



**Crossroads Charter Schools**

# HUMAN RESOURCES POLICIES

## INTRODUCTION

This Human Resources Board Policy will provide an adaptation of the statutes and regulations that apply to Human Resources and Labor Relations with respect to Crossroads Academy's employees and Crossroads Academy as an employer, as well as specific policies designed to comply with these requirements and best practices.

For purposes of this Policy, the following terms will have the meaning set forth below:

"Crossroads" shall mean Crossroads Academy of Kansas City, Inc., a Missouri non-profit corporation

"Board" shall mean the Board of Directors of Crossroads Academy of Kansas City, Inc.

"Executive Director" shall mean the person maintaining the position of Executive Director for Crossroads Academy of Kansas City, Inc. or such person's duly authorized designee.

"Principal" shall mean the person maintaining the position of Principal for Crossroads Academy of Kansas City, Inc. or such person's duly authorized designee.

"the school" shall mean Crossroads Academy of Kansas City, Inc., a Missouri non-profit corporation.

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## APPENDIX A

### FAMILY MEDICAL LEAVE ACT POLICY

This policy will summarize the provisions of the Family and Medical Leave Act ("FMLA") and is limited to any rights or benefits contained in the FMLA.

#### SECTION 1. Eligible Employees

SECTION 1.1. Employees of Crossroads who have been employed for at least twelve (12) months and who have worked at least 1250 hours during the 12 month period immediately prior to requesting leave and are employed at a worksite where 50 or more employees are located within 75 miles of the worksite are eligible to take twelve (12) weeks of unpaid leave under FMLA.

SECTION 1.2. An employee may request leave for one or more of the following reasons:

1. Birth of a child and to care for the newborn child;
2. Adoption or foster placement of a child with the employee;
3. To care for the employee's spouse, son, daughter or parent, if that person has a serious health condition;
4. Serious health condition of employee that prevents the employee from performing the job functions;
5. Because of a qualifying exigency (hereinafter defined) arising out of the fact that an employee's spouse, son, daughter or parent is a covered military member on active duty or has been notified of an impending call or order to active duty status in the National Guard or Reserves in support of a contingency operation;
6. To care for a covered service member (hereinafter defined) with a serious injury or illness when the employee is the spouse, son, daughter, parent or next of kin.

#### SECTION 2. Definitions

"Covered Servicemember" means a member of the Armed Forces, including a member of the National Guard or Reserves, who is undergoing medical treatment, recuperation, or therapy, is otherwise in outpatient status, or is on the temporary retired list, for a serious injury or illness. A member of the Armed Forces would have a serious injury or illness if he or she has incurred an injury or illness in the line of duty while on active duty in the Armed Forces provided that the injury or illness may render the servicemember medically unfit to perform duties of the member's office, grade rank or rating.

"Instructional employee or other key position" means an employee whose school leader function is to instruct or directly support instruction of students in a class, a small group or an individual setting or provide an essential function such as administration which would provide a disruption in the normal operations of the school.

"Parent" means a biological parent or one who acted in place of a parent when the employee was a child. The term "parent" does not include parent "in-law."

“Qualifying exigency” may include attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.

"Serious health condition" means an illness, injury, impairment, or physical or mental condition that involves inpatient care in a hospital, hospice or residential medical care facility or continuing treatment by a health care provider and has been duly documented by a health care provider.

"Son or daughter" means a biological, adopted or foster child, a step-child, a legal ward or a child for whom the employee acts as a parent. The son or daughter must be under age 18 or, if the son or daughter is age 18 or older, he/she must be incapable of self-care on a daily basis due to a documented mental or physical disability.

"Spouse" means a husband or wife.

### SECTION 3. Amount and Type of Leave Taken

SECTION 3.1. Except as provided below, an employee may take a total of twelve (12) weeks during any twelve-month period. The twelve-month period shall be measured backward from the date the employee begins using any FMLA leave. In the event of the birth, adoption or foster placement of a son or daughter, all leave must be completed within twelve (12) months after the birth, adoption or foster placement.

SECTION 3.2. If both spouses work for Crossroads and both are eligible for FMLA leave, they are authorized to take only a combined total of twelve (12) weeks during any one twelve-month period to care for a newborn or adopted child, a child placed with the employee for foster care, or a parent with a serious health condition for twelve (12) weeks.

SECTION 3.3. Employees seeking to take Family and Medical Leave to care for a newborn or adopted child, a child placed with the employee for foster care, a parent, spouse or child with a serious health condition, or because of their own serious health condition, must first exhaust any personal leave, paid vacation, applicable accumulated sick leave, and any other applicable paid leave for their Family and Medical Leave.

### SECTION 3.4. Intermittent or Reduced Leave

An employee may only take leave on an intermittent or reduced leave schedule when medically necessary. The Executive Director will require a certification, in the form described in Section 3.7 below, to document the medical necessity of such intermittent leave.

### SECTION 3.5. Notification of Leave

If the need for FMLA leave is foreseeable, an employee requesting leave must provide at least 30 days advance notice to the (Executive Director). If such advance notice is not possible, the employee must give said notice as soon as practicable, ordinarily within one to two working days of learning of the need for leave. When planning medical treatment, the employee should make a reasonable effort to schedule the treatment so that any corresponding leave will not unduly disrupt the operations of the school or classroom instruction.

### SECTION 3.6. Benefits and Return to Work

Adopted by the Board on October 24, 2016

Employees taking FMLA leave will continue to accrue all benefits for which they are eligible that are provided by Crossroads while on FMLA leave. Crossroads will pay the employer's portion, if any, of such benefits. The employee will pay the same portion, if any, of such benefits as the employee paid before beginning the leave. The employee will be billed for the employee portion of the benefits and shall timely pay required premiums in order to maintain active benefits coverage.

Crossroads may recover any health care benefit premiums paid on behalf of an employee if the employee does not return to work after the leave period has expired.

With the exception of paid vacation, personal, medical or sick leave required to be exhausted prior to taking unpaid leave under Section 3.3 above, the employee's absence during leave will not alter benefits which the employee accrued before taking leave.

Upon return from leave, the employee is entitled to be reinstated to a position equivalent to the one the employee held when he/she left on FMLA leave, with equivalent pay, benefits and other terms and conditions of employment. Upon proper notice, however, Crossroads may deny reinstatement under this policy to an employee whose salary is within the highest 10% of the employees employed by the school ("key employee") if such denial is necessary to prevent substantial and grievous economic injury to the school's operation, as determined by the Board. Employees will be notified if they are considered a key employee, if there is an intention to deny reinstatement, and of their rights in such instances.

