

HOW do we facilitate an Eldercare Program?

Cost to Implement

Eldercare assistance can range in cost from quite modest, for information resources or referrals, to significant, for one-on-one consulting or needs assessment. Services can easily be defined by the needs of the employees. Expenses can also be shared with employees, particularly in cases where there is need for one-on-one service.

Because there are many levels of service that can be offered, determining employee needs and ascertaining budgetary constraints will help to define and prioritize the kind of eldercare assistance that you will be able to offer for employees. On-call services usually require a monthly retainer fee. Onsite visits, personal appointments and in-home assessments are normally billed on an hourly basis.

Information Resources

There are a number of resources that can support you in providing eldercare assistance for employees. Among them are the following:

- Eldercare Locator — a national, federally-funded telephone system providing information and referral to all types of eldercare services, including information and ratings for nursing homes all over the country. Phone 800-677-1116 between 9 a.m. and 11 p.m. Eastern Time.
- Family Caregivers Association (www.caregiver.org). Features fact sheets on different health problems, including different options for care.
- National Alliance for Caregiving (www.caregiving.org).
- The AARP (www.aarp.org) offers a checklist for ways to help find various community services.

Services

If you should determine that the services of an eldercare consultant or services provider would be valuable for employees in your organization, there are a number of services options that you will need to consider. These include:

- A monthly onsite visit, to provide an informal opportunity for employees to acquaint themselves with the eldercare services and its personnel.
- Phone consultation, to provide minimal counseling and referral service.
- Face-to-face consultants with an eldercare consultant, to discuss eldercare issues in depth.
- In-home visits to assess an eldercare situation, and provide information and support to the family.

Eligibility

Decide who will be eligible to take advantage of the Eldercare Assistance Program. This may include employees with a certain length of service at the company, full- or part-time workers, employees' extended family members, and retirees.

Services

Decide what services you will need from the eldercare services provider. These could include:

- A monthly onsite visit, to provide an informal opportunity for employees to acquaint themselves with the eldercare service and its personnel.
- Phone consultation, to provide minimal counseling and referral service.
- Face-to-face consultations with an eldercare consultant, to discuss eldercare issues in depth.
- In-home visits to assess an eldercare situation, and provide information and support to the family.

Location of onsite visit

If Eldercare consultants visit onsite periodically, set up their information booth or table in a centrally located area accessible to all, e.g. cafeteria, employee recreation area.

> **!** ***Attention:*** The information table is not intended for lengthy counseling sessions — it is to answer brief inquiries, hand out literature and bring visibility to the program. If an employee has lengthy issues to discuss, they will have to make an appointment to meet with the counselor at a later date.

Scheduling

Stagger the scheduling of onsite visits so that employees working all shifts may have an opportunity to meet with an eldercare consultant. Bringing eldercare personnel onsite will increase the visibility of your Eldercare Assistance Program and increase employees' utilization of the service.

Promotion

Publicize your eldercare assistance services on bulleting boards, e-mail announcements, newsletter notices, on your Intranet — whatever in-house communication means are available. Be certain to publicize any educational events or visits from an eldercare services provider so that the services will be well used.

Payment

Invoicing and payment arrangements will be negotiated with your specific eldercare service provider. There will usually be a monthly retainer to cover the cost of an "on-call" service for employees to access their resource and referral information. Additional services, such as onsite visits, personal appointments, and in-home assessments, will be billed individually on a per-capita basis.

Note: *The above instructions on facilitating an Eldercare Assistance Program are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only*

Thank you *to Fel-Pro Incorporated for providing the model for this Tool Kit.*

ELDERCARE PROGRAM℠

(SAMPLE)

OUR Eldercare Assistance Program

"Company Name" invites employees and retirees to consult with registered nurses who are specialists in the care of the elderly. Nurses are available to talk with employees about a wide variety of concerns, including health care, housing, Medicare and insurance coverage.

Information and counseling is offered to determine the best solutions to ensure an elder's safety and well being and create peace of mind for the entire family. When indicated, nurses will make in-home visits to assess the situation and provide information and support to the family.

The benefits of our ELDERCARE ASSISTANCE PROGRAM

Whether an elder is living at home or in another setting, the benefits of our Eldercare Management Program include:

- Assurance that proper services are in place so that an elder is safe and well cared for, with an optimal level of independence.
- Relief from the uncertainties that often accompany caregiving.
- Potential for cost savings through options counseling and anticipation of future needs.
- A sense that you are doing all you can do for an elder.

Contact the ELDERCARE ASSISTANCE PROGRAM Professionals…

- To help sort out the care issues you are facing to make sure you are on the right track.
- To help you understand the physical, emotional and mental changes that often accompany aging.
- To help you understand a particular health care situation for effective decision making.
- To help find the most appropriate and cost effective services that meet your particular situation and needs.
- To help establish realistic family roles and goals in meeting care needs.
- To help with planning for future care.

EMERGENCY CAREGIVER℠

WHAT is the Emergency Caregiver Program?

The Emergency Caregiver program connects employees to resources on trained, certified caregivers who are available on an emergency basis. The program is utilized when a child is sick and cannot attend school (or childcare facility) or when an elderly dependant is ill, requiring short-term care in the home. Often, the company pays a portion of the cost for this care and the employee pays the balance.

WHY have an Emergency Caregiver Program?

Having an Emergency Caregiver program has obvious benefits to the workplace. Employees can continue to come to work, secure in the knowledge that their sick child or other ill dependant is receiving the care needed at home. Employees gain peace of mind, and employers gain a more stable workforce.

What is not so obvious is the value of the Emergency Caregiver program for employees who never use the service themselves. When employees are absent, other workers in their area may have to "pick up the slack." Providing Emergency Caregiver program minimizes absenteeism, which can improve morale of the entire workforce.

HOW do we facilitate an Emergency Caregiver Program?

Cost to Implement

The cost of this program is dependent on a number of variables:

- The degree to which the organization will subsidize the expense of hiring an emergency caregiver.

- The number of employees who are likely to utilize the service.
- The number of days per employee that the company will provide a subsidy for emergency care.

There is also an administrative expense in assuring that the service is coordinated effectively.

To determine that cost/benefit of such a program, the organization must determine the cost of absenteeism, and weigh that against the expense of providing an Emergency Caregiver program.

Eligibility

Determine which employees will be eligible to take advantage of the Emergency Caregiver Service (full-time, part-time, specific length of company service required before the service is available).

Administration

Choose an administrative coordinator to serve as a contact person between the care-giving agency and the company. The administrator will need to:

- Maintain contact with the providing agency and process invoices for the company's portion of their service
- Publicize the service – make available the 800 number or other contact process so that employees in need may use the service

Care Providers

Contact local medical care providers who can supply trained personnel for this service. Professional caregivers should be certified and qualified to administer first aid and medication if necessary.

Some possible sources include:

- EAP Services
- Hospitals
- Preferred Provider Networks
- Non-profit family service agencies
- Nurses' registries
- Resource and referral networks

!

***Attention*:** Make available some avenue of feedback for employees to report their satisfaction with this service. Caregivers often leave their own "survey" forms when exiting a health care assignment. But the company should also follow up to make sure that the hired professional is performing up to expectations and fulfilling their contractual agreement. This is especially important where it involves the welfare of minor children or the elderly. Clarify liability issues with the care provider and appropriate waivers signed by the involved parties. Make sure the company is not liable for the caregiver's mistakes.

Documents

The Emergency Caregiver Service is fairly free of forms and applications. Most administrative work and documentation is the responsibility of the health care provider. The company needs only to advertise the service and provide a way for employees to give feedback about their experience with the service.

Note: *The above description on facilitating an Emergency Caregiver Program is not intended to be all-inclusive. There are many ways to set up such a program. These are guidelines that represent how some companies have done it successfully.*

Thank you *to Fel-Pro Incorporated for providing the model for this Tool Kit.*

LEGAL COUNSELING SM

WHAT is Legal Counseling?

Legal Counseling is a service that provides free or subsidized legal counseling to employees. The service includes only legal advice and counseling. Legal representation is not covered by the program. Use of this service does not necessarily constitute an attorney/client relationship. Lawyers engaged in this service can offer advice only on matters that do not pertain to company-related issues. Some issues that employees may need legal advice on include:

- Buying or selling a home or other real estate.
- Establishing a will, a living trust, and other documents designed to preserve assets.
- Establishing guardianship or adopting a child.
- Setting up a dependent care account.
- Determining property rights, managing litigation issues, protecting an estate.

WHY offer Legal Counseling?

Offering legal counseling to employees can ultimately save the company time and money by resolving issues that could easily get out of hand. A lawyer's letter to a creditor could help reconcile a statement and avoid wage garnishment. Telephone mediation with a landlord could avert a civil suit, and time lost from work. Often, minor legal issues can be solved quickly and easily given the proper attention, but many employees do not know how or where to turn for assistance. Employees that avail themselves of reliable legal assistance can move forward to resolve issues that might otherwise worsen, cause stress and financial hardship. In providing this assistance, the company expresses its concern for the legal welfare of its workforce.

HOW do we facilitate Legal Counseling?

Cost to Implement

There are two ways that this program can be offered:

- Arrange with private attorney(s) to meet with employees on-site on a regular basis (weekly, or as often as necessary). Fees can be arranged with the individual attorneys. The time available for each employee and the limitations on the services provided need to be agreed upon.
- Provide pre-paid legal services through a service to be extended to employees on an as-needed basis. These services are normally offered off-site and fees are based on per capita usage.

The cost trade-offs are dependant upon usage. If need is anticipated to be high, making arrangements with a private attorney may be less costly than a pre-paid service.

Legal services can be a benefit provided or subsidized by the company. Charging employees a modest usage fee for a half-hour consultation will assure that they understand the value of the service.

Eligibility

Decide which employees will be eligible for Legal Counseling (e.g., one year of service, full or part time).

