



WOMEN'S FUND
of the **GREATER CINCINNATI FDN.**

Employer Toolkit



Version One – May 2018

**Policies and Practices with Unintended Consequences
for Low Wage Employees**

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Part One

Introduction

Introduction

Listen to your lower-wage employees and seek to understand their needs. Change policies and practices to reflect what you've learned. This toolkit will give you many options to consider.

Dear Business Leaders,

Over the past two years, we have met with dozens and dozens of business leaders and each of them described the same untenable situation; they struggle with attraction, retention and engagement, especially among their lower-wage employees.

Vacant positions, employee turnover and absenteeism are disruptive and expensive and there is a clear competitive advantage for organizations that succeed in retaining and motivating their lower-wage employees.

If we want our community to be a leader in business and industry, we must also be a leader in equity. Many workplace policies have an unintended negative effect on lower-wage employees. Employees have different needs and we need to craft policies that are relevant and helpful in addressing the complex needs of lower-wage employees.

We know you are busy doing what you do best—delivering your core competency and meeting business demands day in and day out. That's why we created this first-of-its-kind resource—full of concrete, actionable solutions to help you stabilize and engage your workforce. It takes the guess work out of understanding which policies may be contributing to high turnover and low



engagement. Over the course of this project, we have gleaned some top-line learnings. When you are reviewing your policies, keep an eye out for these issues:

Reimbursements:

Any policy that is reimbursement based (tuition reimbursement, transportation reimbursement) is probably not accessible to your lower-wage employees who often don't have the cash up-front to pay for a service. Consider co-investing with the employee or providing the benefit outright.

Benefits for Part-Time Employees:

Many lower-wage employees piece together several part-time jobs to make ends meet. Most likely, none of these part-time positions offer benefits, which creates a precarious situation for the employee. Consider extending as many benefits as possible to your part-time employees to create support and stability.

Time of Service Eligibility Requirements:

It's not uncommon to see turnover rates exceeding 80% in the lower-wage bands. If benefits are meant to support the employee, yet the time of service eligibility to receive them exceeds your average length of employment, the benefit cannot have the desired effect. Consider shortening or removing the time of service eligibility requirement so employees can access stabilizing benefits as soon as possible.

Investing in the Immediate Needs of your Employees:

Contributing to your 401(k) is not a priority when you are struggling to put food on the table or make a critical car repair. Often, our benefits are geared toward long-term financial stability, when short-term needs are often a bigger priority for your lower-wage employees. Consider adding benefits like an emergency fund, student loan repayment or childcare subsidies to meet the urgent needs of your workforce.



The bottom line:

Listen to your lower-wage employees and seek to understand their needs. Change policies and practices to reflect what you've learned. This toolkit will give you many options to consider!

As you support, stabilize and invest in your employees, they will bring their best to your organization.



Meghan Cummings, *Executive Director*

Women's Fund of the Greater Cincinnati Foundation



The Cost of Turnover

On average, every time an entry-level employee leaves, it costs the company more than \$2,000.

It is critical to know exactly what employee turnover is costing your company and what steps can reduce that turnover. On average, every time an entry-level employee leaves, it costs the company more than \$2,000. You can calculate turnover costs for your specific organization by using our online tool at toolkit.cincinnatiwomensfund.org which lays out these four components to the cost of turnover:

A. Pre-departure Costs – resulting from a worker’s reduced productivity and/or disruption in the workplace

B. Vacancy Costs – related to overtime or extra shifts required to cover vacant positions, as well as the potential loss of revenue from a shortage of employees

C. Hiring Costs – including advertising and agency fees, along with costs of reference checks, testing, and incremental internal administration

D. Orientation, Training and Ramp-Up Costs – comprising the costs of formal training, supervision during orientation and ramp-up, and lower initial productivity.

Turnover costs vary among companies, but the total is usually a substantial amount of out-of-pocket costs, even without considering the general disruption created by frequent changes in staffing.



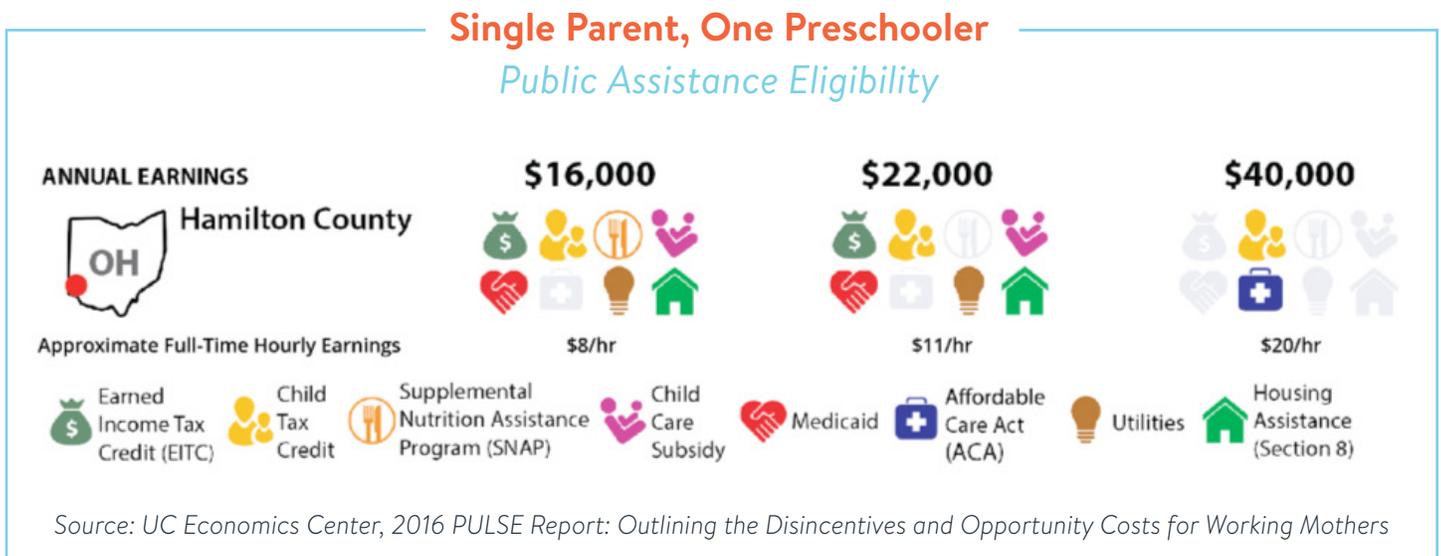
Your Workforce & Their Needs

Many entry-level employees have trouble keeping low-wage hourly jobs even when they are qualified for the work. They face challenges in managing their lives and their jobs that their employers may not be aware of or familiar with. Companies need to understand their employees and how best to support and develop them so that the employees become engaged in their jobs and committed to the company and its success. Here are just a few of the factors that can complicate job performance for lower-wage employees.

Financial Realities: The inflation-adjusted minimum wage has risen only 5% since 1990, although most

costs of living, such as rent, have grown far faster. Minimum-wage jobs, and even many better paid jobs, are often not sufficient to support a family. Therefore, many lower-wage employees work more than one job and many receive public assistance benefits. The public assistance helps workers financially, but it also imposes additional stress and administrative requirements that can detract from work attendance and engagement.

You may not realize that some of your full-time employees may qualify for public benefits. Additionally, many part-time lower wage employees piece together several jobs to make ends meet. Here's a snap shot:



Introduction

Keep in mind, a full-time job earning \$10 an hour results in an annual pre-tax wage of \$20,800—far short of the amount required for a parent and one child to meet their basic needs in Hamilton County, Ohio, which is about \$41,000 a year.