#### SECTION 3.7. Required Certification and Reporting

The Board requires that a request for leave due to a serious health condition be supported by a certification issued by the appropriate health care provider of the eligible employee or of the son, daughter, spouse or parent of the employee on a form to be provided by Crossroads.

This certification must include:

1. The date on which the serious health condition commenced;
2. The probable duration of the condition;
3. If the purpose of the leave is to care for a son, daughter, spouse or parent ("family member"), a statement that the employee is needed to care for the family member and the estimated amount of time needed for such care; and
4. If the leave is due to the employee's own serious health condition, a statement that the employee is unable to perform his or her job functions. Crossroads may require that the eligible employee obtain subsequent recertification on a reasonable basis as requested by the Board.

Crossroads, at its own expense, may obtain the opinion of a second health care provider of the Crossroads' choice, if it should choose to do so. If a conflict exists between the opinion in the certification and the second opinion, Crossroads may, at its own expense, obtain a third opinion from a health care provider upon which Crossroads and the employee jointly agree. Such a third opinion as to the necessity for the leave is binding on both Crossroads and the employee.

Upon an employee's return after leave for his/her own serious health condition, Crossroads may require the employee to obtain certification from a health care provider that the employee is able to resume work.

Crossroads may require an employee on FMLA leave to report periodically to the Executive Director on the employee's status and intent to return to work.

#### SECTION 3.8. Special Provisions

When an instructional employee or other key position essential to the function of Crossroads seeks intermittent leave or leave on a reduced schedule in connection with a family or personal illness that would constitute at least 20% of the total number of working days in the period during which the leave would extend, the Executive Director may require the employee to elect to take leave in a block (not intermittently) for the entire period or to transfer to an available alternative position within the school that is equivalent in pay, for which the employee is qualified, and which better accommodates the intermittent situation.

If the employee begins leave more than five weeks before the end of a semester, the Board may require the employee to continue taking leave until the end of the semester if:

- a. The leave will last at least three weeks; and
- b. The employee would return to work during the three-week period before the end of the term.

**APPENDIX A**  
**Exhibit 1**

FMLA DESCRIPTION OF SERIOUS HEALTH CONDITION

A “Serious Health Condition” means an illness, injury, impairment, or physical or mental condition that involves one of the following:

1. Hospital Care  
Inpatient care (i.e., overnight stay) in a hospital, hospice, or residential medical care facility, including any period of incapacity or subsequent treatment<sup>1</sup> in connection with or consequent to such inpatient care.
  
2. Absence Plus Treatment  
A period of incapacity of more than three full consecutive days (including any subsequent treatment or period of incapacity relating to the same condition), that also involves:
  - a) Treatment two or more times (within 30 days of the first day of incapacity, unless extenuating circumstances exist) by a health care provider, by a nurse or physician’s assistant under direct supervision of a health care provider, or by a provider of health services (e.g., physical therapist) under orders of, or on referral by, a health care provider; or
  - b) Treatment by a health care provider on at least one occasion which results in a regiment of continuing treatment<sup>2</sup> under the supervision of a health care provider.

The requirements for treatment by a healthcare provider means an in-person visit to a healthcare provider. The first (or only) in-person treatment visit must take place within seven days of the first day of incapacity.

3. Pregnancy  
Any period of incapacity due to pregnancy, or for prenatal care.
  
4. Chronic Conditions Requiring Treatments  
A chronic condition which:
  - a) Requires periodic visits (at least twice a year) for treatment by a healthcare provider, or by a nurse or physician’s assistant under direct supervision of a healthcare provider;
  - b) Continues over an extended period of time (including recurring episodes of a single underlying condition); and
  - c) May cause episodic rather than continuing period of incapacity<sup>3</sup> (e.g., asthma, diabetes, epilepsy).
  
5. Permanent/Long-term Conditions Requiring Supervision  
A period of incapacity<sup>4</sup> which is permanent or long term due to a condition for which



treatment may not be effective. The employee or family member must be under the continuing supervision of, but need not be receiving active treatment by, a health care provider. Examples include Alzheimer's, a severe stroke, or the terminal stages of a disease.

**6. Multiple Treatments (Non-Chronic Conditions)**

Any period of absence to receive multiple treatments (including any period of recovery therefrom) by a health care provider or by a provider of health care services under orders of, or on referral by, a healthcare provider, either from restorative surgery after an accident or other injury, or for a condition that would likely result in a period of incapacity<sup>4</sup> of more than three full consecutive calendar days in the absence of medical intervention or treatment, such as cancer (chemotherapy, radiation, etc.) severe arthritis (physical therapy), or kidney disease (dialysis).

**APPENDIX A**  
**Exhibit 2**  
**FMLA DESCRIPTION OF QUALIFYING EXIGENCY**

Eligible employees may take FMLA leave while the employee's spouse, son, daughter, or parent (i.e., the covered military member") is on active duty or call to active duty status as defined in 29 C.F.R.825.126.(b)(2) for one or more of the following qualifying exigencies:

- 1. Short-Notice Deployment**  
Any issue that arises from the fact that a covered military member is notified of an impending call or order to active duty in support of a contingency operation seven or less calendar days prior to the date of deployment.
- 2. Military Events and Related Activities**  
Leave to attend any official ceremony, program or event sponsored by the military that is related to active duty or call to active duty status of a covered military member; or leave to attend family support or assistance programs and informal briefings sponsored or promoted by the military, military service organizations, or the American Red Cross that are related to the active duty or call to active duty status of a covered military member.
- 3. Childcare and School Activities**  
When necessary due to circumstances arising from the active duty or call to active duty status of a covered military member – leave to arrange for alternative childcare; to enroll in or transfer the military service member's child to a new school or daycare; or to attend meetings with staff at a school or daycare facility concerning the covered member's child.
- 4. Financial and Legal Arrangements**  
To make or update financial or legal arrangements to address the covered military member's absence, such as preparing and executing powers of attorney, transferring bank account signature authority, or preparing a living will or trust.
- 5. Counseling**  
To attend counseling provided by someone other than a health care provider for oneself, for the covered military member. Or for the child of the covered military service member provided that the need for counseling arises from the active duty or call to active duty status of a covered military member.
- 6. Rest and Recuperation**  
To spend time with a covered military member who is on short-term, temporary rest and recuperation leave during the period of deployment.
- 7. Post-Deployment Activities**  
To attend any official ceremony or program sponsored by the military for a period of 90 days following the termination of the covered military member's active duty status (i.e., arrival ceremonies or reintegration events); or to address issues that arise from the death of a covered military member while on active duty status.
- 8. Additional Activities**  
Other events that arise out of the covered military member's active duty or call to active duty

status provided the employer and employee agree that such leave shall qualify as an exigency, and agree to both the timing and duration of such leave.

