

PERSONNEL HANDBOOK ACKNOWLEDGEMENT

I acknowledge receipt of a copy of the Personnel Handbook of the Chicago Metropolitan Agency for Planning (CMAP) and that I have read it. As circumstances may change, it is understood that CMAP reserves the right to revise, supplement or rescind any or all parts of the policies, procedures or benefits described in the handbook as may be deemed necessary in the future. I understand that my position may be at will. The policies, procedures and benefits contained herein do not create contractual rights or obligations. It is provided solely as a reference and guide to all employees to help us work together well.

Signature

Printed name

Date

To CMAP Employees

This manual contains the policies and procedures to be observed by employees of CMAP. It covers all significant personnel areas of your relationship to CMAP, including the position structure and pay scale; procedures for hiring, promotion, and dismissal; policies on vacation and sick leave; and general office procedures.

The staff manual should be viewed as serving two important purposes. The first is to let you know the expectations which CMAP, and I as the Executive Director, have of you in your daily activities. The second is to let you know what you may generally expect from me and other members of the managerial staff as a result of our current policies and practices. The overall intent is to attain fair, equitable, open relations among us all.

The staff policies have several major emphases. The first is to assure the prudent use of CMAP's resources: its personnel, property, equipment, and funds. The second is to assure the maintenance and development of a staff of the highest professional quality and loyalty to CMAP. The third is to assure maximum responsiveness to the legitimate demands of our public constituency. All of these emphases in our working policies flow from the fact that we are a public agency, charged by the General Assembly with programs of research, planning, and local government services in the advancement of the regional interest. Our work is the work of the public and our resources are provided by the public. This imposes on us a responsibility greater than that imposed on private business, to serve those interests well.

Administration of the policies in this manual is the responsibility of the deputy executive directors and the administrative department. Final responsibility to CMAP for the administration rests, of course, with me. Grievances concerning the policy application and recommendations for improvement should be referred through your deputy executive directors for resolution. If these referrals do not yield satisfactory results, you are always free to bring any problem directly to my attention.

I ask that you read these policies and observe them. I commit myself to administer them fairly and with recognition of your professional stature and your individuality.

Sincerely,



Personnel Handbook

DRAFT for Board approval on April 11, 2007

Randy Blankenhorn
Executive Director

PREFACE

The CMAP personnel handbook is organized in four general sections: (1) personnel policies covering recruitment, promotion and other personnel matters; (2) pay and benefits, including salary and leave policies and fringe benefits; (3) rules and practices, including standards of conduct and performance expected of staff; and (4) office procedures, containing standard operating procedures for important elements of office operation.

The deputy executive directors supervise the organization's working groups, unless the deputy executive director has specifically delegated the supervision to another position.

It is the intent of the handbook to bring together all essential policies that staff members will be expected to observe. As policies are changed or added, the new and revised pages will be distributed to all staff through the use of numbered memoranda. Complete sets of these memoranda are available for review in Human Resources and on the CMAP computer network at s:\Library\edocuments\HumanResources\Policies. Forms for such items as expense reports, time sheets, vacation requests, professional association membership and conference attendance requests are also available on the network at s:\Library\edocuments\HumanResources\Forms.

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EMPLOYMENT PRACTICES

1.1 Hiring

Positions will become available in CMAP's work force due to changes in the work program or turnover in personnel. Selection is based on an individual's qualifications and only the most outstanding individuals are selected and retained. Referrals from staff members are encouraged. It is CMAP's intent to promote from within to the fullest extent possible. Nevertheless, it is sometimes necessary to recruit outside the organization, particularly if all of the desired skills and experience are not available among current staff. The following is a summary of the procedures to be followed in filling vacant positions.

1.1.1 Authorization

New staff positions are authorized through the process of developing CMAP's annual budget and work program. Each deputy executive director is responsible for identifying and requesting the resources, including staff, necessary to complete each work element. After the annual workplan is developed, the deputy executive director may submit a recommendation to the executive director to establish a new position. If approved, the deputy executive director will prepare a job description. The job description is then submitted to the administrative principal, who will be responsible for initiating the necessary recruitment activities.

If a vacancy arises for an existing position, the deputy executive director will consult with the executive director in order to determine CMAP's need in refilling the position. If it is approved to refill the position, an updated job description will be prepared and the administrative principal will initiate the internal and, if necessary, external recruitment activities to fill the position.

1.1.2 Merit Promotion

When an employee has developed skills and abilities consistent with a higher classification in the position series and the supervisor has evaluated the merit for promotion to a higher classification, the supervisor will request approval from the executive director for the promotion.

1.1.3 Recruitment

Recruitment begins with the announcement of a newly authorized or vacant position. This is done by posting a notice on the staff bulletin board, sending an email to all staff and posting it on the website (see Section 2.7). It is the responsibility of

interested staff members to take the initiative in applying for a higher level position by advising the administrative principal or the deputy executive director responsible for filling the vacancy. The notice is posted for at least five working days and remains displayed until the final choice for the position is made. In some instances it may be determined that this internal notice is sufficient, especially if it is determined that there are qualified staff members who might apply.

Advertisements are drafted by the deputy executive director and reviewed by the administrative principal. Advertisements are placed in the media appropriate to the position. Special efforts are made to recruit minority candidates through specialized media advertisements, minority placement programs, or direct recruitment.

1.1.4 Selection

Applications and resumes are received and acknowledged by human resources. For the hiring of clerical and administrative staff, human resources screens and tests the applicants and then refers qualified candidates to the appropriate deputy executive director. For candidates for professional positions, copies of the resumes received will be forwarded to the appropriate deputy executive director or designee, with the original retained in human resources. The deputy executive director or designee is requested to develop criteria for screening and evaluating the applicants for professional positions.

The most qualified applicants for a position are contacted and asked to interview. The deputy executive director will determine who should interview the applicants and will receive all subsequent evaluations and recommendations. The deputy executive director will recommend his/her preferred candidate to the administrative principal and executive director, who will determine whether CMAP's equal opportunity requirements have been met. Prior to finalizing the selection, human resources will conduct reference checks. Consideration should be given by the supervisor to requesting a writing sample and other evidence of an applicant's technical or professional ability.

After the best candidate for the position is chosen, all applications, resumes, and evaluation sheets are returned to human resources. Employment offers are made by letter from the executive director. All letters must first be cleared with human resources. The recipient of the offer letter must sign and return the letter to human resources. A copy of the letter will be placed in the individual's personnel file.

1.1.5 Employment of Relatives

It is the policy of CMAP that no employee of CMAP should be placed in a

supervisor/subordinate relationship with any member of one's immediate family whether through hiring, promotion, transfer, or other personnel action. If such a relationship should arise, efforts will be made to transfer one of the individuals to another organizational group. If such an arrangement cannot be made, the staff member with the lesser amount of service will be subject to release.

1.1.6 Employment Status

For purposes of application of the leave policy and other fringe benefits, staff members are defined as:

Regular Full-Time Staff Members - Any person who is scheduled to work the normal schedule of 37.5 hours per week.

Regular Part-Time Staff Members - Any person who works less than the normal schedule of 37.5 hours per week.

Temporary Staff Members - Any person hired for a limited duration and expected to work less than 1,000 hours over a twelve-month period.

1.2 Equal Opportunity

The Chicago Metropolitan Agency for Planning is committed to a policy of providing equal employment opportunity and of ensuring non-discrimination in the conduct of all of its activities. CMAP will administer all of its personnel practices, including appointment, promotion, and dismissal, in a manner which does not discriminate on the basis of race, color, religion, national origin, sex, age, disability, marital status, sexual orientation or any other basis protected by applicable law.

CMAP has established an affirmative action program, which calls for efforts to have the staffing of CMAP at all levels be representative of the make-up of the region's work force. CMAP is also committed to taking positive steps in its purchasing practices to assure the utilization of disadvantaged business enterprises.

An employee who feels that he or she has not been afforded equal opportunity in an employment matter may pursue his or her complaint in accordance with the dispute resolution procedures set forth in section 2.10 of this handbook.

1.3 Orientation

All new employees will attend a general orientation program within the first two weeks of employment. The orientation program will consist of an overview of

benefits, policies and procedures and CMAP and its structure. Each employee will receive a copy of the Personnel Handbook. The new employee is strongly advised to read this text carefully. The individual is also furnished with other written materials about CMAP and its fringe benefit program, and various payroll, human resources, and insurance forms which must be completed.

