

Strength & Service Series: By the (Hand)book – Staying Compliant in a Changing Environment



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Many ministries are behind on updating their handbook...

When was the last time you updated your
employee handbook?





Today's Topics

TODAY'S



GOALS

Understand...

- *Share best practice on updating your handbook*
- *Discuss key employment areas to review or create*
- *Provide guidance for returning to the office or considerations for remaining remote*
- *Give an overview of the online HR Support Center*
- *Share how you can stay up to date with legislative changes*

Handbook Considerations for 2021



Why is an effective handbook important?

- Creates Awareness of behavioral and role expectations
- Drives accountability
- Complies with notification requirements
- Protects employers from liabilities
- Provides safety/comfort to employees
- Provides standardization of personnel and benefit policies
- Prevents misunderstandings, complaints, or job dissatisfaction

Handbooks, policies and forms....oh my!

- Accommodation/Modified Duty
- Alcohol/Drug/Tobacco
- Attendance/Tardiness
- At-Will Employment
- Background Check
- Bed Bug
- Bereavement
- Biometric Data Collection & Use
- Blood-Borne Pathogens
- Break/Scheduling/On-Call
- Child Safety
- Children in the Workplace
- Confidentiality
- Conflict of Interest
- COVID
- Discipline/Corrective Action
- Discrimination/Harassment
- Dress & Grooming
- Driving safely
- Equal Employment
- Employee Dating
- Employee Privacy
- Employment of Relatives
- Equipment & Phone Use
- Expense Reimbursement
- Family Medical Leave Act
- Gifts
- Grievance/Complaint
- Hiring
- Holiday
- Introductory/Probationary Employee
- Inspections & Searches
- Jury Duty
- Lactation Accommodations
- Moral
- Overtime
- Pay Periods
- Payroll Deductions
- Performance Review
- Property
- Rehire
- Sabbatical
- Safety/Workplace Injuries
- Federal or State Specific Leaves/Laws
- Sexual & other unlawful harassment
- Solicitation
- Student Privacy
- Technology
- Travel
- Tuition Reimbursement
- Voting
- Weapons/Violence
- Whistleblower
- Work from Home or Telecommuting

....And
More

Where to Start

Anti-harassment and Discrimination

- Simple statements about equal employment opportunities to all qualified individuals is generally not sufficient.

Mission and Values

- A general code of conduct and/or a morality code to accompany mission statements and values provide additional employer protection while also setting expectations on culture and behavioral norms.

Leave policies

- Policies that specifically address job protected leaves are usually needed in addition to employer provided leave/benefits.

Pandemic Health & Safety

- Fast paced requirements and recommendations are continuing to change regularly and can necessitate new or a need to revise current policies quickly.

Anti-harassment and Discrimination

Simple statements about equal employment opportunities to all qualified individuals is generally not sufficient

- “The Ministry provides equal employment opportunities to all qualified individuals without regard to race, color, gender, age, pregnancy, disability, ...et. All”

Robust policies are recommended

- Defines prohibited conduct and provides examples and definitions
 - “Sexual harassment is a form of sex discrimination.....”
- Outlines the process for someone who believes they are the target to report a concern.
 - “Any person who believes that they have been the target of harassment or discrimination is encouraged...”
- Describes the process an employer will follow if notified of a complaint of harassment or discrimination.
 - “In the event the employer receives a complaint of harassment or discrimination, it will”
- Outlines retaliation protections and expectations.
 - “Any form of retaliation...is strictly prohibited...”
 - Just stating retaliation is not tolerated is not enough
- Watch out for adverse/disparate impact in policies and practices (especially hiring)

Leave

Having a general PTO policy is not generally sufficient.

Policies that specifically address job protected leaves are usually needed in addition to other employer provided leave programs. Leave policies should include components that address:

- Eligibility
 - “Family Medical Leave (FMLA)/Emergency family and medical leave is available to employees who work...”
- Compensation
 - “The first 10 days (two weeks) of leave are unpaid, but”
- Reason for Leave
 - “Leave under this policy is limited to..”
 - Examples of types of leave policies include but are not limited to: Family Medical Leave, Maternity/Paternity, Sabbatical, Personal, COVID-related, Bereavement, Domestic Abuse/Sex Assault or Crime Victim, Jury or Court Attendance

Mission and Values



Often can start with mission and values of the organization.



Usually expands to a general conduct policy or code of ethics



Sets general expectations on culture, behavioral norms and how employees should act



Could consider including a morality code/ministry moral standards policy

Pandemic Health & Safety

Numerous new policies or revised policies have resulted/could result from the pandemic:

- COVID Response
- FFCRA – FMLA Child Leave
- FFCRA – Emergency Sick Leave
- COVID Travel Policies
- Work From Home
- Face Coverings Requirements
- State specific COVID Leave policies
- Emergency Closures
- Children in the Workplace
- Furloughs & Call Backs, Layoffs
- Health Screenings

Returning or Remote Staff Considerations

- Physical Location of Staff Can Trigger Need for:
 - New Policies
 - Practices
 - Benefits
 - Tax Implications
- Hybrid Models/Rotations in the Office
 - Norms/rules
 - Building a Common Culture/Team/Relationships
- Reasonable Accommodations
 - WAH, Desk Location, PPE
- Vaccination
 - Mandate or Encouragement
 - Vaccination Records

Best Practice - Dos

Update it Regularly

- Develop a schedule and a responsible party to initiate a review
- Review at least once a year OR immediately if warranted:
 - Laws/regulations change
 - Impactful current event
 - New organization situation
 - Benefit change
 - New policy or change to a policy
- Determine how you will be alerted or keep up with law or regulation changes
- Include employee/leader feedback
- Ensure its reviewed by an HR professional or attorney