Inflexible Schedules: The typical workplace structure can be challenging for entry-level employees, especially since low-wage employment is often characterized by rigid and unpredictable schedules. From a financial standpoint, instability and inconsistency in the number of hours worked, and therefore actual pay, also create significant stress for individuals living paycheck to paycheck.

Child and Elder Care: Childcare and elder-care are expensive, and many low-income families rely on piecemeal networks of care provided by friends and relatives. Compared to higher paid employees, lower level workers generally have less access to flexible start and quit times and limited advance notice of schedules. They are unable to make last-minute schedule changes, or to telecommute and work compressed work weeks in order to meet family demands. They are also less likely to have paid time off. As a result, their fragile networks for childcare and elder-care can easily fall apart when work schedules suddenly change, leading to absenteeism. This disproportionately affects female workers, who are not only overrepresented in low-wage work, but also take on more responsibility for child and elder care in their families.

Transportation: Transportation can be complicated by the unpredictability of work schedules when public options are limited. Lower-wage employees' private transportation is often unreliable, and may be costly if free parking is not available. Public transportation can be notoriously inefficient for workers who have to make a transfer and there may not even be a bus stop close to their place of employment. Scheduled stops can occur hours before or minutes after a shift starts which leads to an inefficient and frustrating experience for each working day. Employees may also be penalized for tardiness even when it is the result of inflexible transportation options.

Familiarity with Requirements for

Advancement: Many lower-wage employees want to develop their skills and advance but do not know how or where to start. They may not understand basic principles of financial planning and budgeting or options for further training and education.

As a result of all these factors, lower-wage employees have many difficulties in balancing their work and family responsibilities. Policies that help mitigate these challenges can significantly reduce turnover and absenteeism and build employee loyalty and engagement.

The most effective way to start understanding the complex needs of your work force is to engage your frontline workers, not just management, in defining the problems, selecting and implementing changes and evaluating impact. Lived experience with these issues is the most powerful expertise.



Potential Return On Investment



This Toolkit is intended to be a first step toward helping employers understand the challenges and needs of their workforce so that they can increase retention of lower wage employees.

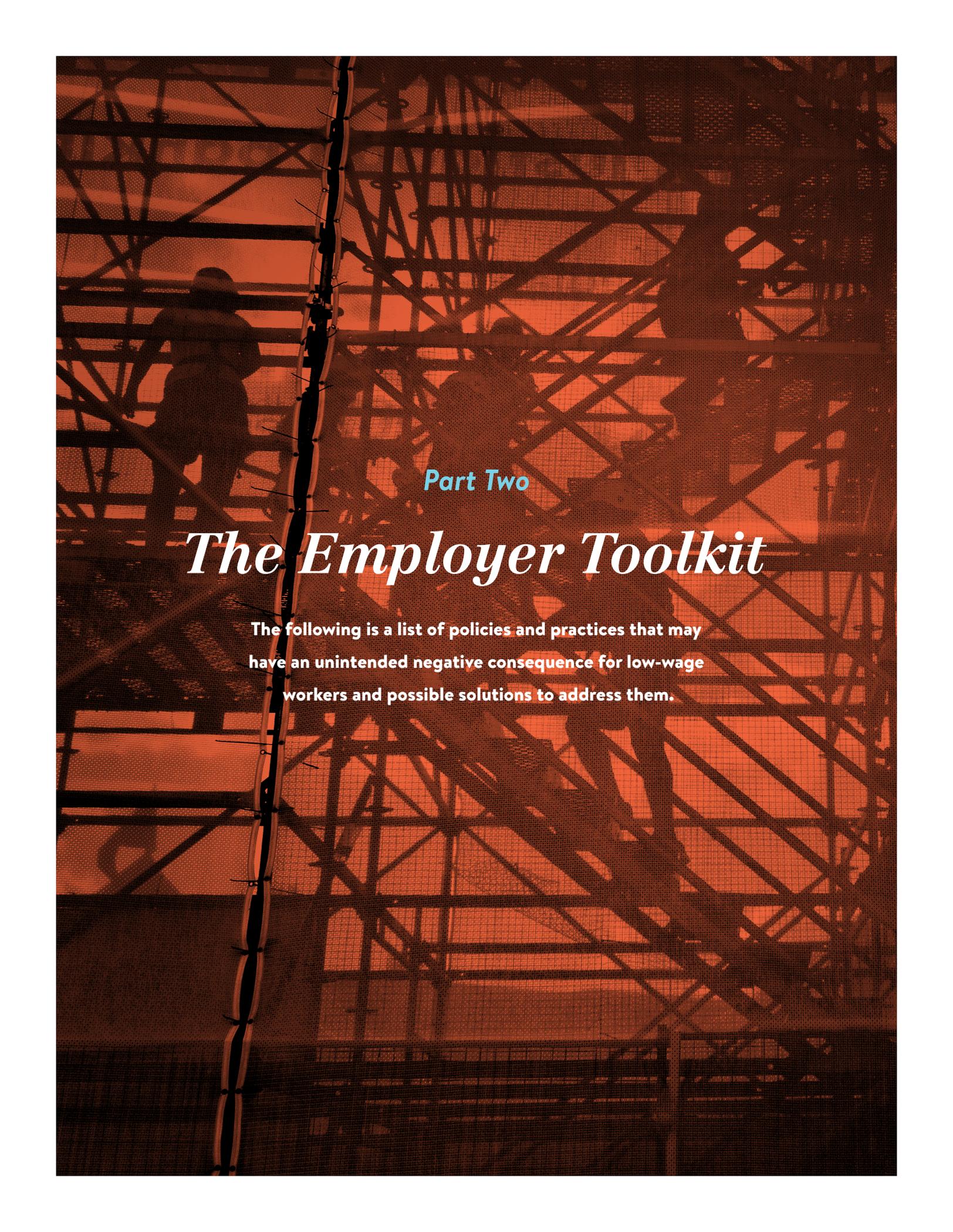
The business case for policies that retain and motivate lower-wage workers is strong and includes decreases in:

- absenteeism
- turnover
- job vacancies

As well as improved:

- capacity, productivity and customer service
- greater staffing flexibility
- increased ability to attract qualified applicants

In other words, a workplace environment that helps employees succeed also promotes employee loyalty and engagement, with benefits in terms of cost savings and additional revenue. It's a win-win for both employers and employees.



Part Two

The Employer Toolkit

The following is a list of policies and practices that may have an unintended negative consequence for low-wage workers and possible solutions to address them.

Training & Education



Tuition Reimbursement Programs High Impact Recommendation

Issue: Low-wage workers are often unable to take advantage of tuition reimbursement programs because they require the employee to pay the cost of tuition out of pocket, up front. Low-wage workers typically cannot afford to do this, so many workers taking advantage of tuition reimbursement are those at a higher income level who are pursuing an advanced degree.

Possible Solution: Offer tuition pre-pay programs, where the employer covers the costs up-front or co-invests with their employee as they pursue their education. Allow for grace periods when grades slip below the “required” levels for tuition assistance and check-in often with student employees to help ensure success. Consider covering additional expenses such as books and supplies to improve success rates. Employers may also have access to grants to have employees trained in specific areas for free or at a reduced cost. (Local community and technical colleges should have relevant information available.) [See HR Policy #1 in Appendix.](#)

“Tuition assistance ensures that non-college courses are covered for employees in eligible roles. Tuition funds are provided up-front as an advancement, eliminating the significant financial barrier for many employees. Only seven months old the program has been used by more than fifty employees. One employee currently enrolled in the program mentioned on her evaluation, ‘when I joined Cincinnati Children’s I wanted a job. This program tells me that Children’s wants me. What a difference.’”