An introduction to CMAP, its role, context and the current work program should be discussed. The specific responsibilities of the individual's functional area and its relationship to other organizational groups are explained. New employees are also briefed regarding appropriate office procedures (e.g., purchasing, graphics, printing, photocopying, security, etc.). The deputy executive director is responsible for introducing the individual to other agency staff, including the executive director, during the first few days on the job. Office tour introductions are recommended. The deputy executive director or designee is responsible for specifying the duties and requirements of the new employee's job and providing whatever on-the-job training is necessary.

For professional personnel, the deputy executive director or designee is responsible for determining what additional orientation is necessary. It is suggested that meetings be arranged with other staff members from groups with which the new employee will have regular contact.

1.4 Introductory Employment

All new employees are to be evaluated during their initial period of employment with CMAP. The new employee's supervisor should observe carefully the conduct and performance of the staff member and, when appropriate, bring weaknesses to the employee's attention for correction.

At the end of the initial six months of employment, a formal performance evaluation may be conducted by the deputy executive director in order to assess the performance to date and to determine whether the employee should continue in the position. The deputy executive director may recommend to the executive director that the employee be terminated at any time during the introductory period or, if warranted, may recommend additional time for the individual to demonstrate the capability for performing the job. The six-month evaluation is not deemed an occasion for a salary review or adjustment. After the completion of this introductory evaluation, an employee is to be evaluated on an annual basis as set forth in the Performance Evaluation section (2.6) of this handbook.

A staff member who is promoted into a new position should also have his or her performance carefully evaluated by the supervisor for at least the first six months in

the new position. The supervisor is expected to bring problems or weaknesses to the attention of the employee and may choose to conduct a formal performance evaluation during that time. This introductory period review is also not deemed an occasion for a salary review or adjustment.

1.5 The Position Classification Plan

CMAP has delegated to the executive director the responsibility of establishing and administering personnel policies that will provide it with the best possible staff. To achieve this goal, a position classification plan has been developed to group together those jobs which are basically similar with respect to nature of work, level of difficulty and responsibility, and required training and experience.

The classification plan is a continuous process of re-evaluation to account for the changing needs of the organization. Classifications are created or discontinued as work program changes affect the distribution and type of work to be accomplished. Job classes and staff members are classified dependent on administrative and organizational purposes of the positions. In each functional group, staff is placed in one of four levels of responsibility (assistant, associate, senior or principal). Each working group is overseen by a deputy executive director. There is a chief of staff to address internal policy issues as well as other executive responsibilities.

Only the principle classifications, chief of staff, deputy executive directors and the executive director are classified as at-will employees. Employment at will is traditional common law perspective that an employee may seek work and quit at any time, and likewise, that the employer may hire and fire at any time for any reason or no reason.

1.6 Performance Management

Performance management is a method of measuring an employee's past performance over a certain period of time and identifying future performance expectations. Ideally, the staff member should receive feedback from his or her supervisor on an ongoing basis in terms of conduct, performance and areas of improvement. While this may often be done informally, at certain times it is desirable to have a written evaluation of a staff member in order to document past performance, identify strengths and deficiencies, establish performance objectives to guide future actions, provide a basis for merit salary increases and other personnel actions, and focus attention on the individual's career development.

Written performance appraisals are to be conducted after the first six months of employment and then each year at the time of the staff member's annual review

date. The supervisor may also elect to evaluate an employee's performance over a shorter time frame if desirable. The six-month evaluation is not deemed an occasion for a salary review or adjustment, but rather is intended as an opportunity to measure the progress of a new employee in meeting the requirements of his or her position. The annual evaluation provides the basis for merit salary reviews and could result in a possible personnel action, such as promotion or discharge.

To have beneficial results, the performance management process must actively involve the employee with the supervisor. The supervisor is required to meet with the staff member to discuss the performance review and future expectations. At this meeting the staff member is afforded the opportunity to include his or her written comments in the review.

1.7 Promotions, Transfers and Job Postings

It is the policy of CMAP to promote staff from within to new or vacant positions whenever possible. It is the responsibility of the individual staff member, however, to take the initiative in applying for a higher level position by advising human resources or the responsible supervisor and submitting the necessary application materials. In addition, based on a staff member's professional development and initiative to assume higher responsibilities, a merit promotion could be considered for the staff member in his/her current position.

All newly authorized or vacant full-time and part-time positions will be announced to staff by means of posting a notice on the staff bulletin board in the lunchroom and via email. This posting may be done concurrently or in advance of any outside recruitment for a position. The posting of temporary positions is optional, but may be done if there is deemed to be a potential interest among current employees, referrals are being sought and/or the timing and other circumstances will allow for it. A position announcement will be posted for at least five working days and will remain displayed until the final choice for the position has been made and an acceptance obtained.

Staff members who are interested in advancing their careers with CMAP are advised to prepare themselves for such opportunities when they arise. Annual performance evaluations allow for employees to advise their supervisors of their interest in advancement and for the supervisor to critique the employees' qualifications. The supervisor should be prepared to discuss with the employee the potential for advancement within the agency and the education, skill and experience requirements. Specific recommendations may be offered by the supervisor as to types of training or work experience which would contribute to an advancement.

If an employee wishes to be considered for an existing or future opening in another group, it is recommended that the employee discuss this with the deputy executive director of that group. CMAP's current job classification system is described in section 2.5 of this handbook. Copies of job descriptions may be obtained from human resources, and each job description identifies the education, experience and skill requirements for each classification.

Advancement to a higher level position is contingent upon the availability and authorization of such a position by the executive director, who must also approve the promotion recommendation.

1.8 Voluntary Separation

Voluntary separations from CMAP will normally cause some disruption to CMAP's work activities. In order to facilitate the orderly transition from one staff member to another, CMAP requests that written notice of resignation be given according to the following schedule:

- Support Staff - 2 weeks
- Professional Staff - 3 weeks
- Managerial Staff - 4 weeks

In instances of retirement, staff members are asked to provide written notice at least 30 days prior to separation in order to meet the pension plan requirements, handle the necessary separation arrangements, and allow additional time for planning for the transition of staff.

Staff members who voluntarily leave CMAP will be asked to participate in an exit interview by human resources. This session is used to obtain feedback - both positive and negative - from the employee about the reason(s) for leaving, supervision, working conditions, and policies, procedures and fringe benefits of CMAP. After the separation, these matters will be discussed with the employee's supervisor and/or other appropriate staff. Recurring comments and/or potential legal problems will be brought to the attention of the executive director. Notes from the meeting will be retained by human resources and not be placed in the separating employee's personnel file.

Human Resources will be responsible for securing the return of keys, equipment, advances, building passes and other CMAP items of value. Amounts due CMAP will be settled separately from the final paycheck unless agreed to by the employee.

1.9 Involuntary Separation

1.9.1 Adverse Actions:

Any employee, who is not an at-will employee, shall be subject to adverse actions for misconduct, incompetent, inefficiency, insubordination, failure to comply with or abuse of CMAP policies, rules and directives, inexcusable absence without leave, and other failure of good conduct reflecting on CMAP or the employee's job performance.

Adverse actions are written reprimands, suspensions without pay, demotions and dismissals. Adverse actions may be recommended to the deputy executive director of finance and administration by a deputy executive director or the executive director may, on the executive director's own initiative, institute an adverse action.

Any employee against whom an adverse action is initiated shall be given notice by the supervising deputy executive director of at least five (5) working days prior to the effective date of the intended action regarding the cause or causes thereof, the employee's acts or omissions that form the basis for the cause(s), informing the employee that any documents or materials giving rise to the action will be made available for the employee's inspection or that copies thereof are attached to the notice of intended action and informing the employee that the employee may respond to the deputy executive director of finance and administration, or designee, orally or in writing prior to the intended effective date of the action. After the notice period and the employee's response, if timely, the deputy executive director of finance and administration, or designee, shall implement or not implement the discipline proposed or such lesser form of discipline as is deemed appropriate.

There may be certain emergency situations in which immediate suspension without pay may be allowed by law, and in those situations the employee shall be promptly provided with the procedures set out in the paragraph above.

Suspension without pay exceeding five (5) days, demotions, and dismissals may be appealed to the executive director. The employee shall notify the executive director of the intention to appeal in writing prior to the implementation of the recommended final action.

1.9.2 Lay Off

If it becomes necessary to lay off employees because of reorganization, changes in operations, lack of work or reasons of economy, the executive director, or designee, shall prepare a written analysis of the reductions indicated and submit said report to the Board of Directors. The report will include any recommended severance pay for the affected employees.