## **APPENDIX B**

### **EQUAL EMPLOYMENT OPPORTUNITY POLICY**

This policy will summarize the provisions of Equal Employment Opportunity.

Crossroads is committed to providing equal opportunity in all areas of education, recruiting, hiring, retention, promotion and contracted service. Crossroads further commits itself to the policy that there shall be no unlawful discrimination against any person because of race, color, religion, disability, age, gender, national origin, or sexual orientation.

Crossroads' equal opportunity policy extends to prohibitions against unlawful harassment of students or employees because of the individual's race, color, religion, disability, age, gender, national origin, or sexual orientation.

#### **SECTION 1. Equal Opportunity Employment**

##### **SECTION 1.1. Non-Discrimination Against/Accommodation of Qualified Individuals with Disabilities**

Crossroads shall comply with the Americans with Disabilities Act (ADA) and applicable state and local laws providing for non-discrimination in employment against qualified individuals with disabilities. Crossroads shall also provide reasonable accommodations for qualified individuals in accordance with these laws. Crossroads shall ensure that that qualified individuals with disabilities are treated in a non-discriminatory manner in the pre-employment process and during active employment with Crossroads.

Qualified applicants or Crossroads employees with disabilities should make formal requests in writing for accommodations.

## APPENDIX C

### DRUG FREE WORKPLACE POLICY

This policy will summarize the provisions of ensuring a drug free workplace.

The unlawful possession, use or distribution of illicit drugs and alcohol on school premises or as a part of school activities is strictly prohibited.

Employees under the influence of alcohol, drugs, or controlled substances while on duty are a serious risk to themselves, to students and to other employees. Employees who display physical manifestations of drug or alcohol use while on duty, may be subject to drug testing. Any employee who violates this policy will be subject to disciplinary action up to and including termination and referral for prosecution. Employees may also be required to satisfactorily participate in rehabilitation programs.

As a condition of employment, all employees must abide by the terms of this policy. Employees who are convicted of a drug offense which occurred on school premises or while on duty must notify the Executive Director of their conviction. Notification must be made by the employee to the Executive Director within five (5) days of the conviction. Within ten (10) days, the Executive Director will provide notice of such violation to the Impact Aid Program, United States Department of Education, or other appropriate government agency.

Crossroads will institute a drug-free awareness program to inform employees of:

1. The dangers of drug and alcohol abuse in the workplace.
2. This policy of maintaining a drug-free workplace.
3. Available counseling and rehabilitation.
4. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.

On the basis of medical certification, employees with the illness of chemical dependency shall qualify for the employee benefits and group insurance coverages that are provided for under group health and medical insurance policies, if any. The confidential nature of the medical records of employees with chemical dependency shall be preserved in the same manner as for all other medical records.

Crossroads' responsibility for chemical dependency is limited to its effects on the employee's job performance. If the employee violates this policy, refuses to accept diagnosis and treatment, or fails to respond to treatment, and performance is adversely affected, the employee will be subject to employment action in proportion to the performance problem.

Implementation of this policy will not require or result in any special regulations, privileges or exemptions from the standard administrative practice applicable to job performance requirements.

Upon the request of the Department of Elementary and Secondary Education or an agency of the United States, Crossroads shall certify that it has adopted and implemented the drug prevention program described in this policy, in the form required by such agency. Crossroads shall conduct a biennial review of this policy to determine its effectiveness, implement necessary changes, and to ensure that the disciplinary sanctions are consistently enforced.

This policy shall be distributed in writing to all present and future employees.

## **APPENDIX D**

### **HARRASSMENT POLICY**

This policy will summarize the provisions related to unlawful harassment.

#### **SECTION 1. Unlawful Harassment**

**SECTION 1.1.** In accordance with applicable law, Crossroads prohibits sexual harassment and harassment because of race, color, national origin, ancestry, religion, creed, physical or mental disability, marital status, age, sexual orientation or any other basis protected by federal, state or local law. Crossroads is committed to taking all reasonable steps to prevent harassment from occurring.

**SECTION 1.2.** Unlawful harassment because of sex, race, color, national origin, ancestry, religion, creed, physical or mental disability, marital status, age, sexual orientation or any other protected characteristic includes, but is not limited to:

- Verbal conduct such as epithets, derogatory comments, slurs, or unwanted sexual advances, invitations, or comments.
- Visual conduct such as derogatory posters, photography, cartoons, drawings, or gestures.
- Physical conduct such as unwanted touching, blocking normal movement, or interfering with work directed at you because of your sex or any other protected basis.
- Threats and demands to submit to sexual requests in order to keep your job or avoid some other loss, and offers of job benefits in return for sexual favors.
- Retaliation for opposing, reporting or threatening to report harassment, or for participating in an investigation, proceeding or hearing conducted by an investigating agency.

**SECTION 1.3.** Prohibited harassment is not necessarily limited to the loss of a job or some other economic benefit. Prohibited harassment that impairs an employee's working ability or emotional well-being at work is considered a violation of this policy and will not be tolerated.

#### **SECTION 2. Reporting**

**SECTION 2.1.** Crossroads' reporting procedure provides for an immediate, thorough and objective investigation of any harassment claim, appropriate disciplinary action against one found to have engaged in prohibited harassment, and appropriate remedies to any employee subject to harassment. An employee may have a claim of harassment even if he or she has not lost a job or some economic benefit.