–Cincinnati Children’s Hospital

“Our tuition assistance policy not only provides educational assistance for college degree programs, but also is designed to encourage professional and clinical certifications. We have introduced a component called Visions which allows employees earning less than \$40,000 a year as a full-time employee to apply for the tuition assistance to be paid up-front rather than having to take out a financial loan to get started on their journey. This helps assure education is affordable to all. The number of employees pursuing RN, BSN and MSN have increased as well as the number of employees pursuing professional certifications.”

–Molly Seals, System Vice President
Mercy Health



Employer Toolkit

Unpaid Job Training

Issue: Unpaid job training is only accessible to those who can afford to work without pay, which excludes many low-income individuals.

Possible Solution: Consider offering paid training to support new employees during the transition to their new position. There are often new hire training grants available which provide a 50/50 match for employers- these grants are available from both the government and private organizations. [See HR Policy #1 in Appendix.](#)

Requiring Workers to Have a GED

Issue: Historically, the GED has been a proxy for a high school diploma but it has evolved to become a college-readiness examination. By requiring passage of the GED for a position, you may be eliminating potentially qualified applicants that do have the skills to perform the job you need.

Possible Solution: Instead of the GED, consider requiring a National Career Readiness Certificate. The NCRC's WorkKeys measure a range of hard and soft skills relevant to any occupation across industries. If you do require a GED, consider allowing employees to work towards the GED in the first six months of their employment and provide incentives in the form of gift cards or bonuses upon completion. [See HR Policy #1 in Appendix.](#)

Training Location and Hours

Issue: Off-site training can make it difficult for workers to take advantage of training opportunities due to transportation and child care limitations.

Possible Solution: Instead, consider providing training on-site during work hours, making it more likely that workers will attend. You could also consider on-line/taped trainings that can be

accessed at any time from a dedicated computer on-site or from a personal computer/tablet. Higher attendance at job trainings result in a more skilled and effective workforce for the employer. [See HR Policy #1 in Appendix.](#)

Access to Career Coaches

Issue: Low wage workers may not see a path to advance, resulting in high turnover at the company as workers seek advancement elsewhere.

Possible Solution: Access to professional development, mentoring, and a clear understanding of how to advance from one level to the next within their company can help low-wage workers advance. In particular, low-wage employees may benefit when employers provide an employee relations model where there is a dedicated resource between management and the employees to coach and guide them on workplace expectations and opportunities. [See HR Policy #1 in Appendix.](#)

Soft Skills Training

Issue: Frontline workers may receive technical training, but still lack the soft skills (interpersonal skills and understanding of workplace culture) necessary to be successful.

Possible Solution: Consider incorporating soft skills training into on-the-job- training for new employees. The goal is to help new employees understand what is expected of them in areas such as punctuality, handling of personal emergencies such as sick children, and conflict resolution with coworkers and supervisors. Career coaches as described above can be very helpful in this area. [See HR Policy #1 in Appendix.](#)



Scheduling

Strict Start and End Times

Issue: Many lower-wage employees rely on public transportation to get to work, but buses frequently run behind and public transportation schedules may not coordinate with shift start times. This can cause workers to be late through no fault of their own. Strict start time policies penalize even a few minutes' lateness.

Possible Solution: Allow for a 15-minute flex in/out at the beginning and end of workers' shifts to accommodate transportation issues. For workers who cannot flex their time, remove penalties for being tardy for transportation-related issues.

See HR Policy #2 in Appendix.

Unpredictable Shift Schedules

Issue: Unpredictable schedules for hourly workers make it difficult to plan for childcare, doctors' appointments, and school commitments.

Possible Solution: Provide several weeks' advance notice of schedules and/or guarantee a minimum number of fixed hours each week. *See HR Policy #2 in Appendix.*

Mandatory Overtime

Issue: When a worker is unexpectedly required to work overtime without notice, they may have difficulty arranging for child/elder-care and transportation.

Possible Solution: Overtime could first be offered to those who want it. If you still need workers, provide as much notice as possible to those who will be expected to work extra hours. The expectation of having to work overtime should be addressed during the recruitment and hiring process. *See HR Policy #2 in Appendix.*

Sending Scheduled Workers Home During Slow Times

Issue: Lower-wage employees depend on the money from every hour they work. Sending a low-wage worker home during slow periods may mean that they can't cover their costs for the week. It may also affect their benefit status if they fall below a certain number of hours.

Possible Solution: Cross-train employees in multiple roles so that they don't have to be sent home during downtimes. Analyze trends in downtimes and determine what training will be needed to avoid sending employees home. *See HR Policy #2 in Appendix.*

“At Nehemiah we have found the best success with attendance for job training when we eliminate barriers like extra time and transportation. At Nehemiah Manufacturing we have split our first and second shift to allow an hour for training. The first shift is 6:30am–3:00pm and the second shift is 4:00pm–12:30am. We hold training from 3:00–4:00pm. We have learned that in providing access to learning more skills, the workforce as a whole becomes more productive.”

Katie Schad, Business Manager, Beacon of Hope

Business Alliance/Nehemiah Manufacturing



Support Services

Workforce Coach High Impact Recommendation

Issue: Many low-wage workers have complex needs involving childcare, transportation, housing and health care that could be served by existing service programs, but they don't know that the programs are available. Additionally, many of these workers qualify for public benefits and need to recertify and meet with multiple case managers.

Possible Solution: Help lower-wage employees navigate benefits, childcare logistics, and planning for the future by contracting with a third-party workforce coach to connect them to services, help them manage their public benefits, provide financial coaching and problem-solve around other barriers. [See HR Policy #3 in Appendix.](#)

Clean Uniform Requirement

Issue: Clean uniform requirements are a burden on workers who don't have laundry access in their homes; it can be costly and time consuming to visit a laundromat several times a week and transportation can be an additional barrier.

Possible Solution: Provide an in-house washer and dryer for uniforms, outsource uniform cleaning or provide workers with a week's worth of uniforms. [See HR Policy #3 in Appendix.](#)

Required Safety Gear

Issue: For manufacturing or construction environments, safe, protective footwear, eye protection, and coveralls are often required, but can be expensive for lower-wage employees to purchase.

Possible Solution: Provide an allowance for workers to purchase necessary and required safety gear or use the company's purchasing power to provide a discount. [See HR Policy #3 in Appendix.](#)

Required Professional Dress

Issue: For more formal office environments, professional dress is expensive to purchase and often requires dry-cleaning.

Possible Solution: Consider providing an initial, small stipend to help with the purchase of professional dress, or connect low wage workers to nonprofits which help outfit employees with work-appropriate attire. [See HR Policy #3 in Appendix.](#)

Publicize Employee Assistance Programs

Issue: Company Employee Assistance Programs (EAP) already have many services that would be helpful to lower-wage employees, but few people know they are even offered.

Possible Solution: Publicize the company's EAP at team meetings and in common spaces like the lunchroom and restrooms. Market the services offered through the EAP at various times throughout the year and emphasize confidentiality so that all employees will trust the process and be more likely to use it. [See HR Policy #3 in Appendix.](#)



Wages



Wage Gap High Impact Recommendation

Issue: The gender wage gap is present in every occupational sector and at every level of employment. For female employees, the average gender wage gap across all levels could pay for groceries for a family of four for a week. Workers of color experience an even greater disparity. Here is the impact of the wage gap over the course of an hour, a week, a month, and a year:

Time Frame	Wage Gap Accumulation	Impact
One Hour	\$4.26	A Meal at a Fast Food Restaurant
One Week	\$170	Groceries for a Family of 4
One Month	\$745	Rent or a Mortgage Payment
One Year	\$8,950	A Used Car or Year of Childcare

Possible Solution: Conduct an internal wage gap analysis to uncover inconsistencies in pay. Work to close wage gaps for individuals whose performance, education level, skill and length of tenure are similar to higher paid individuals in the same role.