Promotion

Through benefits literature, bulletin board notices, e-mail or other in-house communications, notify employees that the Legal Counseling service is available, what the cost is (if any) and who they can call to make an appointment.

Scheduling

Depending on whether the Legal Counseling is conducted on or offsite:

- **Onsite** - A company administrator can handle scheduling. This person receives calls from employees requesting an appointment and schedules them in a time slot (usually a half hour to an hour) when the attorney will be onsite. According to a prearranged agreement, the lawyer will specify how many clients can be seen on a given day.
- **Offsite:** The employee will call the legal office and make his/her own appointment, on his or her own time.

!

***Attention*:** When selecting an onsite location for the attorney and employee to meet, choose a room where privacy is ensured. Employees might be reticent to use the Legal Counseling service if they perceive that either the employer or fellow employees are observing them.

***Note**: The above description on facilitating a Legal Counseling Program is not intended to be all-inclusive. There are many ways to set up such a program. These are guidelines that represent how some companies have done it successfully.*

***Thank you** to Fel-Pro Incorporated for providing the model for this Tool Kit.*

NEWBORN / ADOPTION GIFT SM

WHAT is a Newborn/Adoption Gift?

A Newborn/Adoption Gift is given to acknowledge an employee's new child by birth or adoption. The gift can be in monetary form, or any item that can be of use to the family. Savings bonds, disposable diapers and car seats are just a few of the items that have been given as Newborn/Adoption Gifts.

WHY give a Newborn/Adoption Gift?

A company that gives a Newborn/Adoption Gift shows that it supports and appreciates the values of home and family life. It marks a significant life event and shares in the family's celebration. A pair of baby shoes engraved with the name and birth date of the child may become a family keepsake. A car seat can help new parents facing many new, and necessary, expenses. A savings bond with an 18-year maturity date can help offset expenses associated with higher education when the child is ready to enter college. Establishing a college fund for an older adopted child can help welcome the child into his or her new family.

HOW do we facilitate a Newborn/Adoption Gift?

Eligibility

Decide which employees will be eligible for a Newborn/Adoption Gift (i.e., tenure of service, full or part-time status, etc.).

Cost to Implement

The cost of this program can range from a few dollars per child to several hundred, depending on the budget that your organization can make available. The most important element to keep in mind in selecting the size and nature of a gift is that all new children of employees be treated equitably. Historic data can give you an idea of how many new children to budget for in a year.

Determine a budget for this program, estimated on how many employees are likely to receive this gift during the year and how much can be spent on each child.

Gift

Chose a gift (or gifts) for each child. There are many suitable choices, in any price range. Some suggestions are:

- Car seats.
- A basket of "goodies" for the baby (baby toys, pacifiers, disposable diapers) and the new mother (candy, tea).
- Leather baby shoes engraved with baby's name and birth date, attractively packaged with a stuffed bear.
- $1,000 security bonds, obtained at local banks, cost the company a fraction of the face value. The perceived value, however, is obviously much more. Upon the child's 18th year the bond can be cashed in to subsidize college or other expenses.
- Establishing a college fund for an older, adopted child.

!

Attention: Bonds are issued in the name of custodial parents or guardians, but registered with the Social Security number of the infant. If bonds are used, the responsibility of the parents must be clear: Bonds must be stored in a safe deposit box or other secure location until its maturity date. Lost bonds can be replaced, but only at the employee's expense. The issuing bank must be notified of any address changes.

Documents

Forms must be created for employees to apply for a Newborn/Adoption Gift (sample attached). To receive this gift, employees must be responsible for starting the process by submitting an application and supplying the program administrator with the necessary information (such as the baby's social security number). If bonds are to be issued, forms must contain all information required by the banking institution.

Note: *The above description on facilitating a Newborn/Adoption Gift Program is not intended to be all-inclusive. There are many ways to set up such a program. These are guidelines that represent how some companies have done it successfully.*

Thank you *to Fel-Pro Incorporated for providing the model for this Tool Kit.*

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APPLICATION FOR NEWBORN/ADOPTION GIFT℠

(SAMPLE)

BIRTH or ADOPTION OF NEW CHILD

Call the Benefits Dept., x1111 to notify them of the birth or adoption of your child. Forms regarding your medical benefits must be submitted within 30 days of the child's birth or adoption.

EMPLOYEE Information

Employee Name_____Ext_____

Street Address _____

City, State, Zip _____

Clock Number _____Unit_____Dept._____Shift_____

Name of Other Parent _____

Is the above named parent also a (Company) employee?_____

CHILD Information

Sex of New Child _____Male_____Female_____Date of Birth_____

Child's Name _____

Attach a copy of your child's birth certificate and a copy of his/her Social Security card to this application in order to apply for engraved baby shoes and the $1,000 treasury bond. The social security card number is required for bond application. If you do not have it at this time, please bring in a copy when you receive it.

Call x1111 if you have questions about the shoes or bond.

CONGRATULATIONS from (Company)

OFFSITE CHILDCARE OPTIONS SM

WHAT are Offsite Childcare Options?

Offsite Childcare Options encompasses many possibilities for businesses wishing to assist their employees in finding and obtaining quality childcare for dependent children. The primary focus is on the daytime care of preschool and school-aged children while parents are at work. This may extend from before to after school, as well as off-shift care. Employer-sponsored Offsite Childcare Options may include vouchers for community-based childcare centers, a childcare center cooperative formed by a consortium of local businesses, a resource and referral service to assist employees in finding appropriate childcare, or company-sponsored scholarships and other educational support to insure a steady supply of qualified caregivers. These are some, but by no means all, of the options available.

WHY offer Childcare Support?

Childcare arrangements can place severe financial and emotional strain on a family. Employers that participate in finding and/or subsidizing adequate care for their employees' dependent children can significantly increase employee productivity, loyalty and reduce tardiness and absenteeism caused by unreliable childcare arrangements. Studies show that the demands of childcare greatly affect employees' performance at work — many have quit their jobs for this reason alone, translating into higher turnover rates that are very costly for companies.

Childcare programs are an effective recruitment and retention strategy—surveys indicate that family-friendly benefits, such as childcare, help companies attract and retain employees who may have a higher salary offer elsewhere. Also, by partnering with local school districts and dependent care providers to address the need for high-quality childcare, companies enhance their image as involved citizens within the community.

HOW do we facilitate an Offsite Childcare Program?

Cost to Implement

The cost of a company's offerings in childcare assistance can vary greatly, depending on the type of program provided. After an in-depth study has been made of your business expectations, employees' needs and your community's resources, decide how much the company can afford to spend on an Offsite Childcare program. The following are some options, presented in ascending order of the estimated financial investment they entail:

- A Resource and Referral Service.
- Vouchers or reimbursement for childcare expenses.
- A Childcare Vendor Plan.

Resource and Referral

Employers can assist employees in gathering information and resources for their dependent care needs. This is a low-cost option that can deliver high returns and can be facilitated easily by small companies as well as large businesses.

> **!** ***Attention:*** The retention of a professional resource and referral consultant releases the company from any liabilities concerning subsequent childcare referrals, a marked advantage to having this function performed by in-house human resources personnel.

Resource and referral (R & R) services may include private counseling with parents to discuss:

- Their specific childcare needs and wants.
- The parents' views on childrearing and childcare.
- The family's ability to pay for childcare.
- Specific needs of the child.
- Childcare options.
- A list of recommended qualified childcare providers.

A good resource and referral service will also teach parents how to assess a prospective childcare provider, assist them in making their decision and tell parents how to monitor the quality of care their child receives once the child is enrolled in a program. For more information regarding local R & R providers, contact the National Association of Child Care Resource and Referral Agencies (NACCRRA) at http://www.naccrra.org.

Vouchers and Reimbursement

The company can offer workers a childcare allowance or subsidy that families can use toward a childcare arrangement of their choice. Employers' contributions can be a percentage of the total cost of care, a flat amount for all participating employees or determined by a sliding scale based on a family's

income. Such programs work well, provided that quality community resources can adequately meet employees' needs for childcare.

Childcare Vendor Plan

The Childcare Vendor Plan consists of an employer or group of employers contracting with a local childcare program to reserve slots for company employees. The company pays a portion of the employee's childcare costs directly to the provider. An advantage of this option is, as there is an established and ongoing relationship with the provider, employees are assured of receiving quality childcare.

! ***Attention:*** The employer and provider negotiate how many slots shall be reserved for company use. Take an accurate assessment of employee needs so the company doesn't pay for spaces that go unfilled.

Creating Childcare Services

The options mentioned above work well only if there are adequate childcare resources in the community. If there is shortage of quality care facilities or programs in the area, companies can choose to provide or support the creation of those services themselves.

- Partnering with Other Employers: A group of geographically close companies can share the expenses of operating a childcare center. This option is particularly suitable for businesses in geographically close proximity, i.e. downtown urban areas, industrial parks, shopping malls.

- Forming a Family Childcare Network: Childcare is offered for a small number of children in a provider's home. Companies can form or fund whole networks of family childcare homes to provide care that is currently unavailable in the community. The employer may also recruit and train providers to meet specific needs, such as workers who need to be at work early, stay late, or work odd-hour and weekend shifts.

Support of Childcare Services

Forming partnerships with other companies or childcare providers is a way to assist in the development and improvement of childcare services. These partnerships also can improve the quality of care by:

- Assisting with recruiting, training and licensing of providers.
- Increasing provider compensation based on qualifications.
- Helping programs become accredited.
- Establishing loan funds and volunteer assistance to renovate, upgrade or expand facilities.

- Creating early childhood professional development systems and career paths via scholarships.