In the functions where activities are to be curtailed, determination of classes and positions affected will be made, with relative weight given to efficiency in performance of duties, length of employee's service with CMAP, and the advisability of demoting employees in the higher classification to lower classifications for which they are qualified and laying off those with less tenure of service.

1.10 Grievances/Dispute Resolution

On occasion, a dispute, difference or question may arise between an employee and his or her supervisor concerning the meaning, interpretation, or application of an agency policy or an employment-related matter. It is the desire of CMAP to resolve grievances as they arise and try to arrive at a fair and equitable conclusion.

All grievances should be handled in accordance with the following procedure:

Step 1: An employee should present the grievance orally to the immediate supervisor, explaining the nature and circumstances of the problem within five working days after the cause of the grievance takes place. The immediate supervisor considers the grievance and responds orally or in writing to the employee within five days of its presentation.

Step 2: If the grievance is not satisfactorily resolved or no answer is received within five working days of its presentation, the employee may, within the next five working days, submit the grievance in writing to human resources, with a copy to the executive director. A written answer is given to the employee and the immediate supervisor within five working days of its receipt.

Step 3: Human resources will prepare a written response to the grievance for approval by the executive director. When the approval is received, copies of this decision are provided to all parties to the grievance. The executive director's decision is final.

Copies of the employee's grievance statement and the written answers by all management personnel are placed and retained in the individual's personnel department file.

If the employee feels that the grievance is with respect to CMAP equal opportunity policies, the employee may file a complaint with CMAP affirmative action officer (currently the administrative principal). If the affirmative action officer is involved in the complaint, it should be made to the executive director. Written statements may be requested from the parties involved. The affirmative action officer (or executive director) will promptly and thoroughly investigate the complaint and make a decision

based on the results of the investigation and the circumstances of the specific case. If it is determined that there has been a violation of CMAP policies, the offending employee(s) shall be subject to disciplinary action up to and including termination.

At the discretion of the affirmative action officer (or executive director, if the charge is against the affirmative action officer), a special committee comprised of agency staff members may be appointed and convened for purposes of investigating a specific complaint, making a finding and recommending corrective action on the case to the affirmative action officer (or executive director). The corrective action of the affirmative action officer may be appealed to the executive director within five working days; if the executive director is a party to the complaint, the appeal should be directed to the chair of CMAP Executive Committee.

The above procedure for handling discrimination complaints may also be utilized by non-employees who feel they were illegally denied equal opportunity in matters including, but not limited to, hiring and the provision of access to CMAP facilities and services.

No employee may be retaliated against in any way for filing a grievance or equal opportunity complaint regarding a potential violation of CMAP policies. Grievances and complaints will be kept confidential to the extent feasible.

1.11 Access to Personnel Information

It is the policy of CMAP to allow employees to have access to their own personnel files, but otherwise to restrict the access to supervisory and other agency staff with a "need to know." Outside inquiries are to be handled by human resources in accordance with agency guidelines and legal requirements.

CMAP personnel files for all of its employees shall be kept and maintained within human resources. A staff member may review his or her file by contacting human resources. The employee may photocopy documents from the file, but may not remove any of the documents contained therein. The file may not be removed from CMAP offices.

Access to an individual's personnel file is also authorized for the deputy executive director of the employee, the deputy executive director for finance and administration, the executive director, and the staff responsible for maintenance of such files. If a staff member is being considered for reassignment or promotion to another unit within CMAP, the deputy executive director of that group will also be authorized access to the file.

All inquiries regarding current or past employees should be directed to the attention of human resources, which will initially verify only employment dates, job titles and salary information. Requests for any other information must be submitted in writing and accompanied by the current or past employee's authorization or by legal order.

1.12 Training

When CMAP work program requires skills or knowledge not available in the current staff, an option is to provide the appropriate training to one or more staff members. Attendance at educational or skills training programs is supported in full by CMAP funds and attendance at the sessions is considered part of the work schedule. Specific arrangements for such training are made by the deputy executive director.

CMAP policies regarding educational activities which are not CMAP-directed, but nonetheless provide for the individual's career development, are discussed in section 3.12 (Professional Expenses/Education Support).

PAY AND BENEFITS

2.1 The Pay Plan

CMAP is in the process of performing a compensation study to develop a compensation structure. That structure will dictate the type of salary schedule and policies for merit, promotion and pay scale adjustment. This section will be completed after the study.

Salary increases are normally considered at either the end of each year of employment or twelve months from the date of a promotion. The performance evaluation which occurs at the end of the introductory employment period should not be considered an occasion for any salary consideration.

2.2 Overtime and Compensatory Time

It is expected that professional and managerial personnel, who are considered "exempt" from the requirements of the Fair Labor Standards Act, will complete their work loads as required outside of regular office hours without extra compensation. At the discretion of the deputy executive director, compensatory time off (CTO) could be approved for extraordinary long hours worked. This leave would need to be completed within one month of the time worked.

Those staff members who are considered "non-exempt" under the Fair Labor Standards Act, including all support personnel (as defined in Section 2.5), will be reimbursed for all hours worked over and above 40 hours per week at time-and-a-half either in time off (compensatory time) or in additional wages. If an employee works more than 37.5 hours per week, but less than 40, compensation will be in the form of either wages or compensatory time on a straight-time basis. Non-exempt employees may not accrue more than 50 hours of compensatory time, and any subsequent overtime which would exceed the 50 accrued hours will be compensated in wages at time-and-a-half.

For non-exempt personnel, overtime work must be authorized in advance by the staff member's supervisor and/or the deputy executive director for which the work is to be performed. On the time sheet for pay, the number of overtime hours worked is recorded in the appropriate overtime column. Either overtime pay or compensatory time requires a project number.

CTO may be taken in amounts no smaller than 30 minutes. The CTO should be charged to the same project account as that for which the original work was performed. If CTO is not taken within one month of its accrual, CMAP may at any time thereafter choose to pay the employee for the accrued compensatory time or require its immediate use.

2.3 Holidays

Regular full-time and regular part-time staff (the latter on a pro-rated basis, as noted in Section 3.14) are eligible to be paid for CMAP holidays. The eleven days observed as holidays are:

- | | |
|--|------------------------|
| New Year's Day | Columbus Day |
| Dr. Martin Luther King, Jr.'s Birthday | Veteran's Day |
| President's Day | Thanksgiving Day |
| Memorial Day | Day After Thanksgiving |
| Independence Day | Christmas Day |
| Labor Day | |

Staff members wishing to celebrate religious holidays not included among the designated holidays or wishing to take off on other days for personal use may do so with the three personal business/floating holidays. The dates on which these holidays are observed will vary from year to year. A schedule showing the dates on which CMAP offices are closed in observance of these holidays is issued each year.

All employees are expected to work the scheduled work days before and after a holiday in order to qualify for holiday pay unless the deputy executive director has

approved the use of vacation, compensatory time, or sick leave owing to bona fide illness.

2.4 Vacation

Vacation is earned by regular full-time staff in proportion to the amount of time worked, according to the following schedule (note: regular part-time staff earn pro-rated vacation leave based on the policies set forth in Section 3.14):

- 1 day per month in the first 4 years
- 1.25 days per month in the 5th, 6th, 7th and 8th years
- 1.50 days per month in the 9th, 10th, 11th and 12th years
- 1.75 days per month in the 13th, 14th, 15th and 16th years
- 2.00 days per month in the 17th year and thereafter

No vacation may be taken during the first six months of employment. Accrued vacation may be used in less than full day increments, subject to prior approval of the staff member's deputy executive director. Vacation request forms are available in the documents section of the network. In considering vacation requests, each deputy executive director must assure that adequate personnel will be on duty to maintain operation of the group.

A maximum of 30 days of vacation may be accrued at any time unless otherwise approved by the executive director for exceptional circumstances and with a specific time frame proposed for using the excess vacation leave. If the accrual is at 30 days, no additional accrual will be earned. Payments for earned but unused vacation will be paid upon termination of employment.

2.5 Personal Business Days/Floating Holidays

CMAAP provides three days a calendar year for personal use. These days do not rollover to the following year nor are they paid out upon separation.

2.6 Sick Leave

Sick leave is earned at the rate of one day per month of employment for regular full-time staff and a pro-rated amount for regular part-time staff based on the percentage of time worked (see section 3.14). There is no limit on the overall amount of sick leave that may be accrued. On termination of employment a staff member is not paid for accumulated, unused sick leave. The accumulated, unused sick days will be credited toward pension service in accordance with the guidelines of the Illinois Municipal Retirement Fund (IMRF).