**SECTION 2.1.1.** If any employee believes he/she has been harassed on the job, or is aware of the harassment of others, the employee should provide a written or verbal report as soon as possible to the most immediate supervisor, unless the immediate supervisor is a part of the grievance, in which case the next most immediate individual in authority. For purposes of this

policy, the Principal will be considered each employee's immediate supervisor unless the Principal participates in the act causing the grievance, in which case, the Executive Director will serve as the immediate supervisor for the employee(s) to report the incident(s). The report should include details of the incident(s), the names of individuals involved, the names of any witnesses, direct quotes when relevant, and any documentary evidence (notes, pictures, cartoons, etc.).

SECTION 2.1.2. All incidents of harassment that are reported will be thoroughly investigated and documented. Crossroads will endeavor to protect the privacy and confidentiality of all parties involved to the extent possible consistent with a thorough investigation.

SECTION 2.1.3. If the Board determines that harassment has occurred, it will take remedial action commensurate with the circumstances. Appropriate action will also be taken to deter any future harassment. If a complaint of harassment is substantiated, appropriate disciplinary action, up to and including termination, will be taken.

### SECTION 3. Protection Against Retaliation

SECTION 3.1. Under federal law, retaliation against any employee by another employee or by Crossroads for reporting, filing, testifying, assisting or participating in any manner in any investigation, proceeding or hearing conducted by Crossroads or a federal or state enforcement agency is prohibited.

SECTION 3.1.1. Employees should report any retaliation to the employee's most immediate supervisor, unless the immediate supervisor is a part of the grievance, in which case the next most immediate individual in authority.

SECTION 3.1.2. Any complaint will be immediately, objectively and thoroughly investigated in accordance with the investigation procedure outlined above.

SECTION 3.1.3. If a report of retaliation is substantiated, appropriate disciplinary action, up to and including discharge, will be taken.

### SECTION 4. Liability for Harassment

SECTION 4.1. Any employee, including any supervisor, who is found to have engaged in unlawful harassment is subject to disciplinary action up to and including termination from employment. An employee who engages in harassment may be held personally liable for monetary damages, should a lawsuit be filed.

### SECTION 5. Additional Enforcement Information

SECTION 5.1. Employees should be aware that the federal Equal Employment Opportunity Commission (EEOC) serves as a neutral fact finder to investigate and resolve harassment complaints in employment. Employees who believe that they have been harassed may file a complaint directly with the EEOC by contacting the nearest office of the EEOC at Gateway Tower II, 400 State Ave., Suite 905, Kansas City, Kansas 66101, (800) 669-6957.



## **APPENDIX E**

### **JUDICIAL, MILITARY DUTY, AND RELIGIOUS LEAVE POLICY**

#### **SECTION 1. Purpose of Policy**

SECTION 1.1. The purpose of this policy is to outline employee's rights regarding leave for judicial, military, and religious reasons.

#### **SECTION 2. Types of Leave**

SECTION 2.1. All Crossroads employees shall be allowed a leave of absence without loss of pay and without deduction of any amounts otherwise received as compensation for service as an employee for the purpose of attending jury duty or a judicial proceeding in response to a subpoena or other court order or process arising out of the employee's duties as an employee of the school.

Employees who serve as jurors shall not have the jury leave deducted from sick or personal leave, and no employee utilizing jury leave shall be required to pay the cost of employing a substitute to serve in his/her absence. Employees who qualify for this leave may retain juror compensation.

SECTION 2.2. All Crossroads employees will be paid for a maximum period of 18 working days per calendar year for ordered military duty. During a military leave of less than 31 days, an employee is entitled to continued group health plan coverage and benefits under the same conditions as if the employee had continued to work. For military leaves of more than 31 days, an employee may elect to continue his/her health coverage for up to 24 months of uniformed service, but may be required to pay all or part of the premium for the continuation coverage. All other applicable federal and state laws will be followed by Crossroads.

SECTION 2.3. Leave for religious holidays may be granted to benefits eligible employees. Leave for religious holidays may not exceed three days per work year. The leave should be made up by the employee at a time mutually agreed upon by the employee and the Executive Director.

#### **SECTION 3. Notice**

SECTION 3.1. Employees shall provide in writing to the Executive Director with a minimum of two weeks advance written notice, or in the case of judicial duty, as soon as practicable. Notification should include the reason for the request for leave, the date(s) if known, and a copy of any supporting documentation such as a jury summons.

## **APPENDIX F**

### **EMPLOYMENT STATUS: AT-WILL EMPLOYMENT POLICY**

This policy will summarize the employment status of at-will employees.

SECTION 1. Employment Status.

SECTION 1.1. Employees of Crossroads are considered at-will employees.

SECTION 1.2. Employees shall execute an At-Will Employment Agreement or Contract demonstrating the employee's understanding of the conditions and expectations of employment at Crossroads.

SECTION 1.3. Crossroads shall follow all requirements of the terms of the agreed upon contract should termination be necessary.

## **APPENDIX G**

### **PROFESSIONAL PERSONNEL HIRING AND RECRUITMENT POLICY**

This policy will summarize the provisions of recruitment and hiring of professional personnel.

#### **SECTION 1. Authority to Hire**

SECTION 1.1. The Board shall approve through the adoption of an annual budget all positions for employment.

#### **SECTION 2. Recruitment.**

SECTION 2.1. All public announcements for positions and vacancies shall assure applicants of nondiscrimination on the basis of race, color, national origin, sex, age, religion, sexual orientation or handicap. Public announcements shall include only the following information: title of the position, full or part time status, salary range, job description, certification requirements, and start date.

SECTION 2.2. All job announcements for all certificated positions shall be published on the school's website and sent to appropriate third parties, including colleges, universities, The Missouri Charter Public School Association, and other agencies or employment organizations.

SECTION 2.3. Public notice may be provided prior to hiring of a position.

SECTION 2.4. The Executive Director may elect to hire a qualified internal candidate in lieu of or in addition to publicly posting the position.

#### **SECTION 3. Qualifications**

SECTION 3.1. Crossroads shall endeavor to hire the most highly qualified individual to execute the functions of the posted position. Crossroads will give strong consideration to the following qualifications:

1. Demonstrated global awareness as evidenced by international travel or study abroad, or ability to read and understand one or more languages, which may include sign language, and/or other relevant experiences;
2. Advanced degrees;
3. High academic achievement;
4. Experience in a charter school setting;
5. Competency in the use of technology that would enhance the instructional program;
6. Demonstrated leadership potential;
7. Demonstrated ability and/or desire to work with students from demographic backgrounds Crossroads serves;
8. Experience with community-based and/or parental involvement activities;

9. Exemplary written and oral communication skills;
10. Demonstrated effective management and instructional practices;
11. Professionalism in demeanor and appearance;
12. National Board Certification;
13. Missouri Professional Certification or eligibility for such; and
14. Willingness to work with athletics and extra-curricular activities.