Additional Resources

The following list is a few of the organizations in the non-profit, academic and public sectors that can help companies investigate and facilitate a variety of childcare initiatives. Their resources are available nationally or internationally to all businesses and organizations in the private sector:

- Child Care Action Campaign (www.usakids.org/sites/ccac.html)
- Child Care Aware (www.childcareaware.org)
- Child Care Bureau (www.acf.dhhs.gov/programs/ccb/)
- Child Care Partnership Project (www.nccic.org/ccpartnerships)
- International Child Care Resource Institute (www.icrichild.org)
- National Association for the Education of Young Children (www.naeyc.org)
- National Association of Child Care Resource and Referral Agencies (www.naccrra.org)
- National Child Care Information Center (www.nccic.org)
- The Women's Bureau–Department of Labor (www.dol.gov/dol/wb/)

***Note**: The above instructions on facilitating Offsite Childcare Options are not all-inclusive in their scope. There are many ways to set up such programs. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

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CHILDCARE APPLICATION SM

(SAMPLE)

CHILD Information

Child's Name_____Nickname_____ Sex_____

Birthdate_____Birthplace_____ Age_____

Address_____

City_____ State_____ Zip Code_____

Home Phone _____ Grade (if applicable)_____

PARENT Information

Parent or Guardian's Name_____

Address_____

City_____ State_____ Zip Code_____

Home Phone _____ Work Phone_____

Cell Phone_____ Pager No._____

Second Parent or Guardian's Name_____

Address_____

City_____ State_____ Zip Code_____

Home Phone _____ Work Phone_____

Cell Phone_____ Pager No._____

Child lives with both parents_____ Mother _____ Father_____ Other_____

Other siblings in the family:

Name	Age	Grade

Other persons living in household:

Name	Age	Relationship

HEALTH Information

Does your child have any health problems? 0 Illnesses 0 Allergies 0 Physical Problems

Please explain_____

Does your child require medication? 0 Never 0 Occasionally 0 Daily

Please explain_____

Name of Physician_____

Physician's Address _____ Phone_____

PLEASE ATTACH YOUR CHILD'S IMMUNIZATION RECORD & PHYSICAL TO THIS APPLICATION.

BACKGROUND Information

Describe your child's play experiences:

Outdoor_____

_____

Indoor_____

_____

Has s/he had group play experience?_____

Has your child ever had any other previous school experience?_____

If so, was the experience good?_____ How long?_____

How does your child get along with:

Parents_____

Siblings_____

Other children in the neighborhood_____

Other members of the household_____

Has s/he been cared for other than by the parents?_____ By whom?_____

In own home?_____Outside of home?_____

Does your child need help in: Dressing?_____ Undressing?_____ Toileting?_____

Washing Hands?_____ Eating?_____

Does your child have any specific fears?_____

Does your child use a security object?_____

What is your present marital status?_____

If separated, divorced or widowed, how recently did this occur?_____

What has been your child's apparent reaction or adjustment?_____

What do you expect your child to gain from the pre-school experience?_____

_____

_____

Do we have your permission to give your phone number to other parents who may wish to contact you regarding out-of-school play activities, birthday parties, etc.?_____

Do we have your permission to take photographs of your child?_____

Please indicate any special needs that your child may have_____

_____

_____

Additional comments: _____

_____

_____

_____

PLACEMENT Information

Please indicate what type of childcare you are specifically looking for:

_____ Day Care Center _____ Private Home (Childcare Network)

_____ Monday – Friday _____ Weekends _____ Holidays

_____ Mornings _____ Afternoons _____ Evenings

_____ 2nd Shift _____ 3rd Shift

TRANSPORTATION Information

Other adults, besides parents, who are authorized to drop off and pick up your child from day care:

Name	Phone	Relationship

EMERGENCY Information

Other adults, besides parents, who can be called in case of emergency:

Name & Address	Phone	Relationship

I give my permission to (licensed caregivers) to take my child on supervised field trips, nearby parks, walks and surrounding outdoor areas. In addition, in the event of an accident or a severe illness, the school has my permission to have medical treatment provided for my child by the Paramedics and a nearby hospital if I cannot be reached immediately.

Parent's Signature _____Date_____

All information given above will remain completely confidential. Thank you for your time and patience.

PRENATAL COUNSELING SM

WHAT is a Prenatal Counseling Program?

A Prenatal Counseling Program enables an expectant employee or spouse of an employee to have direct contact with medical personnel early in her pregnancy, so that high-risk factors can be identified before they become threatening to the mother and/or unborn child. Interviews are scheduled periodically throughout the pregnancy. They may be conducted in person or over the telephone. Registered nurses trained in maternity care or nurse-midwives ask a series of questions and, if necessary, refer the expectant mother to specialized obstetrical care. An incentive may be offered by the company to encourage participation.

WHY offer Prenatal Counseling?

The primary goal of Prenatal Counseling is to identify high-risk pregnancies and ensure the welfare of the expectant mother and child. Early diagnosis of multiple pregnancies, pregnancy-onset diabetes, toxemia and other high-risk conditions is critical to their successful management and positive outcome. Obtaining adequate prenatal support and appropriate obstetrical care is a proven strategy to contain medical/insurance costs.

HOW do we facilitate a Prenatal Counseling Program?

The costs involved in providing a Prenatal Counseling Program include identifying and contracting a service provider. Prenatal Counseling providers may have different levels of service to choose from and/or negotiable rates based on per capita usage of the program. Any incentives for participating add to the cost of the program.

While there are direct expenses to the company for providing a Prenatal Counseling Program, those costs can be directly offset by savings in charges to health insurance. At a time when health insurance costs for companies are skyrocketing, preventive programs of this nature are one way to control costs.

Service Provider

Prenatal Counseling service providers will be specific to your state and region. For referrals to resources in your area contact:

- U.S. Department of Health and Human Services, Maternal and Child Health Bureau;
- National Center for Education in Maternal and Child Health, Georgetown University;
- International Confederation of Midwives;
- International Federation of Gynecology and Obstetrics;
- Local hospitals and maternity care institutions.

Incentives

Incentives increase participation in the Prenatal Counseling Program. A good way to say "thank you" is to give the new mother something she really needs—a month's free diaper service or month's supply of disposable diapers, a gift certificate to a local baby store. One company sent participants a "Welcome Home" basket after the baby's birth, filled with herbal teas, bath salts and chocolates for mom; pacifiers, rattles and bibs for baby.

! ***Attention:*** Receive verification from the Prenatal Counseling vendor that all requirements of the program have been met before incentives are sent. Some participants start, but do not finish the program.

Payment

Negotiate your service plan and payment schedule with the Prenatal Counseling Program provider. Companies can be billed monthly, quarterly or as needed, on a per capita basis.

Promoting

The Prenatal Counseling Program is an important feature in the work/life benefits of your company. See that it is noted under the medical insurance section of your flex benefits package, and mentioned in any recruitment or new hire literature that you distribute.

Forms

Most of the forms/reporting for the Prenatal Counseling Program will be the responsibility of the service provider. When the program is completed, a brief letter of appreciation can be sent to the participant. (See attached.)

Note: *The above instructions on facilitating a Prenatal Counseling Program are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only*

Thank you *to Fel-Pro Incorporated for providing the model for this Tool Kit.*

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PRENATAL COUNSELING SM

(SAMPLE)

LETTER to Prenatal Counseling Program Participants

(Employee)
(Street)
(City, State, Zip)

Dear (Employee),

Congratulations on the birth of your baby, and *thank you* for your participation in our Healthy Start Program.

Because of your participation in this program, and as a reflection of our commitment to taking a proactive role in promoting healthy pregnancies, we are enclosing your Healthy Start gift benefit. It is a gift certificate to "The Baby's Room" in the amount of $100, which you may use to purchase any baby product(s) of your choice.

Please accept our best wishes for a happy and healthy life with your new baby.

Sincerely,

RETIREMENT PLANNING & COUNSELING SM

WHAT is Retirement Planning and Counseling?

Retirement Planning Seminars are company-sponsored events designed to help employees strategize and plan their future course into their retirement years. The company brings together an assortment of professionals who can give information on a variety of pertinent subjects, i.e. financial planning, insurance needs, Medicare and Social Security issues, housing concerns. Retirement Counseling ranges from financial planning to issues regarding the psychological and lifestyle adjustments that may surround the transition into retirement.

WHY have Retirement Planning and Counseling?

Concerns about "life after work" can create stress long before an employee retires. And, more and more, retirement does not signify an end of work, but a transition to a different type of work, necessitating new choices that may require extensive research and investigation, all of which divert the employee from productive work. It is because of the knotty nature of this transition and the complexity of the information available regarding it, that many people are at a loss to begin appropriate planning for their retirement.

Helping employees to explore and lay a foundation for the future makes good sense. Employees with less stress about the future can concentrate on the business at hand. Retirement planning programs can usually be offered at little or no cost to the company and are an integral part of a total work/life benefits package. They provide a logical education component that supplements a company's retirement programs such as Profit Sharing, 401Ks and Pension Plans.

HOW do we facilitate Retirement Planning and Counseling?

Planning

Many experts in the financial, insurance, law and accounting arenas are willing to provide basic information for little or no cost, in order to contact new prospective clients. There may be a nominal cost for materials, which employees can pay or the company may choose to subsidize. Retirement Counseling, either in private one-on-one sessions or in workshops, is usually available on a fee-for-service basis. The total cost can be passed on to employees or subsidized by the company.

Scheduling

Schedule the Retirement Seminar at a convenient time when most employees can attend. For most workers, evenings and weekends are probably easiest. Because the seminar is about *personal* retirement planning, employees attend on their own time, not during work hours. A nominal registration fee may help insure that participants actually attend, especially if the seminar is held on a weekend. Spouses can also be included, as retirement issues of the one partner will undoubtedly concern the couple.