For more information about this issue and possible

interventions, visit cincinnatiwomensfund.org/wagegap. See *HR Policy #4 in Appendix*.

Salary History

Issue: When employers determine pay for new employees based on their pay from previous jobs, low-wage workers have less opportunity for wage growth.

Possible Solution: Use market averages rather than prior earnings to determine starting pay in that position. A best practice is to remove this question from the job application. See *HR Policy #4 in Appendix*.

Emergency Costs

Issue: Low-wage workers can be derailed by one emergency cost, resulting in absenteeism which means lost pay for the employee and lost work for the employer.

Possible Solutions: Allow employees a one-time borrowing of \$500 against their paycheck. Explore working with local credit unions to co-sign on a loan with the employee, then take a set, affordable amount from the paycheck each week to apply towards paying back the loan. See *HR Policy #4 in Appendix*.



Employer Toolkit

Physical Paychecks

Issue: Some low-wage workers don't have bank accounts, so they rely on check-cashing companies to cash their paychecks. Check cashing companies charge high percentages for their check cashing services, meaning that low-wage workers have to pay to get their wages.

Possible Solution: Consider partnering with a bank or credit union to assist new employees in setting up bank accounts for direct deposit. Negotiate with the financial institution for no fees or low fees on such checking accounts. Refer employees with negative banking histories to a workforce coach for assistance in improving credit. It is also possible to set up direct deposit to a re-loadable debit card or pay card that is not tied to a checking account. This is a good option for those employees who would find the fees associated with an account cost-prohibitive. You can also work with a bank directly to arrange a free check-cashing option for your employees. [See HR Policy #4 in Appendix.](#)

Wage Increases Only During Review

Issue: Workers see little advantage to gaining new skills if they do not translate into near-term increases in pay.

Possible Solution: Consider small incremental raises of \$0.05 or \$0.10 given outside of the review period, on a monthly/quarterly basis or consistent with development of new skills and increased productivity. Since turnover is frequent in low-wage roles, providing rolling opportunities for wage increases throughout the year incentivizes workers to stay. Alternatively, consider bonuses in lieu of salary increases. They do not add to the salary base for related employer costs and gives a concrete and immediate reward to the employee. [See HR Policy #4 in Appendix.](#)



Childcare



Childcare Support High Impact Recommendation Services

Issue: Workers must miss work because they are unable to find childcare or they work a shift not covered by typical childcare options.

Possible Solution: Make childcare referral assistance available as part of employee assistance programs. For employees with children on the second or third shift, be mindful of the challenges to finding child care at those times and give the option of switching to a day shift, if possible. [See HR Policy #5 in Appendix.](#)

“EY offers a unique referral service called EY Assist. This is a single source solution to finding consultants or licensed professionals who can help EY employees better manage their lives, both at work and at home. EY Assist referral service is available to employees at no cost and on a confidential basis. Employees are responsible for cost of any contracted services, however, in many cases the firm will reimburse a portion of the cost. EY Assist can be used to find affordable, quality childcare.”

—EY Company Policy

Emergency Childcare

Issue: Workers who have regular childcare must miss work because their regular childcare option has unexpectedly fallen through, or because their child is sick and cannot go to their usual place of care.

Possible Solution: Provide employees access to sick-child options by purchasing care through a child care center or through an in-home provider. A similar process can be used to purchase spots at emergency childcare centers. [See HR Policy #5 in Appendix.](#)

“Our day care is closed on some holidays that we don’t have off, and I’ve utilized the program to have sitters come to my house and play with him while I work. He’s always enjoyed the sitters, and I appreciate being able to work instead of having to take a vacation day. Without family in town to help out, I’ve found this service to be a lifesaver. Knowing that these sitters and day-care centers have been vetted and had background checks helps me feel more confident about leaving my child in their care when I don’t have any other local options.”

—Suzanne Anderson

Assistant Director, Talent | EY



Transportation

Public Transportation Stipend

Issue: Many lower-wage employees travel by public transportation rather than by car, therefore paid parking does not assist them with transportation costs.

Possible Solution: Provide the option to have the employer pay for a bus/transit pass instead of parking. Remember, providing a reimbursement for a pass might be a hardship for employees who don't have the ability to pay up-front. Providing the pass outright helps everyone access the benefit. [See HR Policy #6 in Appendix.](#)

Unpaid Parking

Issue: For workers who drive and work downtown, parking costs can represent a considerable portion of their wages each month.

Possible Solution: Consider a parking stipend for employees at all levels and identify low-cost lots near your location. Again, providing this as a stipend instead of a reimbursement is the best practice. [See HR Policy #6 in Appendix.](#)

No Alternative Transportation

Issue: Workers who do not have a personal car and don't live on a bus route or have difficulty accessing public transportation because of their shift times and cannot easily get to work every day.

Possible Solution: Consider a company sponsored and organized van or carpool to get workers from their neighborhoods to their job or provide a stipend for a ridesharing service. Vanpools can pick up from a centralized location along a bus route. Alternately, move employees without personal transportation options to shifts that align with bus schedules. [See HR Policy #6 in Appendix.](#)

“One of the greatest obstacles we deal with is transportation. Meaning, no access to the bus line not being close enough to the company, shift times not matching the bus line, and other transportation barriers. These barriers can result in increased absenteeism and tardiness. In the past 11 months our Transportation Program has created access to transportation for 24 people. We have found that creating alternative access to transportation has been the key to gainful employment for our clients. It has allowed our clients to get to work, every day, on time and allowed for 8 of our clients to get their own vehicles and become self-sufficient.”

Katie Schad, Business Manager, Beacon of Hope
Business Alliance/Nehemiah Manufacturing



Benefits



Access to EITC/Tax Prep Consultants High Impact Recommendation

Issue: Research indicates that the Earned Income Tax Credit is one of the most effective measures in improving a lower-income family's economic security. But many lower-wage employees are not aware that they are even eligible or don't know how to apply.

Possible Solution: Provide education on the value of the EITC and access to tax prep and EITC consultants on-site to ensure that lower-wage employees are getting the most out of their tax returns. Employers can also direct employees to free tax prep services offered through the United Way or other local non-profits.

Awareness of Regressive Perks High Impact Recommendation

Issue: Many benefits like increased PTO, bonuses, more attractive short and long-term disability packages, life insurance, 401K contribution rates and profit sharing are often reserved or enhanced for employees who hold top management positions, when low-wage employees could benefit greatly from and be motivated by these sorts of benefits.

Possible Solution: Consider how extending some of these benefits to all levels of the organization could enhance the attraction, retention and stability of your overall workforce. For example, increased PTO may have minimal overall cost if it results in less unplanned absenteeism.

High Deductible Health Insurance Plans

Issue: High deductible plans present a challenge to lower-wage employees who may not be able to afford the costs of medical care and medication before their deductible is reached. This can lead employees to delay important health care, ultimately increasing costs when minor problems become serious and cause the employees to miss more work.

Possible Solution: Emphasize the importance of seeking routine healthcare and consider a policy of providing up front assistance with HSA high deductible costs/co-pays. Consider also providing information on Patient Advocates at hospitals to assist employees in navigating payment of expensive medical bills.



Employer Toolkit

401K for Retirement Savings

Issue: Although saving for retirement is an important goal, lower-wage employees' more immediate needs may be paying off student loan debts or other bills. Until those debts have been cleared, saving for retirement is a moot point.

Possible Solution: Provide the option to re-purpose 401k contribution amounts from employers to student loan repayments or other more immediate needs.