This profile is not all-inclusive and may change depending on the school's needs at the time of hire. The Board's ultimate goal is to attract and retain highly competent individuals who share Crossroads' mission and who will provide the best educational opportunities possible for our students.

## **APPENDIX H**

### **PERSONNEL EVALUATIONS POLICY**

This policy will summarize the provisions of staff observations and evaluations.

#### **SECTION 1. Staff Observations and Evaluations**

SECTION 1.1. The Executive Director shall be formally evaluated by the Board on at least an annual basis using an established evaluation instrument adopted by the Board.

SECTION 1.2. Each certified staff member shall be formally observed and evaluated by the Principal or the Principal's designee on at least an annual basis using an established evaluation instrument adopted by the Board.

SECTION 1.3. Each classified staff member shall be formally evaluated by the Principal or the employee's immediate supervisor on at least an annual basis using an established evaluation instrument adopted by the Board.

SECTION 1.4. The Crossroads staff member evaluating each employee shall provide a copy of the observation rating, notes, and any other documentation obtained or used during observation or evaluation.

SECTION 1.4.1. The employee shall have the right to acknowledge acceptance of the evaluation or to dissent and provide written commentary related to the dissent; however, the document, regardless of acknowledgment or dissent, shall remain a part of the staff member's personnel record throughout the duration of employment.

SECTION 1.4.2. Employees may elect to follow the school's grievance policy related to dissent of any evaluations. The decision of the Board or its designated committee is considered final.

## APPENDIX I

### EMPLOYEE DRESS CODE POLICY

This policy will summarize the expectations of employee dress and appropriate attire.

#### SECTION 1. Purpose of Employee Dress Code

SECTION 1.1. The purpose of establishing an employee dress code is to provide an example of appropriate attire that:

- Clearly distinguishes staff from students;
- Models modesty and professionalism; and
- Is functional given the nature of the position

SECTION 1.2. All staff shall dress in a manner and style in accordance with administrative regulations set forth by the Executive Director.

#### SECTION 2. Dress Code

SECTION 2.1. An employee who is inappropriately dressed, in the opinion of the Executive Director or Principal, may be sent home and required to return to work in acceptable attire. The employee shall not be paid for time away from work.

SECTION 2.2. Appropriate dress includes but is not limited to:

- Business suits/coordinated pants suits
- Collared shirts with and without ties
- Skirts
- Dresses
- Slacks
- Sweaters, blouses, knit tops, jackets
- Coordinated dress shorts ensemble with appropriate shoes and hosiery
- Sweatshirts and tee shirts with school-related insignia
- Appropriate shoes
- Attire in accordance with the environmental requirements for specific job assignments

SECTION 2.3. To ensure that employees are professionally attired, the following are considered unacceptable:

- Cutoff Shorts
- Overalls (acceptable only for special projects or activities or related to specific job assignments)
- Hats
- Immodest dress such as dress which is too short (more than three inches above the knees) or tight or otherwise revealing

- Oversized tee shirts and undershirts
- Spandex
- Tank tops
- See-through clothing
- Clothing that exposes the midriff
- Extremely low cut dresses and blouses
- Exercise/jogging suit
- Other attire as deemed inappropriate by the Executive Director or Principal

SECTION 2.4. The Board recognizes that there are occasions when individuals may need to wear specific garb due to medical reasons or as part of a bona fide personal religious practice. When such is the case, the employee shall provide documentation to the Executive Director of the medical necessity or the bona fide personal religious practice that gives rise to the need for deviation from the policy.

SECTION 2.5. In addition, some job functions necessitate attire that may otherwise be considered “inappropriate” (i.e., Physical Education teachers may wear exercise attire). Discretion of these instances is by the Executive Director or Principal.

## **APPENDIX J**

### **STAFF COMPLAINTS AND GRIEVANCES POLICY**

This policy will summarize the process for the filing of complaints and/or grievances.

#### **SECTION 1. Intent of the Policy**

SECTION 1.1. The purpose of this policy is to provide a mechanism for employees or applicants to reach solutions to problems, disputes, or controversies at the lowest administrative level, as fairly and as expeditiously as possible.

SECTION 1.2. This policy also addresses employees or applicants who allege discrimination or harassment on the basis of age, gender, race, color, religion, national origin, disability, sexual orientation or any other basis expressly prohibited by law.

#### **SECTION 2. Definitions**

SECTION 2.1. Complaint - A complaint means any claim or grievance by an employee who is affected in his or her employment relationship by an alleged violation of applicable statutes, policies, rules, regulations, or written agreements with which Crossroads is required to comply. In accordance with this policy, a complaint may also be filed by a job applicant.

SECTION 2.2. Employee - Employee shall mean any person hired by Crossroads to perform services either full or part-time.

SECTION 2.3. Days - Days shall mean working days exclusive of Saturday, Sunday, or official holidays unless otherwise noted.

SECTION 2.4. Parties in Interest - Any persons involved in the processing and investigation of the complaint.

SECTION 2.5. Complaint File - A file maintained by the Executive Director containing documents relevant to the complaint. This shall be separate from the personnel file and shall be open to parties in interest only.

SECTION 2.6. Notification - Means delivery in person to the party entitled to notification, or deposit in the United States Mail, certified mail, return receipt requested, to the last known address of the party notified, or delivery by electronic mail with written receipt verification from the recipient.

#### **SECTION 3. Procedure for Notice, Hearing Rights, Evidence Representation, Decisions, and Record**

SECTION 3.1 This complaint and grievance procedure is applicable to any claim by any employee or applicant of Crossroads who is affected in his or her employment relationship by an alleged



violation, misinterpretation, or misapplication of statutes, policies, rules, regulations, or written agreements of with which the school is required to comply.

SECTION 3.2 The Executive Director will ensure that a complaint is processed as expeditiously as is practicable. The initial complaint should be made to the Executive Director in writing and should clearly state that the complainant wishes to utilize the Complaints and Grievances Policy, the nature of the complaint and specific statute, policy, rule, regulations, or written agreements that have allegedly been violated. The written request should be received by the school's office via certified mail at the following address 1015 Central Ave., Kansas City, Missouri 64105.