> **!** ***Attention****: If employees sign up for the Retirement Seminar and do not attend, it must be clear (on the registration form) that they will still be responsible for paying any fee that was agreed upon at registration.*

Location

Pick a location large enough for the size group you anticipate and make sure it is accessible to everyone. The room may need to have audio/visual equipment for presentations; tables and chairs (or desk/chairs) may be required if participants are expected to take notes.

Vendors

Financial planners, insurance agents, accountants, lawyers and other professionals with specialties in retirement planning are usually willing to participate in onsite seminars, simply for the opportunity to expand their business contacts to include participants. The company will want to search out and investigate local reputable firms with experts in these areas. Consult *Other Resources* below as a starting point to contact possible regional providers.

Promotion

Use all company communication resources to publicize the seminar: bulletin boards, e-mail, company newsletter, etc. In an effort to encourage participation, a personalized invitation may be sent to employees in a target group — say, those aged 50 and over. A brief overview of the Retirement Seminar's content could be included to give people an idea of what to expect. Interested employees can contact the program administrator to make their reservations in advance and pay any necessary registration fee. A pre-event head count will allow the administrator to ensure proper accommodations and plan refreshments for the group.

Seminar Topics

The subject matter of a Retirement Seminar will vary to suit the industry, the specific business and the geographic area. Revisions to the seminar's curriculum will be necessary to keep subject matter up-to-date. The following is a list of some 2002 general topics that may be covered in a comprehensive seminar:

- Investment Planning: IRAs (Traditional, Roth, Educational, SEP, SARSEP), 401(k), 403(b), Keogh, Stocks, Bonds, Mutual Funds.
- Profit Sharing and Pension Plans (if applicable).
- Tax Regulations and Accounting.
- Estate Planning, Living Wills and Trusts.
- Social Security.
- Health care, Medicare, Medicaid.
- Insurance, Long-term Care Insurance.
- Housing Options, Eldercare.
- New Work Opportunities (part- or full-time, volunteering, reeducation).

Other Resources

The following is a list of nationally available resources that may be helpful in obtaining information and referrals that are more specific to your own locale.

- AARP Guide to Internet Resources Related to Aging (http://www.aarp.org/cyber/guide1)
- Eldercare Web (www.elderweb.com)
- Elder Law Answers (www.elderlawanswers.com)
- HMOs for Seniors (www.hmos4seniors.com)
- International Council on Active Aging (www.icaa.cc)
- Maturity Works (www.maturityworks.org)
- National Council on Aging (www.ncoa.org)
- Retirement Living Information Center (www.retirementliving.com)
- Senior Job Bank (www.seniorjobbank.com)
- Senior Link (www.seniorlink.com)
- U.S. DHHS Administration on Aging (www.aoa.dhhs.gov)
- Your own state's commission or agency on aging

Retirement Counseling

In addition to the above-mentioned resources, contact the company's Employee Assistance Program (EAP) for referrals regarding Retirement Counselors in your area. Retirement Counseling addresses the personal and psychological issues that accompany the lifestyle changes that retirement brings. After the first few months of just "taking it easy" are over, most retirees will enjoy a longer and more satisfying retirement if they have laid the mental groundwork for progression into this next chapter of their lives. Individual coaching or group workshops can focus on creating a life plan, one that can be revisited and modified throughout retirement. Areas of discussion can include:

- Re-education for personal growth and/or a new vocation.
- Finding a new occupation in the senior job market.
- Keeping active — rediscovering old passions or developing new ones.
- Exploring the community for new opportunities to participate, volunteering.
- Family concerns, i.e. adjustments when one spouse retires and the other still works.

Follow-up

Supply an evaluation form for participants to fill out at the end of the seminar or counseling session. They can comment on the presenters/counselors and whether or not the information they received met their needs. If the providers get low marks, but employees feel that the benefit is a valuable tool in their retirement planning, you may want to keep the program, but change providers.

***Note**: The above instructions on facilitating Retirement Planning and Counseling are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

SUMMER DAY CAMP SM

WHAT is a Summer Day Camp?

A Summer Day Camp is a summer activities program set up for the school-aged children of employees. It can be offered in a number of ways, depending on the size of the organization, the facilities and resources available and the alternative programs offered in the community. Some options are the following:

- The company can be responsible for everything in the camp, from staffing to programming.
- The company can outsource the service to a qualified contractor experienced in camp operations.
- The company can contract with an established area camp for a certain number of spaces in the camp roster each summer, often at a discounted rate.
- The company can issue vouchers to employees to subsidize the cost of enrolling their children in public or private community day camp programs.

WHY offer a Summer Day Camp?

Supporting Summer Day Camp options goes a long way toward alleviating employee stress and reducing absenteeism during the summer months. Families often run out of childcare options between the middle of June, when school ends for the summer, and the end of August, when it begins again. Leaving children unsupervised while parents go to work is not a desirable alternative, but people without extended family to assist them and cannot afford the cost of either public or privately owned camps have no choice.

When the company provides for a Summer Day Camp program, parents' investment in their work is enhanced by the knowledge that their children are participating in a quality camping experience under professional supervision.

HOW do we facilitate a Summer Day Camp?

Cost to Implement

Supporting Summer Day Camp represents an investment on the part of the company. The least costly option is to subsidize camp tuition at outside camps for the children of eligible employees. Operating a company summer camp independently is likely to be the most costly. Before determining how to proceed, it is important to consider a number of issues, most importantly:

- The company's key goals in offering camping options for employees' children.
- The physical and financial constraints that you are working with.

With these considerations in mind, you can explore alternative options available and determine what best meets your needs.

Eligibility

Decide if all employees are eligible for this benefit (full time or part time?), and if there will be a waiting period to qualify (i.e., one year of service at the company).

Location

If you choose to operate a camp in-house, identifying a location is the first challenge. Consult the American Camping Association for requirements of an ACA accredited campsite. A campsite needs to have:

- Athletic facilities (indoor and outdoor).
- Shelter for campers on days that are hot or rainy, which are large enough to accommodate activities for the whole group.
- Adequate restrooms.

Some alternative sites might be community centers or schools closed for the summer that are willing to lease space.

Locating the camp near a major company facility can minimize transportation concerns.

Scheduling

Because of various school district calendars, summer vacations for children may begin and end at different times. You may wish to start your program when the majority of students are ready and available to attend. Some camps offer "pre-camp" and "post-camp" weeks when attendance is expected to be low and staff is reduced accordingly. Decide if weeks of camp will be grouped into sessions (two-week, three-week, or four-week session) or if campers can attend any individual week or any combination of weeks.

Outsourcing and Contracting with Existing Camps

The American Camping Association (ACA) sets standardized guidelines for residential and day camp programs throughout the United States. If the company decides to outsource the program or contract with an existing camp, contact the ACA for resources in your area that can provide accredited camp services.

In-house Staffing

If the company wants to staff and administer its own Summer Day Camp program, the ACA may be a good place to start looking for a qualified camp director and staff. The ACA is a clearinghouse for talented individuals with expertise in the camping field. Other sources to explore when searching for staff include:

- The local school district, where teachers may be looking for summer work.
- Local colleges, where students on summer vacation are looking for working opportunities.
- The high school and college-aged children of employees.

Administration

The camp administrator will be responsible for:

- Processing camper applications.
- Purchasing supplies for camp.
- Relaying messages between camp staff and parents if necessary.
- Promoting the Summer Day Camp.
- Organizing transportation.

Programming and Staff Orientation

Program content and staff orientation are the responsibility of the camp director. It is imperative that a responsible, experienced individual with managerial expertise be chosen to oversee the camp. A good director will create an atmosphere of fun, learning and creative exploration and set an example for the staff to follow. Safety concerns must be primary, in an environment where there is swimming, hiking, sports and other active play. The director that is hired should be abreast of current liability and legal issues concerning safety and the care of children.

Forms

A Summer Day Camp application form provides needed information about all prospective campers. The attached sample form is especially for a company-sponsored camp and can be adapted for other camp formats. Separate medical forms are also likely to be necessary for a company-sponsored camp.

Transportation

If the Summer Day Camp is offsite, determine whether transportation is to the camp is required, and, if so, whether it is the responsibility of the parent or the company. Employees who live close to the campsite opt to transport their own campers. People not living close to the camp may request transportation, perhaps a bus service that runs between the company and the campsite. This provides an extra convenience for employees, who can come straight to work, drop off children in the morning and pick them up at the end of the work day.

! ***Attention***: There are a number of safety and security guidelines regarding the entire camping experience and around transportation and pick-up of children that must be carefully adhered to in order to assure a safe and pleasurable experience for children participating in a Summer Day Camp.

Payment

If the company is sponsoring or funding Day Camp options, it can choose to charge in advance for all camp expenses or collect fees periodically from employees via check or payroll deduction. Whatever method of payment is used, specifics can be spelled out on the camper application form.

***Note**: The above description on facilitating a Summer Day Camp is not intended to be all-inclusive. There are many ways to set up such a program. These are guidelines that represent how some companies have done it successfully.*

***Thank you** to Fel-Pro Incorporated for providing the model for this Tool Kit.*

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SUMMER DAY CAMP APPLICATION℠

(SAMPLE)

CAMPER Information

Camper's Name_____ Age_____

Address_____

City_____ State_____ Zip Code_____

Home Phone _____ Grade next September_____

PARENT Information

Mother's Name_____

Address_____

City_____ State_____ Zip Code_____

Home Phone _____ Work Phone_____

Cell Phone_____ Pager No._____

Father's Name_____

Address_____

City_____ State_____ Zip Code_____

Home Phone _____ Work Phone_____

Cell Phone_____ Pager No._____

Camper lives with both parents_____ Mother _____ Father_____ Other_____

Other siblings that will be attending day camp:

Name	Age	Grade

EMERGENCY Information

Other adults, besides parents, who can be called in case of emergency:

Name	Phone	Relationship

HEALTH Information

Does your child have any health problems? ☐ Illnesses ☐ Allergies ☐ Physical Problems

Please explain_____

Does your child require medication? ☐ Never ☐ Occasionally ☐ Daily

Please explain_____

Name of Physician_____

Physician's Address _____ Phone_____

PLEASE ATTACH YOUR CHILD'S IMMUNIZATION RECORD AND CAMPER PHYSICAL TO THIS APPLICATION. YOUR CAMPER APPLICATION CANNOT BE PROCESSED WITHOUT THIS INFORMATION.