529 Plans

Issue: A 529 plan is a college savings plan paid into by individuals, but for lower-wage employees it may be difficult to make significant deposits into the account. This means the only individuals helped by this plan are those who can afford to make large deposits into the account, excluding most, if not all, lower-wage employees.

Possible Solution: If a 529 Plan is offered, provide an employer match for education and training for employees and dependents.

“Tax preparation is a resource that is not always easily accessible and can create a barrier for those who do not understand how to file their taxes efficiently. As a company, assisting with this service would help your employees become more financially stable. Bringing a professional onsite to work with clients is an option, contacting your nearest university to request students who want to practice their tax preparation skills, or referring employees to an offsite tax preparation service.”

Katie Schad, Business Manager, Beacon of Hope
Business Alliance/Nehemiah Manufacturing



Paid Time Off & Leave

Access to PTO or Paid Leave to Care for Others High Impact Recommendation

Issue: Most lower-wage employees, especially part-time workers, don't have access to paid time off—making it difficult to manage sickness and caregiving responsibilities without having a negative impact on finances.

Possible Solution: Extend paid time off to all employees and permit workers to use their sick days or PTO to care for loved ones, rather than restricting it to personal or sick time. *See HR Policy #7 in Appendix.*

90 Day Probationary Period

Issue: Some employers don't allow new employees to take time off in the first 90 days of employment, even though they are accruing PTO. This policy has been used to measure an employee's commitment to the new job.

Possible Solution: Allow workers to use earned time off or sick days during the 90-day probationary period without penalty. If possible, remove the 90-day probationary period altogether. *See HR Policy #7 in Appendix.*

Part Day PTO

Issue: In many cases, lower-wage employees must use a full day of PTO in order to take their children to a doctor's appointment or to meet with their social worker to renew their benefits.

Possible Solution: Allow for PTO to be taken in increments of two or four hours, so employees can schedule appointments without missing a full day of work. *See HR Policy #7 in Appendix.*

“EY recognizes the challenges its people face in having the time needed to balance workplace responsibilities while trying to care for themselves or their family members. Each person will be at their best if they can care for themselves and their family without worrying about time away from work. The Personal/Family care policy provides designated paid time off for this purpose. Under the policy, US employees can record paid time off to care for family members. The policy uses an expansive definition of ‘family member’ that includes any close association considered family.”

EY Company Policy



Employer Toolkit

Requiring a Doctor's Note for Illness

Issue: Obtaining a doctor's note for a cold or short-duration illness can be costly, particularly for those who lack health insurance or have high co-pays.

Possible Solution: Don't require a doctor's note for an absence of less than three days. *See HR Policy #7 in Appendix.*

Access to Parental & Disability Leave Programs

Issue: Lower-wage employees who give birth often return to work well before the recommended six- to eight-week recovery time. Often, low-wage workers do not have access to wage protection programs like Short-Term Disability or enough PTO to continue receiving pay during their recovery period. Even when employees do have access to Short-Term Disability, they receive only 60% of their wages, which may be insufficient to support their family. If employees choose to use their PTO to cover their recovery time, they deplete their banks and have no time saved for when they return to work.

Possible Solutions: Consider providing employer-paid Short-Term Disability or providing employees with access to voluntary employee-paid Short-Term Disability, through payroll deductions. Alternatively, provide paid maternity leave for six to twelve weeks, so employees are not harmed financially and retain their PTO banks for when they return to work. They will need that time to care for sick children or elders, go to doctor's visits, etc.

“In our efforts to improve Employee Total Well-Being, we want our policies to reflect the value we see/feel in our employees. We have determined that while our previous Parental Leave policies met the standards of what is typically offered by employers, it was still not enough. Now, child-bearing employees receive up to twelve weeks of paid maternity leave through a combination of Short-Term disability and Zoo-provided maternity leave. And non-childbearing employees will receive up to 80 hours of paid leave, starting from the time of birth, adoption placement, etc.”

Jeff Walton, Human Resources Director
Cincinnati Zoo & Botanical Garden



Above & Beyond

Uniform Design

Issue: Many employees don't feel pride in their position or employer because they are required to wear a demeaning, uncomfortable or unattractive uniform.

Possible solution: Be intentional when designing uniforms. Make them comfortable, attractive and functional so that employees feel proud when they get ready to go to work and as they deliver services throughout their shift. Adding your company logo or insignia that denote tenure or recognize a distinction add value and pride.

Responsive Recognition and Reward

Issue: All employees respond well to immediate positive feedback. When goals are met, or a project is completed, there is often no immediate recognition or celebration.

Possible solution: Give unexpected "job well done" bonuses. When a goal is met or a team goal achieved, give an extra \$50-\$75 bonus as a simple thank you. Call the employee the day before payday to explain what they will find on their check. For lesser achievements, provide public recognition in the form of certificates, or in newsletter or bulletin board postings.

Work Opportunity Tax Credit

Issue: Many companies fail to take advantage of tax credits designed to encourage them to hire specific groups of employees.

Possible solution: Explore the possibility of applying for Work Opportunity Tax credits and evaluate how they might be utilized. Work Opportunity Tax credits allow companies to save tax dollars based on the individuals they hire during the year. This permits companies who qualify to reinvest funds back into the business and retain quality employees.

Errand Service

Issue: Lower-wage employees often work shifts with hours that make it difficult to get to the store or run errands.

Possible Solution: Provide a limited concierge service to assist with buying groceries, school supplies, or other errands to take pressure off workers struggling to balance work and family responsibilities.

"There are a lot of expenses throughout the year that make managing finances difficult. One of these is school supplies. In July the coordinators collect the school supplies' list from the employees and create a master list of all the school supplies that need to be bought. Once it is all bought the coordinators redistribute the supplies into backpacks for each specific child. Alleviating these expenses can help with financial stability, but it also creates an incredibly loyal workforce which results in longer retention for employees. The turnover rate at Nehemiah is 10-15%."

Katie Schad, Business Manager, Beacon of Hope
Business Alliance/Nehemiah Manufacturing



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Part Three

Sample HR Policies

Training & Education

1. Tuition Reimbursement Programs

Alternate Title: Tuition Assistance Program

[Organization Name] recognizes that many employees wish to advance in their professional goals through continuing education. We value the benefits of education and support employees who seek to further their education. In keeping with our philosophy, we offer eligible employee a pre-pay tuition program to cover a portion of the tuition cost incurred through approved institutions of learning. If you are a [insert eligibility factors: full-time, part-time, regular employee who has been employed for at least 1 continuous year and is not currently on nor has been on any form of disciplinary action within the last 12 months] may participate in this program provided that the courses are job-related.

The company will pre-pay a portion [insert percentage] of the tuition cost as an advance up to a maximum of [insert amount] per year for an eligible employee to continue education through an accredited program that either offers growth in an area related to his or her current position or might lead to promotional opportunities. This education may include [college credit courses, continuing education unit courses, seminars and certification tests].

Once an employee receives a grade for the course, s/he may be required to repay the Company a portion of the amount it advanced. The Company will allow an employee to retain a 100% of the pre-paid advance for any course s/he earns an "A". If the employee earns a "B" in a course, the employee must repay the Company 20% of the advanced amount and if the employee earns a "C", s/he must repay 40% of the advanced amount. For any grade below a "C", the employee must repay the Company the full amount of the pre-pay advance for tuition. [For employees who are taking courses for certifications, the Company will only pay 50% of the cost.]

At the time of the pre-pay advance issuance, the employee must agree to enter into a repayment agreement with the Company that allows for deductions from the employee's paycheck, to the extent permitted by law, for any amount that is due to

the Company based on the actual grade received.

All tuition costs must be validated by receipts, and a copy of the final grade card or certification must be presented to show hours or certification received. For more information, please contact Human Resources.