SECTION 3.3. The complainant and all parties in interest shall be adequately notified of the time and place of the initial meeting and any appeal of the initial decision in writing by hand delivered or certified mail.

SECTION 3.4. The complainant and the individual(s) accused of the violation shall be entitled to an opportunity to be heard, to present relevant evidence, and to examine witnesses.

SECTION 3.5. The Executive Director may appoint a member of the State Bar to serve as law officer who shall rule on all issues of law and other objections, but such attorney shall not assist in the presentation of the case for either party.

SECTION 3.6. At each level, an accurate record of the proceeding must be kept by mechanical means and all evidence shall be preserved and made available to the parties involved; all cost and fees shall be borne by the party incurring them unless otherwise agreed upon by the parties; except that the cost of preparing and preserving the record of the proceedings shall be borne by Crossroads; provided however, the cost of transcribing the transcript of evidence and proceedings before the Board shall be borne by the party requesting same, and all costs of the records on appeal to the superior courts and appellate courts shall be paid by the party required to do so by the laws relating thereto.

SECTION 3.7 The overall time frame from the initiation of the complaint until rendition of the decision by the Executive Director and notification thereof to the complainant shall not exceed thirty (30) days. In no instance shall there be more than ten (10) calendar days between the most recent alleged act about which a complaint may be filed and the first written notice of complaint is received nor shall there be more than ten (10) calendar days between the decision at any level and the date the appeal to the next level is received.

SECTION 3.8. Decisions at each level shall be in writing and dated. Each decision shall contain findings of fact and reasons for the particular resolution reached. The decision reached at each complaint level shall be sent to the complainant by certified mail or hand delivered by a person designated by the Executive Director within twenty (5) business days of the hearing.

SECTION 3.9. The decision at each level shall be delivered to the complainant and the affected parties by a person designated by the Executive Director either by (1) being hand delivered or (2) being deposited in the U.S. Mail (certified mail, return receipt requested). Notice to the complainant shall be deemed to have been made on the date of hand delivery or on the date of deposit in the U.S. Mail by certified mail, return receipt requested to the address stated in the

complaint or, if not contained in the complaint, to the last known address of the complainant on file with the Governing Board.

SECTION 3.10. If the complainant is dissatisfied with the Executive Director's decision, he or she must forward an appeal to the Board within ten (10) working days of the complainant's receipt of notice of the initial decision. The appeal shall be in writing and include the reason(s) for the appeal. The Board will notify the Executive Director that a timely appeal has been received. A copy of all complaints involving appeal reviews will be forwarded to the Board.

SECTION 3.11 The complainant and the individual(s) alleged to be in violation are entitled to the presence of an individual of his/her choice to assist in the presentation of the complaint at the Board level. At the Board level, nothing shall prevent the Board from having an attorney present to serve as the law officer who shall rule on issues of law and who shall not participate in the presentation of the case for the Executive Director or the complainant.

SECTION 3.12. The Board, when hearing an appeal from the initial hearing, shall hear the complaint de novo. The complainant cannot present additional evidence at the Board level of the complaint process, unless it is determined by the Executive Director presiding over the complaint that such evidence is relevant to the issues presented at the initial hearing and such evidence was either not made available by the administration or not discoverable by the complainant or unless it is presented and received in writing to the person presiding over the complaint at least five (5) days prior to the set date for the Board hearing. The Board will conduct the appeal proceeding within fifteen (15) working days and, within twenty (20) working days after the conclusion of the proceeding, will render a final decision.

SECTION 3.13. The time limits specified in this complaint procedure will be observed and applied strictly and will not be extended without the prior written consent of the employee and the applicable level of supervision responsible for the review. If an employee fails to comply with any time limit, the complaint shall be deemed automatically withdrawn and the proceeding terminated.

#### SECTION 4. Prohibited Reprisal Provision

SECTION 4.1. No reprisals of any kind shall be taken by the Board or by any member of the administration against any complainant as a result of participation in the complaint process.

#### SECTION 5. Collection of Information

SECTION 5.1. Nothing in this policy shall be construed to limit any other fact finder or decision maker from using any equitable means available to establish the truth or the circumstances pertinent to the complaint, provided that the complainant shall have an opportunity to respond to any information considered by the decision maker in reaching a conclusion.

## **APPENDIX K**

### **PERSONAL LEAVE POLICY**

This policy will summarize the leave policy for all personnel.

#### **SECTION 1. Sick Leave**

SECTION 1.1. Full-time employees (thirty or more hours per week) of Crossroads shall be eligible for up to 66 hours sick leave per contract year.

SECTION 1.2. Sick leave for full time employees is earned at the rate of 5.5 days per month times the number of months worked, with unused days accumulated up to 270 hours, plus applicable number of hours for the current year to a maximum of 540 hours.

SECTION 1.3. Employees working less than 30 hours per week will earn a pro-rated share of sick leave.

SECTION 1.4. Teachers earn sick leave during their ten-month work year. An employee must be at work or on paid leave 13 days within a month to earn sick leave.

SECTION 1.5. Should an employee not complete a contract, all sick leave days used but unearned will be deducted from the last salary payment. An employee who is absent due to sick leave after tendering resignation will have a resignation effective date as of the last day actively at work unless a physician's statement of disability is provided.

SECTION 1.6. Employees who are absent from work may remain on the requisition as long as the employee is in-state pay status. However, that person will receive full pay for the remainder of unused sick leave. An employee will not be on payroll thereafter unless actually present.

SECTION 1.7. Upon the approval of the Executive Director, an employee may utilize sick leave for the following reasons:

- absence due to illness or injury;
- absence due to exposure to contagious disease necessitated to protect the health of others who might be endangered by his attendance on duty;
- absence due to an illness or death in the employee's immediate family. Immediate family includes spouse, children, mother, father, brothers, sisters, grandparents, in-law equivalent of the above and any relative residing in the employee's home.

SECTION 1.9. Employees absent for other than approved reasons, or absent after sick leave has been exhausted, shall be deducted at their daily rate of pay for each day's absence not covered by leave or unapproved.

SECTION 1.10. When an employee terminates employment with Crossroads and immediately retires, he/she will be compensated for unused sick leave hours up to the maximum of 540 hours.

SECTION 1.10.1. Retirement requires at least 60 days notification and budget adjustments for accumulated and unused sick leave must be approved by the Board.