Sick leave may be used for any of the following reasons:

1. illness/disability
2. doctor or dental appointments
3. serious illness or death of a member of the employee's immediate family or household

Sick leave may be used for the above situations until it is exhausted. If additional time is needed, accrued vacation may be used. After both sick leave and vacation are exhausted, employees with a minimum of one year of continuous service may be advanced up to ten days of additional sick leave. This request must be made in writing and an authorization of re-payment must be agreed upon and signed. Such advances require the written approval of the staff member's deputy executive director and the executive director and are granted only if the employee is in good standing and a legitimate need can be demonstrated. The advances are charged against sick leave accumulated in subsequent service. If advance sick leave is not repaid at the time the staff member terminates his or her employment, he or she will be responsible for paying CMAP as designated by the re-payment form.

In the event of serious illness or injury, CMAP reserves the right to request a signed statement from an employee's physician stating that the employee is able to return to work.

3. OTHER LEAVES OF ABSENCE

3.1 Military Leave

An employee who enters the military service of the United States, National Guard or any branch of the armed forces reserve shall be granted a military leave of absence in accordance with applicable law. An employee who expects or intends to take a military leave of absence, or who is ordered to report for active duty, must, if possible, notify his or her supervisor verbally or in writing as soon as that employee becomes aware that he or she will be absent due to such military obligation.

Staff members who are members of the National Guard or in the armed forces reserve will receive pay for up to two weeks per calendar year for any required training camp. In such cases, staff shall receive the difference between their regular salary and whatever compensation they receive for their military service. The military check or pay stub should be submitted to the accounting department in order to document the pay. Staff may retain any military payment they received for transportation and/or living allowances associated with their service.

3.2 Jury Duty Leave

Staff members ordered to serve jury duty or subpoenaed before a court or other public body are allowed the requisite time off in order to perform such service. In such cases, staff shall receive the difference between their regular salary and whatever compensation they receive for the jury duty services. An alternative would be that the jury duty check be signed over to CMAP and then that amount would not be reduced from the regular pay. Staff may retain any payments received for transportation costs associated with their jury service.

3.3 Family and Medical Leave

Staff members are eligible for leave if they have been with CMAP for at least twelve (12) months and have worked at least 1,250 hours during the prior year. Employees who are eligible for leave under this policy may request a leave of absence of up to twelve (12) weeks for the following reasons:

1. Birth and care of a newborn child of the employee;
2. Placement of a child with the employee for adoption or foster care;
3. Care for the child, spouse or parent of the employee who has a serious health condition; or
4. A serious health condition of the employee which makes the employee unable to perform the functions of his or her job.

An eligible employee may take up to twelve (12) weeks of family and medical leave within a 12-month period (as measured backward from the date the employee will begin using such leave). An employee must first exhaust all paid leave, including but not limited to sick leave, vacation time, short-term disability leave or workers' compensation leave to which he or she is entitled. All paid and unpaid leave taken by the employee pursuant to this policy shall be counted as part of the twelve weeks of leave allowed per year. While in unpaid status, the employee will not accrue vacation or sick leave and will not be eligible for holiday pay.

The request for family and medical leave should be submitted in writing at least 30 days in advance of the date the employee intends to begin the leave, if possible. If this is not possible, the employee should give as much notice as practicable. If leave is being taken because of a serious health condition for either the employee or family member, the employee must also provide medical certification which

describes the condition, why the employee must provide the care and the estimated time the employee would be away from work.

While on family and medical leave, CMAP will pay its standard contribution for health insurance benefits. Other benefits will be suspended while the employee is on unpaid status unless the employee elects to pay for them on his or her own. In the case of service credits under the Illinois Municipal Retirement Fund, the employee must submit a request to CMAP Executive Committee for consideration to pay the employee share of the costs. Upon return to work, the employee will once again receive benefits equivalent to those of comparable employees.

Upon return from family and medical leave, the employee will be returned to the same or an equivalent position. Failure to return to work after the expiration of the family and medical leave will be considered voluntary separation. An employee may request a leave without pay extension for a specific period of time. CMAP, at its sole discretion, will determine whether the request will be granted or denied. If CMAP grants an extension, it cannot assure the employee's return to any position after the extended leave is over. Moreover, the employee will be required to pay the entire costs of benefits, including health insurance, during the extension period.

In the event of serious illness or injury, CMAP reserves the right to request a signed statement from the employee's physician stating that the employee is able to return to work.

3.4 Personal Leaves of Absence

Leaves of absence with pay may be approved by the deputy executive director and the executive director for training courses, seminars, or other purposes beneficial to CMAP. Arrangements for covering the costs associated thereto should be arranged with the deputy executive director.

Unpaid leaves of absence may also be authorized by the executive director for any staff member for personal business. Requests for leaves of absence are submitted on the appropriate form as early as possible. In the cases of unpaid leaves of absence, three months advance notice is recommended. Upon returning from leave of absence, an employee will be reinstated to his or her previous position or a comparable one, if available.

While on unpaid leave of absence, the employee does not accrue vacation or sick leave and is not eligible for other fringe benefits except as follows. The staff member may continue his/her health insurance, but is required to bear the full cost of the coverage. The staff member can request continued participation in the

Illinois Municipal Retirement Fund (IMRF) in order to accrue additional service credits. Continued participation in IMRF requires the approval of CMAP Executive Committee and payment by the employee of his or her cost share during the leave.

Failure to return to work after the expiration of the approved leave of absence will be considered voluntary separation. While an employee may request a leave extension for a specific period of time, CMAP's need to fill a position may override its ability to hold a position open until the employee returns from the extended leave. Therefore, CMAP cannot assure the employee's return to any position after the extended leave is over. Moreover, the employee will be required to pay the entire cost of benefits, including health insurance, during the extension period.

4. INSURANCE AND BENEFITS

4.1 Group Health Insurance

CMAP currently provides group health care for its employees and dependents. The program offers a choice between either health maintenance organization or preferred provider organization coverage. All regular full-time employees who work a minimum of 30 hours per week are eligible to participate in the group health insurance program.

In its annual budget, CMAP will allocate a certain amount of funds per employee toward covering the cost for individual coverage under the group health insurance program. An employee participating in the plan will be required to pay the difference in costs. Coverage is available for dependents under the program. Employees may change their type of health insurance coverage during the annual open enrollment period.

As the group health program and its benefits may change from time to time, employees are asked to refer to the insurance booklets available in human resources. Staff may also contact the member services department of the carrier directly.

4.2 Group Dental Insurance

CMAP currently provides a group dental plan for its employees. This program offers a choice between dental health maintenance organization or fee-for-service coverage. All regular full-time employees who work a minimum of 30 hours a week are eligible to participate in the group dental plan.

In its annual budget, CMAP will allocate a certain amount of funds per employee

towards covering the cost of individual coverage under the program. Coverage is available for dependents under the program. Employees may change their type of coverage in the program during the open enrollment period each year.

As benefits under the plans change from time to time, employees are asked to refer to the dental insurance information available in human resources for information in this regard. Staff may also contact the member services department of the carrier directly.

4.3 Group Vision Insurance

CMAAP currently provides a vision plan for its employees. All regular full-time employees who work a minimum of 30 hours a week are eligible to participate in the group vision plan.

Coverage is available for dependents under the program. Employees may change their type of coverage in the program during the open enrollment period each year.

As benefits under the plans change from time to time, employees are asked to refer to the vision insurance information available in human resources for information in this regard. Staff may also contact the member services department of the carrier directly.

4.4 Group Life Insurance

All regular full-time staff working a minimum of 30 hours per week are provided group life insurance coverage at \$75,000. CMAAP pays the full cost of this coverage for its regular full-time employees. Any coverage in excess of \$50,000 is taxable to the employee, based on IRS rules and regulations. If employees have questions about this coverage they may contact the member services department of the carrier directly.

In addition, the Illinois Municipal Retirement Fund provides a death benefit to the survivors of participants who have completed at least one full year of service (see section 4.6).

CMAAP currently provides several optional life insurance programs to its employees. The cost for such coverage is fully paid by the employee, but the coverage is afforded at group rates and through payroll deduction. See section 5.2 for additional information.

4.5 Short and Long Term Disability

All regular full-time staff working a minimum of 30 hours per week are eligible for disability insurance coverage. CMAP pays the full cost of this coverage for its regular full-time employees. Details on this benefit can be obtained from human resources.