REGISTRATION Information

Please indicate what weeks you are registering your child for day camp:

_____ Week 1 June 17 - June 21

_____ Week 2 June 24 - June 28

_____ Week 3 July 1 – July 5 (there will be no camp on Thursday, July 4)

_____ Week 4 July 8 – July 12

_____ Week 5 July 15 – July 19

_____ Week 6 July 22 – July 26

_____ Week 7 July 29 – August 2

_____ Week 8 August 5 – August 9

Does your camper have any friends s/he would like to be placed with at camp?

Name Age

Name Age

Name Age

TRANSPORTATION Information

Buses leave (Company) *PROMPTLY* every morning a **7:30am** and return at **4:00pm** every afternoon.

Will your camper ride the camp bus? _____ AM Only _____ PM Only _____ Both AM & PM

Other adults, besides parents, who are authorized to pick up this camper:

Name	Phone	Relationship

TAX PREPARATION SM

WHAT is Tax Preparation Program?

A Tax Preparation Service allows qualified employees to use the services of a local tax preparation provider at the company's expense or subsidized by the company. This once-a-year benefit commonly entitles an employee to basic tax preparation (form 1040 or 1040EZ), with costs of any supplementary forms and/or schedules required to complete the filing remaining the employee's responsibility.

WHY have a Tax Preparation Program

Tax Preparation Services offer an affordable, reliable way for employees to complete and file their Federal and State income tax returns. For many individuals, negotiating their way through even the simplest of these forms is a challenge. Taxes that have been incorrectly filed or not filed at all can result in fines for the employee, wage garnishments and company involvement to complete the payback process, which can quickly become costly.

HOW do we facilitate a Tax Preparation Program?

Cost to Implement

While there is a direct out-of-pocket cost to the company for this service, it is a manageable cost. Local tax preparation providers, either local CPAs or H&R Block, Jackson Hewitt, etc., may be willing to give a group discount on their services. Many tax preparation agencies are willing to offer their services to corporate users at reduced rates. Rates can be negotiated on an estimated per capita use with the company paying only for employees who actually use the service. Employees can be asked to pay a portion of the fee to assure that they are aware of the value of the service.

Administration

Tax preparation certificates or coupons (see sample attached) are a good way to promote the program and assure that it is properly used by employees. They may be attached to paychecks or W-2s during the month of January. Coupons may be supplied by the tax preparer or furnished by the company. They should clearly state the limits of the benefit.

> **!** ***Attention*:** Certificates and other literature regarding this program should specify clearly that the benefit is for basic tax preparation services only. Payment for all other forms and schedules beyond the basic 1040 income tax return are the responsibility of the employee.

Promotion

The Tax Preparation Service is a Work/Life benefit that can be promoted in all recruiting literature. During tax season the service should be promoted in employee newsletters, on the company intranet and on bulletin boards. Tax preparers sometimes provide large envelopes for holding receipts and tax-related documents with the locations of their offices printed on one side.

Payment

The tax preparer can collect any expected employee payment and invoice the company on a monthly basis with the number of employees who have used the service. The company then pays only for those employees who actually use the tax preparation service. Payment for all supplemental forms and schedules (itemized deductions, etc.) are the responsibility of the employee.

***Note**: The above instructions on facilitating a Tax Preparation Program are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

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TAX PREPARATION COUPON SM

(SAMPLE)

(FRONT OF COUPON)

Group Tax

Employee Benefit

Tax Preparation Certificate

COMPANY _____
CITY _____
NAME _____
SOCIAL SECURITY NO. _____

…is hereby entitled to full income tax preparation service at participating (tax preparer's name) offices under the following conditions: Return must be for an individual, not a business, whether filing a single or joint return. Both Federal and State returns are included and all normal schedules that accompany them (see "Notice to Preparer" on the back of this certificate for those schedules or forms not included.) Service will be given any time during 2002 for returns for the year 2001. This certificate is not transferable.

REMEMBER – FILING DEADLINE IS APRIL 15, 2002
(Notice to Tax Preparer – See back side of this certificate for additional instructions.)
NOT TRANSFERABLE: This certificate cannot be used in conjunction with any other promotional offer.

(BACK OF COUPON)

NOTICE TO TAX PREPARER

Accept this certificate as full payment for Individual tax preparation for the employee of the company named hereon. The employee will pay an additional charge in accordance with (Preparer's) regular schedule of charges for each:

1. City or county return
2. Additional state return
3. Partnership return and related schedules
4. Corporation return and related schedules
5. Schedules, forms or statement related to a business or profession or farm income and expense
6. Statement of schedule pertaining to an Individual Retirement Account
7. Statement or schedule of rental income from two (2) or more rental properties
8. Electronic filing and refund anticipation loan fees

Origin:
Region_____
District Code_____
Code_____/_____

Redeemed:
Region_____
District Code_____

(A) Portion of Fee Collected from Client _____ – New – Prior – Disclosure Statement Signed
(B) Total Charge of Return _____ – 1040 – 1040A – 1040EZ
Primary Social Security # _____

TRANSPORTATION TO WORK℠

WHAT is a Transportation to Work Program?

A Transportation to Work Program raises employee awareness about alternative means of getting to work, encourages the utilization of new transportation modes and eases the commutes of employees. The program can include car-pooling arrangements, van pools, or subsidies or pre-tax payments for public transportation. Employees often live varying distances from work and each other. In many cases, they have different schedules and/or have limited access to cars. Therefore, it is important for employees to have multiple options for getting to work.

WHY offer a Transportation to Work Program?

Transportation services offer many benefits to employers. The program can help employees get to work the most expedient and efficient way that can reduce tardiness and absenteeism, and thus enhance the company's productivity. Offering multiple transportation options can reduce the number of people driving by themselves and, as a result, cuts down on traffic congestion, time in transit and air pollution.

In addition, making transportation to work easier for employees can broaden the geographic area from which you draw employees. These services may make your company more attractive to work for and can be used as a recruiting tool.

WHAT types of Transportation to Work Programs can we implement?

Services

There are several common transportation programs a company can implement including:

- Car pooling.
- Transit subsidies.
- Van pools.
- Emergency Rides Home.

Car pooling is relatively easy to implement. It consists of employees who live in close proximity to each other sharing rides to reduce the number of cars used to get to work. If the employees take turns driving, then no money needs to be exchanged between workers. The company can facilitate this by offering lists of people in proximity to one another who are interested in sharing rides. Otherwise employees can arrange car pools informally. In addition, some public transit companies have a commuting program that includes helping people locate others to share rides with in their area.

Transit subsidies for use on public transit systems or alternative travel arrangements are another way for companies to assist employees who either don't own a car or to encourage employees to explore travel options other than driving alone. A company can offer discounted bus/train passes or pay some of the employee's van pool/car pool expenses. Another alternative available in some cities allows employees to pay for their transit passes with pre-tax dollars and realize savings, with or without an employer subsidy.

Van pooling can be used in two ways: for a group of employees who live near each other or as transportation from a train station to the workplace. The company and/or employees would finance the van through a monthly fee to a van pooling company. Van pooling companies operate in most major metropolitan areas.

By encouraging van pools the company can reduce the number of drivers. Vans potentially offer more flexibility than trains because they pick up employees from a centralized area near their homes and drop them off directly at work. Additionally, van pools can be used for employees who live near a train or subway station as a means to take them from the train/subway to the work place.

Lastly, a company can implement an emergency ride home program. With this program, the company offers reimbursement for emergency taxi rides (for trips home due to personal illness, emergency or when work requires overtime until late at night).

What are the costs?

Cost to Implement

The cost for a transportation program varies according to the option selected.

- For a car pool, the costs are only in the time required to maintain a list of people interested in car pooling and promoting the option as an attractive alternative.

- With a transit subsidy program the company pays some or all the cost for transit or bus expense. In addition, the company may reimburse employees who car pool or for parking. These costs would vary depending on the city and the distance the commuters are traveling. However, the company may be eligible for tax deductions and payroll tax savings as a result, depending on the state.

- A van pool program incurs the costs of a monthly or annual fee to the van service which would incorporate gas, maintenance, the driver, and tolls (if applicable). This could be covered by the company, shared with employees or passed on entirely to employees.

- Emergency rides home require reimbursement for taxi expenses when used. It is important that clear guidelines be established for use of emergency rides home and that these expenses be monitored to assure that the benefit is used as it is intended.

How can we promote the Transportation to Work Program?

Promoting the benefits of this program to employees is critical to their acceptance. Even if car pooling or taking a mass transit system to work represents time and cost savings to employees, it represents a change in behavior. Employees need to be made aware of the benefits and encouraged to participate well before the program begins. Employee participation defines a program's success and drives the time savings and/or the economies of scale of having a van pool or incentive program.

Awareness can built through the following communication tools:

- Company Intranet
- Bulletin Boards
- Posters
- Onsite information booths
- Memos
- Paycheck stuffers
- Company newsletters
- Phone mail messages
- E-mail messages

Providing employees with transit schedules and simple instructions for enrolling in the programs that you select puts the necessary information in their hands.

Time and cost savings can be primary incentives for enrolling and should be a part of all communication. The environmental benefits of reducing congestion and air pollution are also compelling. In addition, Human Resources can include this in the benefit information it disseminates to employees and new candidates.