2. Unpaid Training

Alternate Title: Paid Job-Related Training

Special Note: This is a Human Resources Procedure

In accordance with the Fair Labor Standards Act, any company-required training counts toward hours worked for the workweek in which the training takes place. Those hours along with actively worked hours will be used to calculate pay, including overtime eligibility. If employees elect to voluntarily participate in non-company sponsored training, which is not encouraged or recommended by the employer, it does not count as compensable time.

3. Requiring Workers to Have a GED

Alternate Title: Capabilities for Entry-Level Positions

Special Note: This is a Human Resources Procedure

[Insert Organization Name] recognizes that for satisfactory performance, each job requires that prospective or incumbent-employee possess certain skills, knowledge and abilities. The skills, knowledge and abilities are the essential job duties and responsibilities. We consider these functions as the basic competencies of a position.

Some positions require prior experience. This means that we are seeking to fill the position with individuals who possess and have previously held a similar or same position where s/he applied the basic competencies.

For some entry-level positions, however, prior experience is not necessary. For these designated positions, an applicant must demonstrate that s/he is capable of building the basic competencies. For this reason, certain designated entry level positions do not require artificial qualifications, such as, high school diploma, GED, etc. Instead, these positions require that the applicant demonstrate a capacity to learn and

HR Sample Policy #1

perform the basic competencies. In situations where the applicant does not have a high school diploma or GED, s/he may be required to provide a National Career Readiness Certification as demonstration of his/her capabilities.

Human Resources will partner with each hiring manager during the recruitment process to identify the capabilities and qualifications for each job posting.

4. Training Location and Hours

At [Insert Organization Name] we believe that training increases the level of knowledge, skills and abilities that lead to maximized performance. We want to make it easier for all employees to participate in training opportunity by making training sessions accessible and convenient. In keeping with this philosophy, we make every effort to offer training on our campus during normal work days and hours. Occasionally, on-site training is not feasible. In these instances, for employees who are unable to attend the off-site session, we may attempt to provide an alternative, such as, a webinar, taped video, or other electronic source for employees to view the training at a convenient time.

5. Access to Career Coaches

We understand that some employees consider themselves well-placed in their current position while others view their positions as a stepping-stone to a higher level. At [Insert Organization Name] we respect both views. Training opportunities to enhance skills, knowledge and abilities may be available for those employees seeking to maximize their performance in their current positions. We also want to provide information and support for those employees who want to advance but aren't quite sure of the potential opportunities, the pathways and the effort and competencies required for serious consideration. While the company cannot guarantee future advancement, it can provide information for employees

to more fully understand the skills/competencies and paths to advancement within the organization.

As a part of the on-boarding process, we offer each new hire access to a career coach. The career coach will be meet with the new hire on a monthly basis for the first 6 months of their employment. During that time, the coach may assist the new hire with adjusting to their new role as well as sharing insights about skills development and job progression.

At the conclusion of the 6-month program, the employee may still schedule sessions with the career coach on an as-needed basis. Participation in the program is completely optional.

6. Soft Skills Training

Special Note: Human Resources Procedure
[Insert Company name] recognizes the importance of training and developing its workforce. We consider our investment in the development of our employees as an indicator of how much we value them and our desire for them to make positive contributions to the [insert name]. We also understand that technical expertise is essential for properly performing in any particular position. We believe, however, that soft skills are also important. For this reason, our new hire orientation program provides new hires with an overview of the company's expectations regarding soft skills. During new hire orientation, employees will participate in a soft skills training program that covers topics such as, effective communication skills, time management, work ethic, flexibility, problem solving, team work, and interpersonal interactions, to name a few.

The company may also offer refresher courses on soft skills development, which any employee is permitted to attend with prior advance notice of their supervisor and/or human resources.

Scheduling

7. Strict Start and End Times

Alternate Title: Flextime Shifts

[Insert Organization's Name] recognizes that the commute to work can, on occasion, be filled with unexpected incidents that are beyond their control, which may result in employees arriving to work later than their scheduled start time. While we strongly believe that timely attendance is imperative, we also want to extend grace to cover those few times when the unexpected occurs en route to work. We provide each employee with 6 grace passes per year. Each grace pass allows an employee an additional 15 minutes leeway at the beginning or end of their shift. This means the employee may arrive up to 15 minutes late at the start of their shift or depart 15 minutes early, due to a transportation issue beyond their control, without penalty.

Once the employee exhausts their 6 grace passes, tardiness or early departures will be subject to the customary attendance policy.

All employees, including new hires, are eligible for grace passes effective on their start date. On the first day of each new year, incumbent employees will be granted their 6 grace passes. For new hires, the grace pass annual allotment is as follows:

Start Date	# of Grace Passes
January/February	6
March/April	5
May/June	4
July/August	3
September/October	2
November/December	1

The grace passes do not provide for pay to cover the late arrival or early departure. The grace pass allows the employee to avoid penalty for the attendance infraction.

8. Unpredictable Shift Schedules

Alternate Title: Predictive Scheduling

Option A: The Company recognizes that employees have a variety of different demands that challenge their abilities to maintain work-life balance. Since each employee's circumstances are different, we believe it's best to offer options and to allow employees to decide what best fits their needs.

Immediately below are schedule options. Each employee may rank order their top 3 choices and the company will make the final decision based on business-department needs. Once selected, the schedule cannot be changed, absent unusual circumstances or during an open schedule period, which may take place on a periodic basis.

Schedule 1

Schedule 2

Schedule 3

Alternating Schedule*

**Employees who select the Alternating Schedule will be paid a "schedule" premium. Additionally, the alternating schedule will be posted two weeks in advance. An employee may reject any change of schedule within the two-week window without fear of retaliation. The Company may also offer additional incentives for employees who voluntarily accept changes within the two-week window period, such as additional PTO for those willing to have an unrestricted alternating schedule year-around.*

Option B: We recognize that predictable schedules better enable employees to balance their work-life demands. We also understand that flexible or alternating schedules can pose significant difficulties for hourly workers as the instability in hours affects childcare, transportation, secondary employment, school commitments, and other personal responsibilities.

For these reasons, we provide employees with predictable scheduling. Here's what that means to us. We will post employees' schedule at least 14 days

HR Sample Policy #2

in advance. We believe this will provide employees with enough time to manage or coordinate personal matters, and it also affords employees an opportunity to request PTO or swap a day if it poses a conflict. Once posted, the company will not make any mandatory scheduling changes. Employees have the discretion to decide whether to accept any scheduling changes made within the 14 day advance notice window.

Our company strictly prohibits retaliation. Employees may deny any request to accommodate a scheduling change within the 14 day window without fear of reprisal or retaliation. If you believe you have been retaliated against, please notify human resources.

9. Mandatory Overtime

Alternate Scheduling: Predictive Overtime

From time to time, the volume of work necessitates that the company extends employees' work hours beyond their normal 8 hour shift or 40 hour workweek. In keeping with our philosophy to support a healthy work-life balance and understanding the difficulties imposed by last-minute changes to scheduling, e.g., transportation and childcare issues, we will initially seek to fill overtime ours by allowing employees to volunteer. If we are unable to attain sufficient staff for overtime, we will institute mandatory overtime by department.

The company will make every effort to notify employees of overtime as soon as practicable.

PRACTICAL CONSIDERATION

(1) The job posting and job description should indicate whether a particular position requires overtime.

(2) Overtime expectations should be set forth in the offer letter, if provided.

10. Sending Scheduled Workers Home During Slow Times

Alternate Title: Cross-Training for Predictive Scheduling

Special Note: This is a human resources procedure. The company makes every effort to accurately predict our staffing needs. Occasionally, we may be overstaffed for the volume of actual workflow. When this occurs, we attempt to balance our staffing with our actual production needs.