SECTION 1.10.2. This payment will be made one month after the employee received his/her final check or in the next payroll cycle following the adoption of a Board resolution for budget adjustment, whichever comes sooner.

## SECTION 2. Personal Leave

SECTION 2.1. Per fiscal year, an employee may use up to a maximum of 66 hours of any accumulated sick leave for personal or professional reasons if prior approval of their absence is given by the Executive Director.

SECTION 2.2. No grant of approval for an absence permitted under this policy section shall be conditioned upon disclosure of the specific purpose for which such absence is sought, nor shall any such grant of approval be withheld or denied because of the failure or refusal of the employee to disclose the specific purpose for which an absence is sought, provided that the employee may be requested to state whether the absence is sought under the category of "personal" or "professional" absence.

## SECTION 3. Adoption Leave

SECTION 3.1. Employees may use sick leave during the first six (6) calendar weeks of adoption leave. Certification from the adoption agency or the attorney who arranges the adoption is required.

## SECTION 4. Vacation for 12 Month Employees

SECTION 4.1. Vacation schedule applies for all twelve month employees. Service refers to continuous Crossroads service.

SECTION 4.2. Twelve month employees shall receive ten business days of vacation per calendar year. For purposes of this policy, full or partial days spent away from Crossroads by a twelve month employee during the Crossroads Holidays described in Section 4.7 below will not be deducted from such twelve month employees' vacation days.

SECTION 4.3. Vacation leave that is unused may not be carried over to the next fiscal year.

SECTION 4.4. All vacation leave is subject to approval by the Executive Director.

SECTION 4.6. Earned vacation (may/may not) be used in order to extend sick leave.

SECTION 4.7. Holidays for Crossroads twelve month employees:

- (1) Martin Luther King's Birthday
- (5) Spring Holidays
- (1) President's Day
- (1) Memorial Day
- (1) Labor Day
- (3) Thanksgiving
- (10) Winter Holidays (subject to vary yearly)

SECTION 4.8. The Executive Director may grant extended leaves of absence on a case by case basis. All extended leaves of absence will be without pay if all other personal or vacation time has been exhausted, and extended leave will be for not more than sixty days.

Extended leaves of absence may be granted for the following reasons:

Continuing Education  
To run for political office

SECTION 4.8.1. If an employee is elected to office, extended leave may be granted that will be sufficient to allow the person to serve one full term, notwithstanding the limits provided in Section 4.8 above, if such service would interfere with the employee's responsibility to Crossroads.

SECTION 4.8.2. The employee shall be entitled to return to active employment upon written request for reassignment and contingent upon a vacancy in the field in which he/she was employed when the leave was granted. Such an employee shall be given preference equal to that given to any other applicant returning from a period of extended leave.

SECTION 4.8.3. An employee who does not use his/her leave for the purpose requested shall forfeit all rights and privileges provided for under the policy. He/she shall be considered as having resigned from Crossroads, effective as of the beginning date of the approved leave.

## **APPENDIX L**

### **MANDATORY REPORTING OF CHILD ABUSE POLICY**

This policy pertains to the mandatory reporting of suspected child abuse.

Crossroads employees who know or have reason to believe that a child has been or may be subject to abuse or neglect by any person (whether a parent, a school employee or a third party) shall report such belief to both their supervisor and the Missouri Division of Child Services. In addition, school officials (including the principal and teachers) must report such belief to the state as required by 210.115 of the statutes of Missouri, as amended.

## **APPENDIX M**

### **COMMUNICABLE DISEASES POLICY**

#### SECTION 1. Purpose of Policy

SECTION 1.1. Crossroads intends to ensure that no individual has potentially harmful exposure to infection or diseases.

#### SECTION 2. Definitions.

SECTION 2.1. Communicable disease: a disease that can be directly or indirectly transmitted from one person to another.

SECTION 2.2. HIV infection: an infection in which the human immuno-deficiency virus is present.

#### SECTION 3. Protections

SECTION 3.1. No student shall be denied access to nor shall an otherwise qualified individual be denied employment in the educational programs of Crossroads solely because he or she is infected with a communicable disease.

SECTION 3.2. A student or employee who is infected with a communicable disease will remain in his or her educational or employment setting unless he or she presents a significant risk of contagion as determined by the Executive Director or Principal after consultation with the student's or employee's physician, public health official knowledgeable about the disease and/or the Board's physician if in the judgment of the Executive Director or Principal it is necessary to consult a private physician.

#### SECTION 4. Prevention of Transmission

SECTION 4.1. Each year, the Executive Director shall provide educational opportunities and review of this policy for all employees to become informed concerning transmissions of communicable disease and HIV infection.

SECTION 4.1.1. Education and policy review shall include procedures to reduce the risk of transmitting HIV infection as well as other communicable diseases, including precautions to be taken in handling bodily fluids and blood whenever necessary. Handling blood and body fluids shall be in a manner consistent with the Center for Disease Control's Universal Precautions for Handling Blood and Body Fluids.

#### SECTION 5. Identification of Potential Risks

SECTION 5.1. Whether or not an infected individual presents a significant risk of contagion shall be determined based upon reasonable medical judgment given the state of medical knowledge about:

- The nature of the risk; i.e., how long the disease is transmitted;
- The duration of the risk; i.e., how long the carrier is infectious;
- The severity of the risk; i.e., the degree of potential harm to third parties; and
- The probability that the disease will be transmitted and will cause varying degrees of harm.

SECTION 5.1. Once the student's or employee's medical condition has been determined, the Executive Director shall consult with the student's or employee's physician, a public health official knowledgeable about the disease and/or a physician employed by the Board at the option of the Board in order to determine whether reasonable accommodations will allow the student to perform in the classroom or other educational setting or the employee to meet the essential functions of his or her job.

SECTION 5.2. If an accommodation that does not impose undue financial hardship or administrative burdens can be made, then neither student nor employee shall be denied the right to participate in Crossroads' programs or to be employed by the Crossroads.

SECTION 5.3. In order that the Board may have time to obtain a reasonable medical judgment concerning the student or employee who is infected by a contagious disease, the Executive Director is authorized to remove the infected student or employee from Crossroads programs or employment for a period not to exceed thirty days during which time the Board shall make a decision as to whether the student or employee can be accommodated and does not pose a significant risk to others.