4.6 Retirement Programs

CMAP contributes on behalf of its employees to two different retirement programs: Social Security and the Illinois Municipal Retirement Fund (IMRF). CMAP participation is based upon annual rates established by IMRF and Social Security. Employee participation is mandatory for Social Security. IMRF participation is required if an employee is expected to work more than 1,000 hours over a twelve month period (600 if the employee participated in IMRF prior to January 1, 1982). Employees currently are required to contribute 4½% of their gross income to IMRF and 6.2%, the current contribution rate, to Social Security.

IMRF benefits after one year of service currently include a death benefit equal to one year's salary plus the return of member contributions, surviving spouse and disability benefits, as well as retirement benefits. Contributions are treated as deferred compensation for tax purposes. Vesting in the program occurs after eight years of service. An employee who leaves CMAP employment may receive a separation refund of his or her contributions without interest or may keep the money in the program. However, contributions currently may not be withdrawn if the employee is vested, attained age 55, and is eligible for a pension of \$30 or more per month.

IMRF furnishes annual statements to participants containing information on member contributions through the prior year and estimated benefits. Additional information may be obtained from the administrative principal, CMAP authorized agent for the program or by calling the IMRF member services section at 800/ASK-IMRF.

4.7 Employee Development

It is the policy of CMAP to encourage participation by staff members in their respective professional and vocational associations. Conference attendance and training is contingent on financial and workload conditions and are governed by rules and regulations established by the executive director.

Conference or meeting attendance must be authorized by the deputy executive director for each work group or the executive director when sufficient funds are available, work load permits time off for conference attendance, and the conference will contribute to the professional growth of the staff member.

Agency payment of these expenses may be authorized by the deputy executive director if a particular session is deemed to relate directly to current or anticipated CMAP work activities or concerns.

CMAP will also pay 50% of the membership dues in professional associations (national and local chapters) each year.

A staff member is not eligible for professional expenses until the completion of six months of employment

Tuition reimbursement is available to full time staff pursuing degree programs that enhance CMAP goals at public colleges or universities. A final grade of A is reimbursed at 80% and a grade of B is reimbursed at 60%. Financial support is not provided for educational activities which are undertaken by the employee without CMAP approval.

4.8 Unemployment and Worker's Compensation

CMAP provides both unemployment and workers' compensation insurance for its employees.

Staff members with involuntary termination may be eligible for unemployment compensation. Eligibility requirements, as well as the amount and duration of benefits, are established by the State of Illinois and relevant federal laws and regulations. Individuals wishing to receive benefits should contact the nearest office of the Bureau of Employment Security of the State of Illinois.

All work-related injuries must be reported immediately to an employee's supervisor and human resources, no matter how minor the injury may appear to be. If you are injured on the job, the injury must be reported in order to qualify for workers' compensation. See also Section 5.1 (Emergencies). Applications for workers' compensation are available from human resources.

4.9 Benefits for Part-Time Employees

All regular part-time employees are eligible for the following benefits: Social Security; IMRF, if more than 1,000 hours per year worked (or 600 if an IMRF participant before January 1, 1982); unemployment and workers' compensation insurance; and vacation, sick leave and holiday pay. Accrual of vacation and sick leave and payment of holiday leave is prorated to the amount of time worked to a 37.5 hour work week. Military and jury duty leave will be paid for only those days when the

part-time employee would have normally been scheduled to work.

A regular part-time staff member may participate in CMAP health or dental insurance programs, if qualified. The insurance carrier requires employees to work a minimum of 30 hours a week to qualify for the group plan. If a part time staff member elects such coverage, CMAP will pay a percentage of the insurance premiums for individual coverage equal to the proportion of time worked for CMAP, with the option to pick up dependent coverage at an additional expense to the employee.

Regular part-time employees are eligible to receive pro-rated amounts based on the percentage of time work toward the payment of membership dues in one professional association subject to section 3.12.

Regular part-time staff are eligible to participate in those optional benefit programs which CMAP has authorized for its employees, as referenced in section 3.15.

Temporary employees (as defined in section 1.1.5) benefits are limited to Social Security and unemployment and workers' compensation insurance.

5. OPTIONAL BENEFITS

CMAP currently offers certain optional fringe benefits (in addition to dependent health and dental insurance) to its eligible employees. Staff members choosing to participate in these programs must bear the full costs of these benefits and payments are generally completed through payroll deduction. New employees may initially sign up for these optional benefits at the start of employment. Unless an open enrollment period is otherwise noted, employees may then join the program at any subsequent date.

5.1 Deferred Compensation

All employees are eligible to participate in the optional deferred compensation plan offered by the ICMA Retirement Corporation. Staff members who enroll in this program elect to have a certain percentage or amount of their pay "deferred" on a pre-tax basis until retirement. Employees may join or change their contribution amounts or investment choices at any time. The ICMA Retirement Corporation provides a variety of investment options, which are described in the materials available in human resources. Additional information may also be obtained by calling the ICMA Retirement Corporation at 800/669-7400.

5.2 Life Insurance

Additional life insurance may be obtained by eligible staff from two different sources. Informational materials and applications may be obtained from human resources.

5.3 Salary Reduction Plan

Staff members who pay for a portion of their health or dental insurance premiums would benefit from participation in CMAP "salary reduction" plan. The plan, established under Section 125 of the Internal Revenue Code, provides a pre-tax reduction in salary in order to pay for the employee share of health and dental insurance premiums. If a staff member agrees to this voluntary redirection of salary, the taxable income of the participant will drop, resulting in a reduction in liability for federal, state and FICA taxes. An employee only needs to enroll once and the plan will continue until the employee withdraws from the plan. Questions about the plan should be directed to human resources.

5.4 Direct Deposit Program

Employees may choose to have their paychecks direct deposited into a checking, savings, investment and/or credit union accounts via electronic transfer. Funds become available to the participant from the financial institution on the designated paydays. Additional information and sign-up materials may be obtained from human resources.

5.5 Flexible Spending Accounts

Staff may elect during the course of a year to have funds deducted from their paychecks on a pre-tax basis in order to cover medical costs not paid by insurance or to cover child or elder care expenses. The employee is reimbursed for such costs when receipts are submitted to CMAP benefits administrator. The employee's taxable income will decrease, resulting in a reduction in liability for federal, state and FICA taxes. The flexible spending accounts are subject to maximum contribution limits determined by CMAP and/or Internal Revenue Service. Open enrollment is once a year. The employee must carefully estimate the amount of deduction because any unclaimed reimbursements at calendar year end are forfeited to CMAP.

5.6 RTA Transit Pass Program

On a pre-tax basis, staff may choose to deduct from their paychecks up to \$110 per month to pay for Metra, Pace or CTA transit passes. A check or pass for each participating employee is distributed near month's end for purchase of the net month's pass(es). Staff may sign up for this program at any time with accounting.

6. RULES OF CONDUCT

6.1 Personal Conduct

Because CMAP is a government agency, staff members must be mindful of their conduct as this may reflect on CMAP. Each staff member has an important external relations role in presenting CMAP in a positive manner. Deputy executive directors are responsible for maintaining the required standards among their employees. Courteous behavior is the rule at all times. Also, staff members must be familiar with the CMAP Ethics Code.

Loud conversations with fellow employees in hallways and other open areas should be avoided. It must be recognized that such occurrences may be disrupting the work efforts of other staff.

Work areas, the lunchroom, and conference rooms should be kept neat, clean, and uncluttered at all times. Maps, posters, and other working materials may be displayed on walls in individual work areas provided this is done in a neat and orderly manner. Display of unframed posters or cartoon materials in corridors or other public areas is not acceptable, although they may be placed in an employee's office or cubicle. To the extent possible, materials should be returned to drawers and bookcases.

Radios may be played at a low volume in the office provided it is in a manner that will not disrupt other employees. Newspapers, books, and papers not related to an individual's work assignment must not be read during working hours.

6.2 Hours of Work and Flex-Time

CMAP office hours are 8:30 a.m. to 5:00 p.m. The telephone switchboard is opened at 8:30 a.m. As a public agency, staff members must be ready to serve its constituents at all times. Attendance and punctuality are of critical importance. Except in rare instances, staff members are expected to be in the office or at meetings outside of the office and not working at home. If it is critical to work at home, the deputy executive director must approve this in advance. If unable to work due to illness or a vital home situation, or if likely to be more than one-half hour late,

the employee's supervisor should be contacted or a message left on the supervisor's voice mail by 8:45 a.m. Persistent tardiness or absence will result in reprimand and, if continued, termination of employment.