There are two primary ways to balance staffing during slow periods. Our preferred method is by offering employees work in another unit, department or job function that may be understaffed at that time. This method requires that eligible employees be cross-trained in multiple functions. In furtherance of this approach, on occasion, the company will offer employees the chance to job shadow and train in other units, departments or job functions. Each employee may decide whether s/he wishes to cross-train; however, such training is a prerequisite to participating in this method of predictive scheduling.

In instances where one-shift reassignment to another unit, department or job function is unavailable, the Company will right-fit staffing needs by reducing staff, that is, sending workers home early. Initially, the company will seek volunteers for early departure. If the number of volunteers is insufficient, mandatory reduction will occur.

PRACTICAL CONSIDERATIONS:

(1) The effectiveness of a cross-training program to support predictive scheduling, i.e., fewer or greater hours than expected, is predicated on a thorough assessment of inter and intra-departmental workflow and staffing needs. The assessment will help to identify which positions are compatible for cross-training and where actual opportunities to temporary fill-in will be available.

(2) Consider position comparisons when determining cross-training opportunities. This requires identifying positions with similar basic competencies, i.e., skills, knowledge, abilities and pay grades.

(3) A study of monthly and/or annual trends may help to predict when cross-training opportunities will be triggered. More accurate staffing planning may result in advanced notice of alternate placement during slow periods in the employee's usual department or job function.

Support Services

11. Workforce Coach High Impact Recommendation

For employees who have been out of the workforce for a substantial period of time and need assistance with navigating the logistics of the workplace in addition to finding the medium of work-life balance, the Company provides a workforce transition coach.

The transition coach will work with a new hire as s/he makes effort to navigate the complexity of work requirements and personal obligations. Some examples of the types of concerns that may be addressed in coaching are set forth below:

- Partnering with a social worker to determine benefit options
- Assisting with the development of a childcare plan
- Provide information on financial literacy
- Assisting with a plan to balance personal needs, such as, grocery shopping, etc.

During the first 6 months of employment, each new hire will have access to the transition coach. After 6 months of employment, an employee may schedule time with the transition coach on an as-needed basis.

12. Clean Uniform Requirement

We want employees to take a sense of pride in working with us. As part of our brand, we require that employees in certain positions wear a uniform. We understand, however, that most employees appreciate wearing the uniforms but aren't particularly thrilled about the inconvenience and cost of maintaining them. To help in this regard, we offer [option 1: on-site access to a washer and dryer where employees can clean their uniforms while at work] [option 2: we provide each employee with a clean set of uniforms for each workweek.]

The uniforms and their maintenance are of no cost to employees, except for loss and unreasonable wear and tear.

13. Required Safety Gear

[Insert Company Name] are committed to the safety of our employees. While most work tools, including safety equipment, are provided by the company, in some instances, an employee may require gear beyond what is offered. In those cases, if approved, the company will provide an allowance for the employee to purchase the safety gear. The gear becomes the property of the employer and must be returned upon separation from the Company.

14. Required Professional Dress

Special Note: This is a human resources procedure

We expect our employees to adhere to our professional dress code policy. We also recognize, however, that acquiring professional attire can be expensive. As a result, we offer several possible solutions to our employees, including:

- A shared closet
- A one-time clothing allowance
- Partnership with Dress for Success

15. Publicize the Employee Assistance Program

Special Note: This is a human resources procedure

Each year, employees experience challenges that require third party assistance. Most employees are unaware that the company offers a benefit-service that may be able to provide them assistance. As a result, they may end up allowing their circumstance to deteriorate to the point that it jeopardizes their employment or they voluntarily resign.

In an effort to prevent unnecessary turnover, we strongly urge marketing of any Employee Assistance Program (EAP) offered by the company. Information about EAP services should be posted throughout the company in those areas where employees frequent. In addition, during staff meetings, in company newsletters or during the annual open enrollment, the Company should remind employees of this benefit service that is completely free to the employee.

HR Sample Policy #3

▶▶ 16. Concierge Service

[Insert Company Name] recognizes that due to work schedules and outside activities it may be difficult for employees to fulfill basic errands, such as grocery shopping. We provide an annual allowance for employees to offset a percentage of the cost to participate in a grocery delivery service of their choosing.

If interested, please contact human resources.

Wages

17. Wage Gap High Impact Recommendation

Special Note: This is a human resources procedure

Objective: The Company desires for its wages to be competitive and equitable. Therefore, [insert name] conducts periodic wage surveys to evaluate whether its wages are competitive. The wage survey assesses wages for both internal equity and external comparability. When appropriate, taking into consideration a variety of factors, such as the company's performance, the company will make adjustment to pay to create parity. Internal pay equity is maintained through the creation of pay grades and related pay ranges for each position. All new hire wages are determined based on the pre-established pay range for the position. In this way, any external historical pay inflation can be adjusted to create and/or maintain internal equity based on position. In rare circumstances, an exception may be made by authorization of the Chief People Officer.

18. Salary History

Special Note: This is a human resources procedure

[Company name] has pre-established pay ranges for all positions in the organization. New hire starting pay is based on several factors, including, for example, the range for the specific position and the new hire's prior experience in the same or similar position. The company does not base starting pay on the employee's prior pay history. As a result, the company does not gather this information during the pre-hire screening process.

19. Emergency Costs [Check IRS Tax Code]

On rare occasion, an employee may incur an unexpected expense, such as, a car repair, repair of an appliance, overdue rent, etc. When these emergency situations arise, an employee may be unable to meet the financial expense. As valued employee, in a time of need, we offer an emergency assistance program. The program allows an employee to take an advance against future earnings to cover up to \$500.00 for a one-time emergency expense. Full-time employees in good standing who have worked with the Company for at least 6 months are eligible to participate in the program. The employee must provide proof of the financial hardship and agree to participate in financial

fitness training. The employee must also enter into a repayment arrangement that authorizes the company to withhold installments from future pay, either of accrued vacation time or actual earnings, until the full amount of the advance is repaid. The loan must be fully repaid on or before December 31 of the year the emergency funds were advanced. For more details at the program, please contact Human Resources.

20. Physical Checks

Alternate Title: Mandatory Direct Deposit or Pay Cards

Special Note: This is a human resources procedure.

Our company does not issue physical paychecks. We believe that electronic pay transactions are more efficient and less burdensome on all parties. Our preferred method to deliver wages to employees is through direct deposit. In fact, direct deposit is mandatory, unless the employee is unable to secure a checking or savings account. In those instances, the employee may elect to receive their pay via a payroll card.

The payroll card operates similar to an ATM card. The employee has the option to present the payroll card to a bank teller to withdraw the full amount of their pay without any fees charged by the payroll card financial institution. Alternatively, the employee may use the payroll card at an ATM machine. The use of an ATM for withdrawals may result in the assessment of applicable fees.

PRACTICAL CONSIDERATIONS

- (1) Employers must enter into arrangements with payroll card providers. The arrangements may require an enterprise-wide payroll card obligation.
- (2) Some state laws require that the employee is able to receive the full amount of his/her pay without a fee. For this reason, the policy includes language that the employee may take the payroll card to the teller to make a full withdrawal without being charged a fee for the transaction. This requires that the payroll card be issued by a local financial institution and/or that the payroll card provider has an affiliation with local financial institutions that will allow one withdrawal without a fee.

Childcare

22. Childcare Support Services High Impact Recommendation

Alternate Title: Child Care Referral Services

The company recognizes that many working parents face challenges due to unreliable or unavailable childcare options. As a valued employee, we want to assist you in finding suitable childcare support. Our Employee Assistance Program (EAP) can provide referrals to child care providers in the area. The referral list includes providers covering each shift that we operate. Of course, the company makes no guarantee about the quality of services of the provider and requires that each employee independently visit, research or otherwise assess the suitability of any childcare provider referred through this program or otherwise.