SECTION 5.4. The student or employee shall be excluded only if the Board determines after consultation as provided above that the communicable disease is of such nature or at a stage that the individual should not be in an educational setting.

## SECTION 6. Privacy Rights

SECTION 6.1. Neither Crossroads nor its employees shall disclose medical information about a student or employee with HIV infection or other communicable disease without the consent of the employee or the student or his or her parent or guardian, whichever is applicable, or only as required by law or court order.



## **APPENDIX N**

### **FRAUD PREVENTION POLICY**

The purpose of this Policy is to identify and maintain good practices, address weaknesses in current processes, introduce improved systems for the management of those processes and protect individuals who report or otherwise identify such weaknesses or violations of those practices. The end result is that of minimizing the amount of fraud and corruption which may occur within the system and significantly reduce the opportunity for fraud or corruption to occur in the future. The public is entitled to expect Crossroads to conduct its affairs with integrity, honesty and openness, and demand the highest standards of conduct from those working for it and with it.

#### **SECTION 1. Purpose**

This Policy (1) encourages employees and volunteers of Crossroads to come forward with specific, credible information regarding inappropriate or fraudulent acts, illegal practices or serious violations of the policies of Crossroads; (2) specifies that Crossroads will protect persons providing such information from retaliation; and (3) identifies where and how these acts should be reported. Crossroads is committed to protecting the public assets with which it has been entrusted. Minimizing the losses to fraud and corruption is an essential part of ensuring that all of Crossroads' resources are used for the purpose for which they are intended.

#### **SECTION 2. Reporting Suspicions**

SECTION 2.1. Crossroads encourages complaints, reports or inquiries regarding illegal practices, unlawful activities or violations of Crossroads' policies, including illegal or improper conduct by Crossroads, itself, by its leadership or by others on its behalf. In the event an employee or volunteer suspects that an act of fraudulent financial reporting, accounting or auditing, fraudulent or dishonest use or misuse of Crossroads' resources or property, ethical violations or similar illegal or improper practices or policies has been committed or adopted, then the employee or volunteer, including but not limited to any witness to such act, activity or action, should report the act or activity without delay.

SECTION 2.2. Employees should report suspicions to a supervisor immediately and retain all evidence concerning the suspected act or actions. In the event the reporting person has reason or evidence to believe that his/her supervisor might be involved in the inappropriate act or activity or there may be a conflict of interest, the matter should be reported directly to the Executive Director, unless the Executive Director is suspected of committing such act or action, in which case, the inappropriate act or activity should be reported to the President of the Board.

SECTION 2.3. It is recognized that, for some individuals, raising a concern under this policy may be a difficult experience. All reported incidents will be investigated as provided below. All reported incidents will be handled in confidence, with staff being informed on a need to know basis only.

#### **SECTION 3. Crossroads Response**

SECTION 3.1. This policy requires that matters involving any of the matters reported pursuant to Section 1 are referred to the Executive Director for investigation. These matters are taken seriously and additional action, such as disciplinary proceedings and/or prosecution, will be taken where evidence of offenses is found.

SECTION 3.2. The Executive Director will:

1. Investigate all allegations completely and confidentially.
2. Compile a report of findings for submission to the Board with a recommendation as to whether disciplinary action is appropriate.
3. Where appropriate, coordinate with the police in order for them to consider taking criminal action.
4. Advise supervisors on how to address procedural weaknesses identified during the investigation.

SECTION 4. The Investigation Process

SECTION 4.1. The purpose of any investigation is to establish the facts in an equitable and objective manner. The process will involve the use of authority or delegated powers to:

1. screen allegations or information to gauge their credibility;
2. secure all evidence;
3. interview suspects;
4. interview witnesses;
5. take statements; and
6. coordinate with departments or other agencies (including the police).

SECTION 4.2. The Executive Director will establish and record the basis of the concerns raised and establish what further actions are required. The Board will be informed of all reported disclosures and the actions being taken. In the case of disclosures on alleged fraud and corruption, the Executive Director will inform Crossroads' external auditors.

SECTION 4.3. Whenever possible, the individual raising the concern will be advised of the outcome of the investigation. If an individual is not satisfied with the response received and any subsequent action taken, they should put their concerns in writing to the Executive Director who will arrange any further investigation as he/she deems appropriate. The Executive Director will send a written response to the individual concerned.

SECTION 5. Anti-Retaliation

SECTION 5.1. To ensure that this policy is adhered to, and to assure staff that the concern will be taken seriously, Crossroads will:

1. not allow the person reporting the concern to be retaliated against for doing so;
2. treat retaliation against any reporting party, witness or person providing evidence regarding the reported activity during an investigation as a serious matter leading to disciplinary action that may include dismissal;

3. not attempt to conceal evidence of poor or unacceptable practice;
4. take disciplinary action if an employee, volunteer or witness destroys or conceals evidence of poor or unacceptable practice or misconduct; and
5. ensure confidentiality clauses in employment contracts do not restrict, forbid or penalize any reporting party(ies).

## **APPENDIX O**

### **ANTI-NEPOTISM POLICY**

This policy will summarize Crossroads' positions related to the employment of members of the same family.

#### **SECTION 1. Employment of Family Members**

**SECTION 1.1.** Members of an employee's immediate family will be considered for employment on the basis of their qualifications. Immediate family may not be hired, however, if employment would:

- (i) Create a supervisor/subordinate relationship with a family member;
- (ii) Have the potential for creating an adverse impact on work performance; or
- (iii) Create either an actual conflict of interest or the appearance of a conflict of interest.

This policy shall also be considered when assigning, transferring, or promoting an employee.

**SECTION 1.2.** For the purpose of this policy, immediate family includes: spouse, parent, child, sibling, in-law, aunt, uncle, niece, grandparent, grandchild, members of household.

**SECTION 1.3.** Employees who become immediate family members or establish a romantic relationship may continue employment as long as it does not involve or create a condition described in Section 1.1 above. If one of the conditions outlined in Section 1.1 should occur, attempts will be made to find a suitable position within Crossroads to which one of the employees will transfer. If employees become immediate family, Crossroads will make reasonable efforts to assign job duties so as to minimize problems of supervision, safety, security or morale. If accommodations of this nature are not feasible, the employees will be permitted to determine which of them will resign. If the employees cannot make a decision, Crossroads will decide in its sole discretion who will remain employed.