Feedback

A communication mechanism should be in place for employees to evaluate the effectiveness of the transportation program. This could include:

- A program contact in HR
- A program evaluation form, which could be administered periodically.
- A suggestion box
- A sign-up sheet or online form to express interest in signing up for the program

Other Resources

American Public Transportation Association (http://www.apta.com/)
Association for Commuter Transportation (http://tmi.cob.fsu.edu/act/)
Caravan for Commuters (http://www.commute.com)
Federal Transit Administration (http://www.fta.dot.gov/index.html)
National Transportation Demand Management and Telework Clearinghouse (http://www.nctr.usf.edu/clearinghouse/)
Surface Transit Policy Project (http://www.transact.org/)

***Note**: The above instructions on facilitating a Transportation to Work Program are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

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TRANSPORTATION COST COMPARISON SM

(SAMPLE)

This Table is designed as a tool to evaluate the most cost effective and efficient transportation options for individuals in your analysis can create a compelling case for using mass transit or car pooling.

Transportation Mode	***Cost***	***Other Transportation Required***	***Other Transportation Cost***	***Total Cost***	***Total Commute Time (in Hours)***
Single Occupant Vehicle					
Car Pool					
Van Pool					
Bus					
Train					

TUTORING SERVICES SM

WHAT are Tutoring Services?

A Tutoring Services Program enables the company to offer the services of a professional tutor to employees' school-aged dependent children. This can be accomplished by partnering with either a tutoring agency or directly with tutors. The prospective student may be required to take evaluation tests prior to being placed with an appropriate tutor; testing helps identify areas of scholastic weakness or possible learning disabilities. Also, meetings with parents and teachers may help facilitate proper placement of the child.

WHY offer Tutoring Services?

Companies that offer Tutoring Services provide important educational assistance for its employees' dependents. Although some school systems provide specialized assistance to students that need extra help, many do not. And the price of hiring a private tutor for a failing or underachieving child is beyond the financial resources of many. The ability of employees' children to progress in their educational career may hinge on whether they are able to receive the one-on-one attention that they need. By offering Tutoring Services, the company invests in the educational future of its employees' children — and demonstrates its serious commitment to education.

HOW do we facilitate Tutoring Services?

Cost to Implement

Tutoring Services are commonly a subsidized benefit, with employees paying a portion of the tutoring and related testing fees. Even so, the benefit is offered at a cost to the company, and the expense is tied to the number of students who participate in the program.

A common split of expenses is 80/20, with the company paying eighty percent, employees paying twenty percent. The fact that the company has arranged the service and selected a provider is an added benefit to the employee.

Eligibility

Determine which employees are eligible for this benefit for their children, and if there will be a waiting period to qualify (i.e., one year of service at the company).

Length of Benefit

Decide how long a student can receive tutoring and when the Tutoring Services will end. The term of tutoring can be set up to last several months or several years. Whatever the length of the benefit, families need to be aware of its duration and how much it will cost for them to continue the service, if they wish to continue seeing the tutor on their own after the benefit terminates.

Choosing Tutoring Service

There are many nationally known tutoring/testing services available. For agencies in your area, we suggest contacting:

- Community school districts or your local Board of Education.
- Local community colleges, colleges and universities.
- Listings provided by your state's Department of Education.
- Teachers Associations.

Forms

The tutoring agency may supply you with its own forms for prospective applicants. If the company has to create its own application form, be sure that all the information required by the tutoring service is requested on the form. (See attached sample form.)

Testing

Preliminary testing is usually required by tutoring agencies. It is important to accurately evaluate students' abilities, levels of comprehension and pinpoint any learning disabilities. The costs of such testing can be negotiated with the testing agency, possibly with a group rate established. And, similar to tutoring fees, the company/employee payment percentages need to be determined for testing.

! ***Attention***: Inform employees that all application information, evaluation test results and student progress reports are confidential. The agency makes this information available only to the family and the child's school, if the family requests.

Tutoring Appointments

The student's parents are responsible for making and keeping regular appointments with the tutor. Sessions can take place at any mutually agreed upon location: the student's home or school, or at the office of the tutoring agency.

Invoicing

Financial arrangements and billing cycles will be negotiated between the company and tutoring agency. Typically, a monthly invoice is sent to the company, itemizing the number of sessions for each student enrolled in the tutoring program. The company then invoices employees for their portion of the tutoring fees.

Status Reports

The tutoring agency will make periodic status reports to the student's parents and school, if requested. Reports may also be made to the company regarding student progress, but no names will be used, preserving the anonymity of clients.

***Note**: The above description on facilitating Tutoring Services is not intended to be all-inclusive. There are many ways to set up such a program. These are guidelines that represent how some companies have done it successfully.*

***Thank you** to Fel-Pro Incorporated for providing the model for this Tool Kit.*

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TUTORING SERVICES APPLICATION SM

(SAMPLE)

STUDENT Information

Name of Student_____ Grade_____ Age_____ Birthdate_____

Parent/Guardian_____

Address_____ Zip Code_____

Home Telephone_____ Work Telephone_____ Ext._____

Cell Phone_____ Pager_____

EMPLOYEE Information

Occupation_____

Shift_____ Department Phone_____ Ext._____

(Company) Employee? ☐ Mother ☐ Father

Full Time: ☐ Yes How Long? _____ ☐ No

If you are a full time employee, your children or other children who are dependent on you for complete support are eligible for the tutoring services benefit.

I understand that my child can receive tutoring benefits from (Company) because he/she is my legal dependent. (Parent/Guardian Signature)_____ Date _____

FAMILY Information

Father's Name_____ Age_____ Education_____

Mother's Name_____ Age_____ Education_____

Other Children in Family

Name	Age	Grade

Has anyone else in your family had learning problems?_____

_____

_____

Is there another language, other than English, spoken in the home?_____

Was your child born in the United States? ☐ Yes ☐ No

HEALTH Information

Does your child have any health problems? ☐ Illnesses ☐ Allergies ☐ Accidents ☐ Physical Problems

Please explain_____

Does your child wear glasses? ☐ Never ☐ Sometimes ☐ Always

For what purpose?_____

SCHOOL Information

School_____ Grade_____

Address_____ City_____ Zip Code_____

Previous Schools:

Name of School	Grade/s	Reason for Change

Scholastic difficulties: ☐ Reading ☐ Spelling ☐ Math ☐ Speech ☐ Other_____

Learning problems reported by the school: _____

_____

_____

_____

Behavior problems reported by the school: _____

_____

_____

_____

Is your child receiving services in any of the following areas?

☐ ESL/Bi-Lingual ☐ Learning Disabilities ☐ Behavioral Disorders ☐ Speech & Language ☐ Reading

As a parent, how do you feel your child is doing in school and with homework?_____

_____

_____

Is your child involved in any extracurricular sports, interests, activities?_____

_____

_____

Any additional information: _____

_____

_____

VACATION PURCHASE PROGRAM℠

WHAT is a Vacation Purchase Program?

A Vacation Purchase Program allows employees to purchase days of vacation beyond the amount of paid vacation they have earned through service to the company. The employee's hourly or salaried rate of pay dictates the purchase price of these additional vacation days. The company determines the number of additional vacation days an employee may purchase, as well as the maximum amount of vacation an employee may take.

WHY have a Vacation Purchase Program?

Newer employees, who have not yet earned a great deal of paid leave are most likely to utilize the Vacation Purchase Program. To the new or prospective employee who gets limited vacation the first year, the ability to purchase more time off has great appeal. It is more profitable for the company to have employees purchase extra days, rather than take either "sick" or "nonscheduled" leave to supplement their allotted vacation time. Certificates for additional paid vacation days can also be used for rewards and recognition.

HOW do we facilitate a Vacation Purchase Program?

Cost to Implement

Allowing employees to purchase additional time off results in costs tied to arranging for payroll deductions and lost productivity during the employee's extended vacation.

Eligibility

Decide who will be eligible for the program.

- Is the program offered to all employees?
- Are both salaried and hourly personnel eligible?
- Does an employee need a certain length of service before becoming eligible to purchase vacation days?

Limits

Determine how many vacation days/weeks may be purchased. What is the maximum amount of vacation allowed?

! ***Attention*:** It is important to state explicitly that the benefit of purchasing additional vacation days is no longer available once a predetermined maximum level of accumulated vacation time has been reached.

Payment

The Vacation Purchase Program is often set up as part of a flex benefits package. The amount an employee owes for purchased vacation days can be combined with the cost of other benefits (medical coverage, life insurance, etc.), prorated per annum and deducted from payroll checks.

Promotion

If the Vacation Purchase Program is part of your Flex Benefits package, make sure it has its own prominent place in all Open Enrollment literature, along with medical, dental and other benefits. It is an important feature in the benefits package. Also, your Vacation Purchase Program should have good visibility in any recruitment or new hire literature that you distribute.

Scheduling

Vacation days purchased through the Vacation Purchase Program are subject to all the same restrictions for usage that apply to regular vacation days. All pre-arranged leaves of absence are subject to management approval.

***Note**: The above instructions on facilitating a Vacation Purchase Program are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

***Thank you** to Fel-Pro Incorporated for providing the model for this Tool Kit.*

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VACATION PURCHASE ELECTION FORM & PAYROLL DEDUCTION AUTHORIZATION SM

(SAMPLE)

EMPLOYEE Information

Name_____

Department_____

Employee Number_____ Ext_____

2002 VACATION PURCHASE Information

I wish to purchase 1 2 3 4 5 (circle one) days vacation for 2002.

Your Daily Rate is $_____.

-- Maximum number of paid vacation days allowed is twenty (20) --

PAYROLL DEDUCTION Calculation & Authorization

$_____ Cost per day

X_____ Number of Days purchased

/_____ Divided by number of pay periods
(52 weeks factory or 26 weeks office)

$_____ Cost per Pay Period

I authorize the sum of $_____ to be deducted from my (weekly/biweekly) payroll check in payment of _____ additional vacation days for the year 2002.