CONSIDERATIONS

- (1) For companies with multiple shifts, consider a partnership with a local childcare provider with 24/7 operations.
- (2) A partnered service, as referenced above, can also be useful on days when schools are closed due to inclement weather.

23. Emergency Childcare

In situations where an employee's regular childcare provider is unexpectedly not available either due to the childcare provider's illness or the child's illness, the Company may be able to assist. We have a partnered-service arrangement with a childcare provider who can provide care, in most emergency situations. To be eligible for this service, an employee must sign-up prior to the emergency situation. For more details, please see human resources.

Transportation

24 - 26. Public Transportation Stipend/Unpaid Parking/No Alt Trans

Alternate Title: Commuter Transportation Plan

In accordance with Internal Revenue Code Section 132(f) our company sponsors a commuter benefits program that allows employees to set aside a portion of your earnings on a pre-tax basis to pay toward mass transit or parking costs.

Participation in the commuter transportation plan is completely voluntary. The plan is funded through employees' pretax salary deductions.

Eligibility

All full-time, regular employees are eligible for the plan. To participate, employees must enroll in the program. An employee may enroll at any time during their employment; however, the employee must provide at least 10 days advance notice. Enrollment forms are available in human resources. The Company provides two types of transportation benefits:

- Mass Transit
- Parking

Minimum and Maximum Contributions

The minimum an employee may contribute for combined mass transit expenses or for parking is [insert amount].

An employee may contribute up to [insert amount] a month for mass transit expenses or [insert amount] per month for parking.

Once contributions are made into the plan, the employee cannot recoup them. This means at the end of the year, any unused contribution will be forfeited. For this reason, it is important that employees carefully evaluate their transportation costs prior to electing a contribution amount.

Practical Considerations:

(1) Due to pending changes in the tax law, employers are no longer able to take a business deduction for commuter "fringe" benefits, i.e., employer paying the cost of mass transit or parking. However, as indicated in this policy, the employee is still eligible to participate in a pre-tax program.

(2) Even in the absence of the business tax deduction, prudent employers should conduct a cost-benefit analysis to determine the potential benefit of paying the cost for mass transit or parking as an incentive for hiring, recruitment and employee engagement.

(3) Vanpooling can also be incorporated into the policy. Due to changes in the tax law, however, employers may be less inclined to offer this perk due to the loss of business tax deductions. As an alternative, employers may consider reimbursement for ride sharing, e.g., Lyft and/or Uber. As noted above, however, these programs are also not eligible for business deductions; however, they may be less expensive for an employer than the cost of leasing and/or purchasing a van for pooling.

Paid Time Off

32. Paid Time Off

The Company recognizes that employees desire and need time away from work for to balance their lives. The Company also understands that employees have a diverse reasons for needing time off. We have established this paid time off (PTO) policy to provide that flexibility for time away from work for reasons such as vacation, personal or family illness, doctor appointments, school, emergencies, volunteerism, and other activities of the employee's choice.

[Applicable if the Company is converting to PTO: The PTO days you accrue, effective (date) replace all existing vacation, sick time, and personal business days that you have been allotted under prior policies. The vacation time you accrued in the past will carry over, in excess of the PTO policy, per the company's guidelines at the time.]

Eligibility

Accrued or Granted:

Option A: If PTO is accrued use this verbiage: PTO is accrued upon hire or transfer into a benefits-eligible position.

Option B: If PTO is granted, use this verbiage: PTO is granted upon hire or transfer into a benefits-eligible position.

[Insert specifics: Full-time and Part-Time] employees who work greater than ["#"] hours per week are benefits-eligible. Temporary, Seasonal, Interns, or Part-time workers with fewer than ["#"] hours per week are not eligible for PTO.

Procedures

How Accrual Works

PTO is added to the employee's PTO bank when the bi-weekly paycheck is issued. PTO taken will be subtracted from the employee's accrued time bank in *[select one: one hour/2 hour/ 4 hour/ full day]* increments.

Eligibility to accrue PTO is contingent on the employee either working or utilizing accrued PTO for the entire bi-weekly pay period.

PTO is not earned in pay periods during which unpaid leave, short or long term disability leave, or workers' compensation leave are taken.

Employees may use time from their PTO bank in hourly increments. The time that is not covered by the PTO policy, and for which separate guidelines and policies exist, include company paid holidays, bereavement time off, required jury duty, and military service leave.

Scheduling PTO

Employees must provide at least ["#"] days notice to take PTO, unless it is for purposes of unexpected illness or emergency. Approval of PTO is based on a first-come basis and is subject to departmental staffing needs, except for illnesses, injuries or emergencies. In those instances, employees must provide notice as soon as practicable. (see FMLA guidelines for call-off procedures.)

Unscheduled absences, that is, those absences resulting from unexpected illness, injury or emergency, will be monitored. If taken frequently, the employee may be subject to counseling and/or required to provide a statement from a health care provider concerning the medical necessity for the unscheduled absences.

Optional: PTO cannot be used to cover missed time because an employee reports to work late, except when due to inclement weather.

PTO is paid at the employee's straight-time hourly rate. Optional No Advance: Employees may not borrow against the PTO banks.

Optional Advance: Employees may borrow up to 5 days of PTO. Any and all advanced PTO requires that the employee submit a recoupment form that sets forth the consequences of terminating employment prior to accruing the advanced PTO time.

Carry-Over

Unless state law provides otherwise, PTO must be used within the calendar year it is earned. Otherwise, any unused balance in the PTO bank will be forfeited on

HR Sample Policy #7

December 31st of the year earned.

Termination

Optional A (Depends on State Law): PTO is offered to employees for purpose of enjoyment, rest and/or to handle emergencies during your employment with the Company. For this reason, upon termination any balance in the PTO bank will be lost. In other words, PTO is not paid out at termination.

Option B: Upon termination any earned/accrued but unused time in the PTO bank will be paid in the final paycheck. *[Optional: Eligibility for receipt of the payout upon termination, the employee must provide two-week's notice and perform, including attendance, satisfactorily during the two-week notice period.]*

Cash Out

To take PTO requires two days of notice to the supervisor and Human Resources unless the PTO is used for legitimate, unexpected illness or emergencies. (Use the Paid Time Off form to request PTO.) In all instances, PTO must be approved by the employee's supervisor in advance. Your Company appreciates as much notice as possible when you know you expect to miss work for a scheduled absence.

33. 90 Day Probationary Period

The company expects that every employee to adhere to attendance requirements but also understands that in rare circumstances an absence is simply unavoidable, even during the first 90 days of employment. Incumbent employees have the ability to use accrued PTO/vacation to cover unexpected absences. For

new hires, employees who are in their first 90 days of employment, this option is not available. For those rare emergencies that new hires face, the company offers 3 grace days. The grace days allow the new hire to be absent with pay. The grace days are also not charged against the company's attendance program. Grace periods can only be taken as a full-day absence.

34. Full Day PTO

See PTO policy above that affords employers the option of 1 hour to full day increments for use of accrued PTO.

35. Requiring a Doctor's Note for Illness

Special Note: This is a human resources procedure
Many common ailments, such as a cold, the flu, or a stomach virus, can be treated with home remedies and without the necessity of a doctor's visit. HR practices that require employees to provide medical proof by obtaining a "doctor's note" can be costly and inconvenient. For this reason, the company only requires a medical certification substantiating an absence if the duration of the illness is greater than 3 consecutive days.

Nothing in this procedure affects the company's attendance requirements.



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