All regular full-time staff are required to work a 7.5 hour day (except under the flexible work hours option referenced below). An additional unpaid one half hour or hour is provided for lunch. Employees may not forgo the lunch period for purposes of shortening the workday. An optional twenty-minute break period may be taken during the course of the day, but the particular choice of times must have prior supervisory approval.

Under certain circumstances and conditions, the deputy executive director could approve a more flexible schedule (commonly referred to as "flextime") . All full-time employees will be required to be present during the "core" period between 10:00 a.m. and 4:00 p.m. If circumstances permit and subject to supervisory approval, employees may have the option of increasing their normal workday within the time bands referenced above in order to be allowed to take off hours of work on another day on a per week basis. Under this arrangement, it will be necessary that the employee work the standard number of work hours per pay period corresponding to seven and a half hour workdays.

In cases of personal hardship, flexible working hours other than those options referenced above may be considered for a limited period of time. Requests in this regard should be made in writing and describe the nature of the hardship, the proposed work schedule, the duration of the special flextime arrangement, and suggested arrangements for coverage of the staff member's responsibilities during absence periods. Such requests will require the approval of both the deputy executive director and the executive director.

In authorizing flextime work schedules, supervisors must assure that adequate staffing exists in the department for the entire business day. The deputy executive directors will also be expected to monitor compliance with the flextime rules and resolve conflicts which may arise. If the work hour preferences of an employee conflict with CMAP interests, the interests of CMAP will be paramount. Indeed, a deputy executive director may determine that flextime should not be allowed for certain positions or that some flextime options are not appropriate. Once a flextime schedule has been approved, the employee must adhere to those work hours until a written change is approved or the arrangement terminated by the deputy executive director.

6.3 Attire

It is recognized that the attire required of staff will vary depending upon the responsibilities and nature of work of the individual employee.

In general, staff should wear customary business attire (i.e, suits, sport coats, ties, pant suits, skirts, or dresses) if they are to attend or likely to attend public meetings within our office or represent CMAP at functions outside the office where such attire would normally be expected. In such situations, customary business attire is deemed necessary in order to present a professional image of CMAP staff.

More casual attire is deemed appropriate if there is little or no public contact or there are duties outside the office where customary business attire would be neither practical nor expected. It is also appropriate for the more casual attire if a staff member is exposed to paint, ink, or copying supplies or involved in cleaning or moving activities. Casual attire may also be worn during periods of extreme heat or cold, when personal safety, comfort and well-being must be given foremost consideration. Certain casual attire is not deemed appropriate, however, including sweatshirts and sweatpants, t-shirts, tank or halter tops, sleeveless shirts or blouses, stretch pants and shorts.

If further clarification on attire is required, the staff member's deputy executive director should be consulted.

6.4 Outside Employment

CMAP expects that its work program occupies the full professional energies of its regular full-time managerial and professional staff members and conflicts between staff members' official responsibilities and other activities will be avoided.

Regular full-time employees shall not accept employment outside of CMAP if such employment or participation would in any way conflict with an employee's or CMAP responsibilities and obligations or would affect the efficiency of the employee in the performance of regularly assigned CMAP duties. Upon the written request of an employee, the executive director may permit outside employment if it is not in conflict with the employee's obligation to CMAP.

Request for outside employment shall be submitted to the deputy executive director of the employee's work group. Such request shall include, if possible, the name, address and type of work of the proposed employer; the period of time and hours of work of the requested employment; the type of duties that are to be performed; and the reason for wanting to accept the extra employment. The deputy executive director shall forward, in writing, the request with recommended actions and comments to the executive director for review and final decision.

In no such case is an employee to engage in outside work in excess of twenty (20)

hours of any one week. Other requests for outside work which do not conform to the general request will require individual approval. Any injury resulting from part-time employment shall not be chargeable to CMAP. CMAP employees working part time outside CMAP employment who have a record of excessive sick leave absences may have their outside work privilege rescinded at the discretion of the deputy executive director and/or with the approval of the executive director.

Staff members are encouraged to prepare professional papers for meetings of their professional associations or for publication and to serve as officers or committee members of such associations. Where the material for professional papers is derived from CMAP-supported research or where statements might be interpreted as representing CMAP policy, papers should be made available to the executive director for review prior to the release or presentation. Any reimbursement so received shall be assigned to CMAP.

The use of CMAP office facilities, equipment, or supplies in connection with any income-producing activity or the solicitation of business from other staff members are strictly prohibited and will result in disciplinary action up to and including discharge.

6.5 Solicitation and Distribution

In order for CMAP to function effectively and for its staff members not to feel unduly pressured, solicitation and distribution for charitable, commercial or other purposes must be strictly limited.

As used here, solicitation means asking for memberships, signatures, pledges, dues, subscriptions, or purchases. Distributions means handing out leaflets, bulletins, handbills, literature or other items including the sale of merchandise for charitable, commercial or other purposes.

Non-employees are strictly prohibited from solicitation or distribution in CMAP's offices at all times. If you observe such activity taking place, please contact the human services department as soon as possible.

Staff members may not actively engage in solicitation or distribution activities by personally approaching other employees or circulating a notice for such purposes within CMAP's offices. However, employees are permitted to post a notice of such a solicitation or distribution on the bulletin board of the staff lunchroom, within the employee's own work area (but not on the door), or in departmental work rooms.

It is permissible for a collection to be made within the office for the special

circumstances of a current or past employee, including the illness, death or special needs of a current or past employee or their family members, the departure of a staff member, or a birth or wedding present.

6.6 Political Activity

Staff members of CMAP, like all citizens, have constitutionally protected rights to vote, support political candidates of their choice, and freely express their political opinions. At the same time, there are certain restrictions which employees are subject to because of CMAP's status as a governmental entity. Please see the Ethics Policy regarding political activity.

As CMAP receives a large percentage of its funding from the federal government, CMAP is subject to the provisions of the Hatch Act, which limits the political activity of persons employed in connection with federally-supported projects. This law specifies that employees of state and local governments receiving federal grants or loans may not:

1. use one's official authority for purposes of interfering with and/or affecting the results of an election or nomination for office;
2. directly or indirectly coerce, attempt to coerce, command, or advise a state or local officer or employee to pay, lend, or contribute anything of value to a party committee, organization, agency, or person for political purposes; or
3. be a candidate for elective office in a partisan election.

Employees must also recognize the closeness of CMAP's relationship to political officials throughout the region and its dependence on good working relationships with these officials in order to achieve the implementation of its plans and policies. Its effectiveness thus depends in part on the prudence with which its employees exercise their political rights. Any staff member may of course express one's opinion on legislation being considered by other units of government. But one's position must be clearly stated as his or her own unless CMAP has instructed the staff member to take a position on its behalf.

Similarly, while the Hatch Act now permits other types of partisan political campaigning and management other than those referred to above (including being a candidate for nonpartisan office), it is important that the employee not use CMAP facilities and normal working hours for such purposes. It is recommended that any staff member who contemplates running for nonpartisan office, managing the affairs or serving as an officer of a partisan political campaign, party, or political club inform

the deputy executive director and the executive director of his or her intentions. As both CMAP and the individual may be held accountable for any violation of the Hatch Act, employees who intend to engage in political activity should contact the administrative principal for guidance and/or a legal opinion. This policy is not intended to inhibit or prohibit any employee from exercising political rights expressly protected by law.

6.7 Board Member Relations

While the executive director and immediate staff will have the principal responsibility for communicating with and reporting to CMAP board members, other staff could have ongoing responsibility for working with CMAP board members.

Staff members who are designated as committee liaisons will be expected to work closely with the chair and members of the committee. Contacts with board members regarding business matters before the committee should normally be coordinated with the committee liaison. The committee liaison will be responsible for keeping the executive director and appropriate deputy executive directors apprised of matters pending before the committee.

Each staff member who is representing CMAP throughout the region should report back to his/her deputy executive director and executive director when board-related issues arise.

CMAP staff are encouraged to communicate with those board members who have demonstrated an interest in their area(s) of responsibility. The executive director should be notified, however, of any issues or concerns which may be raised by board members during such contacts.

All staff members should learn to recognize members of CMAP and conduct necessary business with them in a friendly but professional manner.