Employee Signature_____

WEDDING GIFT SM

WHAT is a Wedding Gift Program?

The Wedding Gift is a tangible or monetary gift given to a newlywed employee, in celebration of the employee's marriage. It can be a check, product, gift certificate, anything the company feels is an appropriate gift that can be put to good use by the newlywed couple.

WHY give Wedding Gifts?

A Wedding Gift demonstrates that the company supports the private lives of its employees and wants to promote a healthy work/life balance among its people. This gift can be in lieu of or in addition to employees taking a collection for or contributing towards a gift for the newlyweds. It is the company's acknowledgement of an important life event.

HOW do we initiate a Wedding Gift Program?

Cost to Implement

The cost of this program can vary, just as gifts can be modest or elaborate. A good rule of thumb is to budget for the gift as if purchasing a wedding gift as a guest at the wedding. The number of gifts to anticipate in a year will be dependent on the make-up of your employee population.

Eligibility

Decide which employees will be eligible for a wedding gift (i.e., employees with one year of service, full-time, part-time, once-in-a-lifetime or each time an employee marries).

Choosing a Gift

One company simply issued a check for $100 to each newlywed employee, to be used either to defray wedding costs or to purchase a gift for their new home. There are many suitable options.

Some suggestions are:

- A gift certificate or check.
- A "night out" for the couple — dinner, theatre or movie tickets, hotel room.
- Travel voucher towards a honeymoon or weekend trip.
- Savings bonds. Obtained at local banks, the cost to the company is a fraction of the face value, but the perceived value is much more.

! ***Attention*:** In today's society, "marriage" can refer to more than the legalized union between a man and woman. The company needs to decide in advance its policy towards same-sex partners who decide to make a formal commitment to each other.

Documents

Forms need to be created for employees to apply for the wedding gift (sample attached). To receive this gift, employees are responsible for starting the process by submitting an application and supplying the program administrator with the necessary information, such as a wedding certificate, license or commitment ceremony documentation. If bonds are to be issued, forms must contain all information required by the banking institution. A congratulatory letter can also accompany the gift (sample attached).

Note: *The above description on facilitating a Wedding Gift Program is not intended to be all-inclusive. There are many ways to set up such a program. These are guidelines that represent how it has been done successfully by some companies.*

Thank you *to Fel-Pro Incorporated for providing the model for this Tool Kit.*

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WEDDING GIFT APPLICATION℠

(SAMPLE)

EMPLOYEE Information

Please fill in the following information, attach a copy of your marriage certificate and return both to the Human Resources Dept. Your $100 wedding gift will arrive at your home approximately 4 weeks after your application has been submitted.

Date Submitted

Name_____ Ext. _____

Address_____

City_____ State_____ Zip _____

Clock No._____Dept/Shift_____

REMINDER: Please review and update your beneficiaries for Profit Sharing and Life Insurance. Stop by the Benefits Department for the beneficiary forms.

Congratulations!

WEDDING GIFT LETTER SM

(SAMPLE)

«date»

«fname» «lname»
«street»
«city», «state» «zip»

Dear «fname»,

Best wishes to you on your recent marriage!

We are pleased to enclose a check for $100, which we hope will either help defray some of your wedding expenses, or permit you to buy a little something extra that perhaps you may not have otherwise considered.

Along with this gift, accept our best wishes for a long, happy and healthy life together.

Sincerely,

encl.

WELLNESS/ FITNESS PROGRAM SM

WHAT is a Wellness/Fitness Program?

Wellness/Fitness programs encompass a broad range of services designed to educate the workforce and encourage healthy lifestyles. Effective workplace health and wellness programs vary widely, from building awareness about healthy diets and encouraging fitness regimens to counseling individuals regarding specific health issues. Disability management, smoking cessation programs, health screening, and education about proper ergonomics are just some of the services that fall under the umbrella of a comprehensive Wellness/Fitness Program.

WHY offer a Wellness/Fitness Program?

Prevention is key to good health care and offers the added benefit of being an effective cost-saving strategy. A comprehensive Wellness/Fitness program can yield quantifiable bottom-line benefits through higher productivity and significant cost savings due to reduced absenteeism and lower insurance costs, both healthcare premiums and workers' compensation.

Wellness/Fitness programs can also support recruitment and retention of employees. They make the company more attractive to job seekers and contribute to employee satisfaction and commitment.

! ***Attention:*** To attain maximum benefits, the company must take care in designing and implementing Wellness/Fitness Programs. This is particularly true when operating across borders and cultures. Ensure that programs are appropriate to all employees' lifestyles, education and needs.

HOW do we facilitate a Wellness/Fitness Program?

Cost to Implement

The cost of a Wellness/Fitness Program is tied to the range of services that are offered. Contracting with service providers for specific services/time commitments is an economical means for beginning a program.

Because a long-term outcome of a Wellness/Fitness Program is lowered benefit costs, the out-of-pocket expenses are heaviest at the beginning of the program.

Staffing and Associations

Any Wellness/Fitness initiatives should be under the guidance of professional, degreed and certified personnel. There are a number of resources that can provide specific information with regard to establishing programs. Some of these are:

- Wellness Councils of America (www.welcoa.org/).
- Association for Worksite Health Program (www.awhp.org).
- American College of Sports Medicine (www.acsm.org).
- National Association for Health and Fitness (www.physicalfitness.org).
- National Wellness Association (www.nationalwellness.org).
- Your own state Wellness Council.

Health Screenings and Services

Regularly scheduled health screening and services are an excellent first step in establishing a Wellness/Fitness program. Local health professionals can be scheduled to come on site and offer the following services:

- Cholesterol screening.
- Blood pressure testing.
- Hearing checks.
- Eyesight exams.
- Measuring percentage of body fat.
- A general fitness evaluation.
- Providing flu shots.
- An educational Health care Fair with representatives of providers present to share information on their services

Health Education Programs

Informal “Brown Bag” luncheon programs offer an excellent venue for health education programs. The topics that can be offered are many, and they can coalesce with the health screening services. Initial topics might include the following:

- Nutrition education.
- Diabetes update.
- Preventive healthcare routines.
- Stress Reduction Techniques for Work and Home.

The Agency for Healthcare Research and Quality, part of the U.S. Department of Health and Human Services, makes current research on health and wellness available at no charge. It can be accessed at http://www.ahrq.gov/splashhr4.asp. In addition to the information available on the web site, brochures are available.

Cessation Programs

Cessation programs help people with addictions to smoking, drinking, gambling and drugs. If these are not directly available to employees through an Employee Assistance Program, compile a directory of organizations in your area that provide such programs.

Reward Healthy Lifestyles

A good way to promote wellness is to provide incentives for employees to practice healthy lifestyles. Gift certificates or discounts on health insurance costs can be effective incentives for employees and their families who exercise, have annual physicals, don't smoke, wear seatbelts, immunize their children or follow any other healthy lifestyle practices.

Health Club Memberships

Health club memberships promote fitness and offer health education programs. Consider subsidizing all or part of employees' membership fees at a health club. Many health clubs are willing to negotiate group discounts. When size, budget and space permit, investing in onsite facilities can make fitness even more accessible for employees.

Healthy Work Habits

Promote and educate employees about healthy work habits. These can include:

- Assuring that employees have ergonomic work equipment — chairs, desks, work stations — flexible enough to fit their individual needs, and educating them about their use.
- Encouraging employees to take their scheduled rest breaks and lunch periods.

Providing instruction in stretching exercises tailored to an individual's job — seated or standing — and encouraging pre-work stretching and staggered short stretching breaks during the day.

Nutrition

If the company has a cafeteria, offer healthy food and balanced meals. If onsite vending machines feature high-fat, high-sugar snack foods, offer alternatives as well, such as juices, fresh fruit, herbal teas, yogurt. Consider offering employees individual nutritional advice through the services of a registered dietician.

Promotion

Wellness/Fitness Programs are an important part of the company's work/life benefits package and should be prominently noted in all recruiting and orientation materials. Note them in the medical insurance section of your benefits materials, especially if there are any cost-saving incentives on insurance for those who participate. Promote ongoing Wellness Programs in-house through bulletin boards, e-mail and newsletters, and reward participation with small incentives.

Note: *The above instructions on facilitating a Wellness/Fitness Program are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

Thank you *to Fel-Pro Incorporated for providing the model for this Tool Kit.*

WELLNESS/FITNESS SERVICES SM

(SAMPLE)

The WELLNESS CENTER…

Operates under the guidance of a professionally staffed Health Services Team for the purpose of providing employees an opportunity to improve and maintain good health. All employees are encouraged to apply for membership to the Wellness Center. Membership is free, however a physical evaluation by our staff and medical release forms from your doctor must be processed prior to joining. Center operating hours are Monday through Friday, from 6:00am until 7:00pm. The Health Services Team is available in the Center to answer your questions or they can be reached by phone or email.

Our PROGRAMS and SERVICES…

- Health Risk Screenings and Health Risk Appraisals for all employees including individual results sessions.
- Exercise/Fitness Evaluations and results for Wellness Center members.
- WellAware "Brown Bag" Seminars and Workshops, such as Nutrition Education, Diabetes Update, Self Care Information and more. Topics vary annually.
- Quarterly Healthtrac Newsletter for all employees.
- Medical Self Care Manual and training for all employees.
- Flu Shots on-site for all employees
- Participation in National Employee Health and Fitness Day events for all employees.
- Onsite Chair Massage—weekly by appointment only.
- WellAware Passport to Good Health Program for all employees to earn a WellAward.
- Onsite Exercise Center and Exercise programming by degreed and certified staff.
- Variety of Exercise Classes for Wellness Center members including Spinning, Step, Kickboxing, Stretch and more.
- Pre-Work Warm-up Exercises for all employees
- Preventive/Conditioning Exercise Schools, such as Back School, Shoulder School, etc. for all employees.
- Medically indicated Exercise Therapy.
- Phase 3 Cardiac Rehabilitation when recommended.

Wellness Center ***SERVICES***

HEALTH SCREENING

Blood Pressure
Height
Weight
Ideal Weight Percentage Fat/Lean Mass (skin fold caliper)
BMI Calculation
Total Cholesterol
HDL/LDL Cholesterol
Triglycerides
Fasting Glucose

EXERCISE EVALUATION

Resting Pulse/Blood Pressure
Submaximal Exercise Test (multistage):
- Bicycle Ergometer (Astrand-Rhyming Protocol)
- Pulse/Blood Pressure Monitored to 85 percent PMHR
- Borg Perceived Exertion Scale

Flexibility Assessments
Strength Assessments
Muscular Endurance Assessments

PROGRAM OPTIONS

Cardiovascular
Muscular Strength/Endurance
Weight Management (Includes Nutritional Education)
Stress Relief (Flexibility, Relaxation, Stress Management, Massage)
Preventative Exercise Schools: Back, Shoulders, Arms, Legs, Hands, Neck
Group Exercise Programs: Step Training, Spinning™, Stretching, Low Impact, Aerobics, Muscular Fitness, Slideboard, Resistball
Phase 3 Cardiac Rehab

ALL PARTICIAPNTS WILL BE ASKED TO SIGN AN INFORMED CONSENT PRIOR TO HEALTH SCREENING, EXERCISE EVALUATION AND EXERCISE PROGRAMMING.

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WELLNESS CENTER APPLICATION/INTERVIEW SM

(SAMPLE)

EMPLOYEE Information

Name_____ Age_____ Birthdate_____

Job Activity: sit stand lifting use of arms walking Dept._____

Interests in Program: Shape up Tone up Weight Control
Stress Management Nutrition Education Low Back Care
Sports Program Sports Rehabilitation

Physical Activity Outside of Work: _____

_____

HEALTH History

_____ shortness of breath
_____ dizziness
_____ chest pains
_____ numbness in limbs
_____ swollen ankles
_____ diabetes (type I,II)
_____ surgery, type_____
_____ arthritis
_____ heart attack, angina

_____ high blood pressure
_____ smoking ____quit ____yrs
_____ over-weight
_____ racing heart
_____ skipped beats
_____ back pain (upper,lower)
_____ medication (regular)_____
_____ orthopedic_____
_____ other:_____

FAMILY History

_____ high blood pressure
_____ over-weight
_____ heart attack (age_____)

_____ diabetes (type I,II)
_____ cancer
_____ stroke

parent, grandparent, sibling

Fitness GOALS

Activity preferences:_____

Preferred times of day to work out:_____

Prefer to exercise alone or with groups:_____

Would you be able to participate in the health/fitness program 2, 3, 4, or 5 days a week?

On which days? Monday Tuesday Wednesday Thursday Friday

Intake Interview Date_____ Wellness Center Personnel_____

Wellness Center SERVICES

HEALTH SCREENING:

Blood Pressure
Height
Weight
Ideal Weight percent Fat/Lean Mass (skin fold caliper)
BMI Calculation
Total Cholesterol
HDL/LDL Cholesterol
Triglycerides
Fasting Glucose

EXERCISE EVALUATION:

Resting Pulse/Blood Pressures
Submaximal Exercise Test (multistage):
- Bicycle Ergometer (Astrand-Rhyming Protocol)
- Pulse/Blood Pressure Monitored to 85 percent PMHR
- Borg Perceived Exertion Scale

Flexibility Assessments
Strength Assessments
Muscular Endurance Assessments

PROGRAM OPTIONS:

Cardiovascular
Muscular Strength/Endurance
Weight Management (Includes Nutrition Education)
Stress Relief (Flexibility, Relaxation, Stress Management, Massage)
Preventive Exercise Schools: Back, Shoulder, Arm, Leg, Hand, Neck
Group Exercise Programs: Step Training, Spinning™, Stretching, Low Impact, Aerobics, Muscular Fitness, SlideBoard, Resistball
Phase 3 Cardiac Rehab

ALL PARTICIPANTS WILL BE ASKED TO SIGN AN INFORMED CONSENT PRIOR TO HEALTH SCREENING, EXERCISE EVALUATION AND EXERCISE PROGRAMMING.

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WELLNESS/PHYSICIAN'S RELEASE SM

(SAMPLE)

Dear Doctor…

The Wellness Center at (Company) would like to involve this employee in a regular program of exercise. A vital part of this program involves a preliminary exercise evaluation and health screening conducted by the Wellness/Health Services Staff. We insist upon a medical clearance as a prerequisite to admission into the program.

Would you please complete this form and return it to (Company) at your earliest convenience? If you have any questions or concerns, please contact our Director a (phone number).

Thank you for your cooperation.

EMPLOYEE Information

Employee Participant_____

Approved for:

1. Unrestricted Exercise (Within ACSM Guidelines)
2. Restricted Exercise (Please give Restriction Guidelines)

   _____

   _____

3. Exercise contraindicated at this time (Please comment)

   _____

   _____

PHYSICIAN Information

Name_____Signature_____

Address_____City,State,Zip_____

Phone_____Date_____

EMPLOYER-ASSISTED HOUSING℠

WHAT is an Employer-Assisted Housing Program?

Buying a home is a lifelong dream for many people. However, it can also become a nightmare saving up for the down payment and paying off the monthly mortgage. Conscientious employers can help their employees achieve the dream of purchasing a new home by offering an Employer-Assisted Housing (EAH) Program. Aid can be offered in the form of financial assistance, such as a supplementary loan, grant, or loan guarantee; a payroll deduction program; credit counseling/home buying workshops; or accessibility to lender loan programs or local mortgage assistance programs. Some companies may decide to offer a combination of options.

WHY offer an Employer-Assisted Housing Program?

The two main barriers to home ownership are 1) lack of savings for a down payment and 2) credit history problems. EAH addresses both of these issues by providing financial assistance and credit and home buyer counseling.

EAH offers many benefits to both employers and employees. It can help reduce employees' out-of-pocket expense for housing. It can also provide more affordable housing, particularly for low-income workers who have to commute long distances to work because they cannot afford homes in the area.

Employers, in turn, benefit from lower employee turnover, which reduces recruitment and training expenses. This in itself could be enough to offset the costs of the program. Adding EAH to the benefits package is also likely to heighten employee morale and productivity. The program can be highlighted as a recruiting tool to attract new hires.

Communities also benefit through increased real estate tax revenues, a more stable housing market (of particular concern to low-income communities), and less traffic, noise, and air pollution as employees relocate closer to work.

HOW do we implement an Employer-Assisted Housing Program?

Services

There are several ways in which a company can provide EAH, including:

- Issuing "forgivable loans" to help supplement down payments, closing costs or other home-buying expenses. The loan does not have to be repaid by the employee following certain conditions set by the company;
- Issuing a loan in which the employer pays the principal while employees are responsible for only the interest as long as they remain with the company;
- Offering a payroll deduction program to encourage employees to set aside part of their income to save for a down payment;
- Organizing financial counseling and home buying seminars; and
- Providing employees with access to information from lender loan programs or local mortgage assistance programs.

Cost to Implement

The cost of providing EAH varies depending on which option(s) the company chooses.

Issuing loans requires a direct financial contribution from the company, but the short-term costs will likely be redeemed in the long run with lower employee turnover and higher productivity. (See attached sample chart of costs and benefits.) The financial assistance that employers provide is deductible as a business expense.

Some states, such as Illinois and Connecticut, have tax credit programs for EAH, which help to reduce the costs. Check with your state housing finance agency for help in identifying additional resources to compliment EAH programs.

Payroll deduction, financial seminars and the promotion of loan programs are additional low-cost ways of assisting employees in their home purchase plan.

! **Attention:** ***Look into state programs and incentives (Employer-Assisted Housing State Matching Funds/Tax Credits)***

Eligibility

Establish which employees are eligible for the EAH Program based on:

- Length of service
- Full- or part-time status
- Performance evaluations
- Income

The company may also choose to set limits on the distance between the new home and the office, enforce a minimum employee contribution, and/or require employees to undergo credit counseling and qualify for a mortgage. For example, St. Charles, Ill.-based System Sensor specifies that employees receiving down payment loans must be full-time workers with one year of satisfactory service who earn a household income of no more than $75,400 and plan to move within 15 miles of the factory.

Other Resources

The following list contains a few of the organizations that can help companies investigate and facilitate an EAH Program:

- Chicago Metropolis 2020 (http://www.chicagometropolis2020.org/)
- Fannie Mae (http://www.fanniemae.com/housingcommdev/solutions/)
- Location Efficient Mortgage (LEM) (http://www.locationefficiency.com/)
- REACH Illinois (http://www.reachillinois.org)

***Note**: The above instructions on facilitating an EAH Program are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

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EMPLOYER-ASSISTED HOUSING COSTS & BENEFITS SM

This Employer-Assisted Housing Model provides an example of potential costs and benefits of the program to the company's bottom line:

Employer Investment	
Down payment assistance: 20 people at $2,500 each	$50,000
Outsourced program administration, counseling, evaluation, etc.: 60-80 people counseled and 20 closings	$20,000
Total Employer Investment	**$70,000**
Tax Benefits	
State tax credit (50 percent of $70,000)	$35,000
Federal tax credit (based on 38 percent tax bracket)	$13,300
Total Tax Credits	**$48,300**
Employer Net Cost	**$21,700**
Employer Potential Savings (estimate based on reduced turnover)	**$100,000**
Additional State Incentives	
IHDA match (down payment): 20 people at $2,500 each	$50,000
IHDA counseling funds (for successful buyers only)	$17,000
Total Leverage	**$67,000**

(Chart courtesy of the Metropolitan Planning Council and Chicago Metropolis 2020)