6.8 Harassment

It is the policy of CMAP to provide a productive work environment for its employees and not to tolerate verbal or physical conduct by any employee which harasses, disrupts or interferes with another's work performance or which creates an intimidating, offensive or hostile work environment. CMAP prohibits any form of harassment because of race, color, religion, national origin, age, disability, marital status, sex or other characteristic protected under federal, state or local law. Violation of this policy will result in discipline up to and including discharge.

Sexual harassment, in particular, is strictly prohibited and will result in appropriate disciplinary action up to and including termination. The Illinois Human Rights Act defines sexual harassment as any unwelcome sexual advances or requests for sexual favors or any conduct of a sexual nature when:

1. submission to such conduct is made, either explicitly or implicitly, a term or condition of an individual's employment;
2. submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
3. such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

While sexual harassment is generally associated with the conduct of a supervisor toward a subordinate, misconduct may also result from the improper actions of co-workers or vendors/consultants. Examples of sexual harassment include, but are not limited to:

1. sexual flirtation, touching, advances or propositions;
2. verbal abuse of a sexual nature;
3. graphic or suggestive comments about one's clothes or body;
4. sexually degrading words to describe an individual; and
5. the display in the workplace of sexually suggestive objects or pictures, including nude photographs.

Any employee who believes that he or she has been sexually harassed has a responsibility to report the situation as soon as possible to CMAP affirmative action officer. If the affirmative action officer is the subject of the complaint or is deemed to be difficult for a person of the opposite sex to approach, the complaint may also be made either to the executive director or the most senior management member of the same sex. The affirmative action procedures set forth in the grievances section of this handbook (section 2.10) are available to the employee for purposes of processing the complaint.

Any employee who initiates a sexual harassment complaint or who serves as a participating witness in an investigation will not be retaliated against, disciplined or

discriminated against for having done so in good faith. Complaints will be kept confidential to the extent feasible.

While it is hoped that any incidents of sexual harassment will be resolved satisfactorily through CMAP procedures, employees also have the right to file formal charges and use the legal recourse and investigative and complaint process of either the Illinois Department of Human Rights (814-6200) or the U.S. Equal Employment Opportunity Agency (353-2713).

6.9 Substance Abuse

As a recipient of federal grants and contracts, CMAP must comply with the provisions of the Drug Free Work Place Act of 1988 (P.L. 100-690) and any subsequent amendments thereto. CMAP will comply with this act and endeavor to provide a healthful, safe and secure work environment for its employees. CMAP recognizes substance abuse as a potential endangerment to these conditions because of the harmful or impaired behavior which may result from an employee being under the influence of alcohol or illegal drugs.

In adopting a drug free work place policy, CMAP has expanded the coverage of its policy to also encompass alcohol abuse. Employees must be able to perform their responsibilities unimpaired by any substance abuse problems. An employee whose performance is unsatisfactory due to an alcohol or drug dependency problem may be required, as a condition of employment, to satisfactorily participate in a substance abuse treatment program. CMAP will provide assistance in identifying those professional services which are available under its EAP or health insurance program, as well as other possible treatment options. Regardless of the cause, disciplinary action up to and including termination may result if unsatisfactory job performance continues to occur.

In accordance with the provisions of the Drug Free Work Place Act, the unlawful manufacture, distribution, dispensation, possession or use of a controlled substance on our premises and/or while performing agency business are prohibited. An employee who is convicted under a criminal drug statute for a violation occurring on our premises and/or while performing agency business must notify his or her deputy executive director no later than five (5) days after the conviction. Under the Drug Free Work Place Act of 1988, CMAP must in turn notify the appropriate federal funding source (s) of the conviction within ten (10) days after receiving such a notice. Any violation of the Drug Free Work Place Act requirements will result in disciplinary action up to and including termination, even for a first offense.

Employees will be required to acknowledge receipt of this policy statement and to

agree to abide by its terms.

6.10 Smoking

In order to promote the health and well-being of its employees, smoking is prohibited throughout CMAP offices.

7. OFFICE PROCEDURES

7.1 EMERGENCIES

Emergency situations include such events as fires, explosions or bomb threats, civil disturbances, severe injuries or illnesses, or robberies (see also Security, section 5.2). If an emergency arises, the primary concern should be the protection of life and the prevention of injury. The protection of personal or CMAP property should be considered only after everything possible has been done to protect the well-being of the staff members, board members and visitors.

In the event of a fire, explosion or bomb threat, a detailed emergency evacuation plan has been prepared in order to accomplish the safe and effective evacuation of our floor. Certain staff members have been assigned duties as emergency team members and will lead staff and visitors out of the office and down to a designated assembly floor or out the building until further information or instructions are received. The instructions given by emergency team members must be followed. Elevators are not considered safe for such emergencies and should not be used for evacuating the floor. It is important to remain calm and keep moving throughout the evacuation. No one should return to the offices until word has been received from the building management that it is safe. Copies of the emergency evacuation plan are available from the personnel section.

If you witness an emergency situation and are unsure as to whether it has been reported, please contact human resources (x 8672), the finance officer (x 8844), or building security (875-7711). In the case of an injury or sudden severe illness, the City of Chicago's emergency number (911) should be called first, and then it should be reported to the switchboard (x 0) in order that the receptionist may assist in directing the paramedics to the proper location. On-the-job accidents should also be reported to human resources immediately in order that the necessary claim form(s) may be processed.

7.2 Safety, Security and Evacuation

It is the policy of CMAP to try to provide a secure work environment for its employees, board members, visitors and their property. This requires constant vigilance on the part of all employees and compliance with the security rules of the building and CMAP.

The office of the building provides building passes which will be issued to all employees. These passes must be used to gain admission to the building and the office floor on weekends and before and after the building's normal business hours. If a security problem should arise in the CMAP office complex, it should be reported to human resources (x-8672) during normal business hours or to building security at 875-7711 at other times. If the problem is deemed an emergency, first call Chicago's emergency number, 911, and then let building security know that a 911 call has been made.

Staff members with private offices will receive keys to their rooms. Employees in open areas may request a key for a desk, file cabinet and/or storage cabinet for purposes of securing CMAP and/or personal property. Staff members should not leave purses or other valuables in sight or in unsecured locations. The loss or theft of CMAP or personal property, keys or a building pass should be reported immediately to human resources. Keys and building passes must be turned in to human resources upon separation.

CMAP will retain a copy of all keys. CMAP retains its right to enter any locked offices, drawers, or cabinets as necessary for the conduct of its business or to assure the safety and well-being of its employees.

As a public agency, CMAP regularly hosts public meetings and receives a large number of visitors. Attendees at public meetings must sign in on an attendance sheet for the meeting, which should be kept near the door of the meeting room. All other visitors (except those using the publication sales area) will be required to sign in and out of a visitors' log located at the reception desk. After signing in, visitors should not proceed past the reception desk unless accompanied by a staff member. When leaving, the visitor should also be escorted back to the reception area by a staff member to sign out and leave the office. Messengers must follow the building's requirements and check in and out of the messenger center located off of the first floor lobby.

7.3 Telephone and Voice Mail

CMAP telephone and voice mail systems are essential to the effective and efficient operation of the office. Accordingly, these systems are to be used principally for official agency business, and personal usage must be minimized.

It is recognized that an occasional need may arise to contact family or friends on matters of some urgency or in order to schedule or reschedule a personal appointment. However, it is expected that such calls be kept to a minimum. If a personal situation requires a more significant level, prior approval is needed from the deputy executive director. If possible, such calls should be scheduled during break periods.

Under no circumstances should personal telephone calls be made from the reception area. If receptionist personnel need to make a personal call while on duty, relief personnel should be requested to cover the switchboard while the personal call is placed from another location.

Personal telephone calls to destinations within the seven-county area may be made by staff with no reimbursement due CMAP. For personal calls to destinations outside the region, a long distance telephone record slip must be completed, noting that this was a "personal" call. The staff member will be billed for the long distance charges. While out of the region on official agency business, staff members may make one personal, long distance phone call per day to family or friends at agency expense, but the duration of the call should be limited to 15 minutes or less.

All staff are expected to handle their telephone calls and voice mail messages in a respectful, prompt and courteous manner. If it becomes necessary to transfer a call, ask the calling party if it is acceptable to be transferred to the voice mail system if the receiving party does not answer. If not, then contact the receiving part first to see if he or she is able to take the call.

Voice mail messages should be reviewed periodically throughout the day while in the office and, if possible, at least once a workday while outside the office on agency business. All voice mail messages should be returned as promptly as possible and preferably the same day. Each staff member's "greeting" message on the voice mail should be checked and updated periodically, such messages should be professional and businesslike. Although not required, staff are encouraged to review and update their "greeting" message on a daily basis.

The system manager may be contacted for more information on the telephone and voice mail systems.

7.4 Mail

Mail, faxes, hand-deliveries, and e-mail messages represent important communications, which require consistent handling in order for the information to be

communicated to the appropriate parties and for a record to be preserved in CMAP central files.

7.4.1 Incoming

All mail coming into the office is delivered to the central files clerk for sorting and distribution. Mail marked "personal" or "confidential" is delivered unopened to the addressee. Mail addressed to a board member is delivered unopened to the executive office. All other mail, except mail addressed to human resources or executive offices, will be opened and date stamped by the central files clerk. The central files clerk will be responsible for determining the distribution of the mail using a directory for guidance. After photocopying, the mail will be placed in the appropriate mail slots in the mail center for pick-up by staff.

The original copy of each piece of correspondence will be retained in central files. One photocopy will be marked "original for action," and it is expected that the recipient of this copy will take the necessary steps to respond to the correspondence. If the correspondence cannot be responded to within five working days, an acknowledgment of receipt of the letter should be sent with an indication that the response will be forthcoming. The central files clerk will also mark the initials of persons receiving information copies and show that a copy has been retained in central files.

A new year's work program, staff reorganization, or new projects arising during the course of the fiscal year will often require changes to mail routing procedures. Under such circumstances it is the responsibility of the project manager to inform the central files clerk of the new routing for such mail. Likewise, mail which is misrouted should be brought to the attention of the central files clerk for correction. It is important that the central files clerk be kept informed of these developments in order that these communications can be directed to the appropriate staff member(s) expeditiously.

A modification of the above mail routing routine is used for faxes, hand deliveries, documents brought into the office by staff members from outside sources, and materials presented at CMAP and committee meetings. These materials are to be given to the receptionist, who will determine the routing, make a copy for central files, and contact the recipients to inform them know that these documents are awaiting pick-up at the reception desk. Processing is carried out with all due speed in order that appropriate staff members receive copies of such documents as quickly as possible.

Staff members receiving e-mail messages must determine whether copies should be

routed to central files and/or other staff members. As a general guideline in this regard, the staff member should evaluate whether the particular communication would have warranted such copies had it been received in letter form.

Central files retains the hard copies of the mail for the three most recent calendar years. After that time it will be converted into microfilm format.

7.4.2 Outgoing

A copy of an outgoing letter should normally be routed to central files unless it is of a confidential or personal nature. In cases of faxes and e-mail transmissions, the staff member must determine whether copies of the particular communication should be routed to central files and/or other staff members.

Outgoing mail is metered, bundled, and dispatched by the mailroom staff. The postage meter in the mailroom is for official use only and is operated only by assigned mailroom or other trained personnel. In order to assure that the postal service schedule for pick-up is met, all out-going mail must be delivered to the mailroom by 4:00 p.m. for pick-up.

When large mailings are anticipated, two days advance notice must be given to the mailroom staff in order to assure adequate postage on the meter and available time for the mailroom staff to process the mailing. A postage charge form with project number indicated must be included with a mailing of 10 or more pieces.

7.5 Public Records

As a public agency, CMAP has responsibility to prepare, maintain, preserve and dispose of its public records in accordance with applicable federal and state laws and the rules and regulations established by the Local Records Agency of Cook County.

7.5.1 Central Files

Under the direction of administration, CMAP central files section is responsible for maintaining a current record retention schedule, coordinating CMAP program for the microfilming and disposition of records, and providing a storage and retrieval function for most of those public records requiring permanent retention. The following documents are to be stored in central files until the necessary retention/microfilming requirements have been met: original copies of incoming correspondence; duplicate copies of outgoing correspondence; signed original copies of contracts, agreements and resolutions; audio tapes of CMAP functions;

and public hearing documents. Staff members who receive or produce these items are responsible for submitting them to Central Files, and materials borrowed from central file must be signed out for in the log book provided.

7.5.2 Records Retention

CMAP's current record retention requirements are as follows:

1. Permanent Records. The following types of records must be maintained permanently in either original or microfilmed format:
 - a. Annual reports
 - b. Audits
 - c. board files
 - d. Correspondence and/or memos of historical, legal or administrative value
 - e. CMAP legal counsel and litigation files
 - f. Minutes of meetings (CMAP, standing and special committees and subcommittees)
 - g. Personnel files
 - h. Photographs
 - i. Planning project files and reports
 - j. Policies and procedures
 - k. Public hearing documents
 - l. Resolutions
 - m. Visitor logs

If permanent records (except personnel files) have been microfilmed, a copy of the microfilm should be placed and retained in central files. Copies of certain microfilmed documents may also be retained in the Illinois State Archives in Springfield if they meet the criteria for retention established by that agency.

2. Non-permanent Records. The following types of records may be disposed of once the requisite retention periods have been satisfied:
 - a. Accounting and payroll records other than annual audits
 - b. Agreements and leases
 - c. Correspondence and/or memos without historical, legal or administrative value
 - d. Audio tapes of meetings and hearings
 - e. Contracts
 - f. Data requests

- g. Employment applications and resumes
- h. Freedom of Information Act requests and denials
- i. Illinois Municipal Retirement Fund files
- j. Insurance policies, files and claims
- k. Meeting notices
- l. Press releases
- m. Purchase orders
- n. State and federal agreements and grants

Questions regarding the retention or disposition of specific records or types of records should be brought to the attention of the administrative principal for determination.

7.6 Communications Guidelines

Please refer to the separate document, CMAP Communication Guidelines, for information about how to handle publications, graphics (including use of the CMAP logo), media relations, and other related activities.

7.7 Travel

It is the general policy of CMAP to reimburse its staff for reasonable costs incurred in the conduct of official agency business outside the office. It is the responsibility of the employee to avoid unnecessary, excessive or unallowable expenses, including costs of an entertainment nature. Reimbursement will not be provided for an individual's normal trip to work expenses. For more details on travel, please refer to the "Business Travel" policy.

7.8 Mailing Lists

CMAP maintains two types of mailing lists, the master list and various sublists. Extensive coordination is needed in order to keep these lists as current and accurate as possible.

The master list consists of approximately 8,000 entries and includes elected and appointed officials of governmental bodies, advisory committee members, special interest groups, the press, and private citizens. The list is maintained in a computerized data base, which can be organized and sorted by alphabetical, category, zip code or other order. The list is maintained by a designated staff member in administration.

Sublists are for smaller groups of agencies or individuals and are maintained by the

department which uses them. The deputy executive director will designate the staff member responsible for its maintenance. As each entry in a sublist may also be contained in the master mailing list, it is important that changes in the sublist also be reflected in the master mailing list. This is accomplished by forwarding the change(s) to the manager of the master mailing list. Similarly, changes to the master mailing list will be referred back to sublist holders for updating or correction.

All returned or corrected mail will be directed to the master mailing list manager, as well as to the initiator of the mailing. Any staff who discovers name or address changes are requested to forward this information as quickly as possible to the master mailing list manager and/or the holder of the appropriate sublist (if known).

When sending out mailings to elected federal, state, county, municipal, park district and sanitary district officials, staff are required to request and use the current version of the appropriate list(s) from the administrative service department. It is recommended that at least one week's lead time be given for large or detailed list requests.

7.9 Office Equipment and Furniture

CMAAP office equipment and furniture are essential to the effective and efficient operation of CMAAP. As a public agency CMAAP must take reasonable steps to maintain and secure such assets.

Administration will be responsible for the allocation of equipment and furniture. No reallocation of such items may be made without prior approval. If circumstances necessitate the temporary removal of equipment or furniture from the office, a building pass must be obtained from administration and the items must be returned to the office within a reasonable time period.

Staff members are expected to take reasonable care of equipment which has been issued to them in order to avoid misuse, breakage, loss or theft. If it is determined that the staff member was negligent, a request to personally pay for the replacement or repair will be made. Requests for repair or maintenance should be routed to administration, except that computer-related problems should be brought to the attention of the information technology group.

From time to time it may be necessary for a staff member to use a personally-owned piece of equipment for CMAAP purposes. In the event that the item is damaged, lost or stolen while being used for official agency business, the incident should be reported as quickly as possible to administration and, if appropriate, a police report should be filed. If reimbursement is sought from CMAAP, a memorandum should be

prepared describing the incident, personal insurance coverage should be referenced, and a police report attached (if appropriate). This information should be routed to the administrative principal.