Best Practice - Dos

Communicate & Train

- Readily accessible
- Train new hires timely
- Communicate just in time changes
- Conduct an annual refresher
- Ensure leadership knows policies and their role expectations
- Provide training especially on critical policies
 - Make sure you comply with state requirements on:
 - Curriculum
 - Frequency & length
 - Qualified trainers
 - Keep documentation of training attendance and acknowledgement of policies

Best Practice – Don'ts

- Make it a contract
- Include policies that don't apply
- Create policies that are unnecessarily long/difficult to understand
- Try to cover every employment scenario
- Infringe on NLRA protections
- Neglect to get updated consent and acknowledgement forms
- Use another employer's handbook
- Neglect to update it regularly for federal, state and local municipal law changes



HR Services Overview

HR Services Webpage

ConcordiaPlans.org/HR

Information and resources, including:

- Overview video
- Demo video
- Flyer
- Enrollment form
- HR Fitness Quiz

The screenshot shows the Concordia Plans website's HR Services page. At the top, the Concordia Plans logo is on the left, and navigation links for 'OUR SOLUTIONS', 'HOW WE SERVE YOU', 'WHO WE ARE', 'MEMBERS', 'EMPLOYERS', and 'RETIRES' are on the right. A dark blue header bar contains the text 'HR Services'. Below this, a breadcrumb trail reads 'Home > Our Solutions > HR Services'. The main content area features a large illustration of an office scene with a woman and a man in the foreground and a woman at a desk in the background. The text reads: 'HR Services takes the guess work out of HR'. Below the illustration, a paragraph explains that human resources issues can be complicated and that Concordia Plans has partnered with a leader in HR solutions to provide 'HR Services' to help manage and solve these issues. On the right side of the page, there is a 'OUR SOLUTIONS' menu with dropdown options for 'Health Care & Wellness Solutions', 'Retirement Solutions', 'Life & Disability Solutions', 'Payroll Services', and 'HR Services'. At the bottom right, there is a 'Learn more' section with the text 'Talk to an Account Manager!' and a 'CONTACT US' button with a right-pointing arrow.

The HR Support Center-Mineral



20 years in the industry



95% customer retention rate



Assisting over 365,000 businesses, churches and schools



98% of surveyed users recommend the service

The HR Support Center Provides:

Unlimited phone support from certified HR advisors

The screenshot shows the 'Ask the Pro' section of the HR Support Center. It features a profile for Phila, an HR advisor, with a 'Learn More' button. Below the profile, there is a 'Send Us Your Question' form with a dropdown menu for 'Please select any states that this applies to:' and a 'What's your question?' text area. To the right, there is a 'Give us a Call' button with contact information: '18771 880-4772', 'Mon - Fri 9am - 5pm PT', and 'Sat - 8pm ET'. Below that is an 'Our Promise' section stating 'Our commitment is to respond to your question by phone or online within 1 business day'.

Online access to comprehensive HR tools, information and resources

The screenshot shows the main navigation and content area of the HR Support Center. The top navigation bar includes buttons for 'Topics', 'Leave', 'Learning', 'Tools', 'Documents', and 'HR On-Demand'. Below the navigation is a search bar. The main content area is titled 'Topics' and features six topic cards: 'Benefits', 'Culture', 'Diversity & Discrimination', 'Employee Management', 'Health Care Reform', and 'Hiring'. Each card has a brief description and a 'Go to [Topic Name]' button.

HR Support Center - Homepage

The screenshot shows the homepage of the Concordia Plans HR Support Center. At the top left is the Concordia Plans logo. To the right is a navigation bar with icons for Admin Tools, My Account, My Messages, Contact Us, HR Concierge, Feedback, and Logout. Below this is a row of six blue buttons: Topics, Laws, Learning, Tools, Documents, and HR On-Demand. A search bar is located to the right of these buttons. Below the search bar is a light blue banner for 'Holiday Closures'. The main content area is divided into two columns. The left column features a 'Welcome to the Concordia Plans HR Support Center' section with introductory text and a 'Let's see it!' button. The right column features a 'Your COVID-19 Resource Center' section with a 'Let's see it!' button. Below these are three more sections: 'Ask The Pro' with a text input field, 'Employee Handbooks' with a 'Get Started' button, and 'Customize Documents' with a 'Get Started' button.

CONCORDIA PLANS

Admin Tools My Account My Messages Contact Us HR Concierge Feedback Logout

Topics Laws Learning Tools Documents HR On-Demand

Search

Holiday Closures

Welcome to the Concordia Plans HR Support Center

Concordia Plans is proud to provide quality human resources information and technology, backed by an experienced and credentialed team of associates. We are confident our online HR knowledge management system will help you manage your most valuable asset: your employees.

We encourage you to log into this resource often. With our HR Support Center you will be able to read articles, download forms and job descriptions, research laws, and access an extensive HR knowledgebase that has answers to your employment and relationship questions. Personalized HR support is available from competent, experienced professionals at the Concordia Plans HR Support Center, simply give us a call at 1877-1-880-4772 to see how we can help you. We'll need to know the type of Ministry (e.g., church, school) and worker type (e.g., Pastor, Commissioned Minister/Teacher, lay) you are calling about to ensure the accuracy of the information you'll receive from our experts.

For specific employee benefit information or administration please use www.concordiaplans.org and your [Employer Portal](#).

Your COVID-19 Resource Center

Guidance, FAQs, letters, policies, trainings, and more.

Let's see it!

Ask The Pro

Have a question for our HR Pros? Get started now. Check our [COVID-19 Resources Page](#) first for sample communications to employees, telecommuting resources, and links to federal, CDC, and OSHA resources.

Please indicate if your message is urgent. All questions, issues, and answers will be confidential.

Employee Handbooks

An employee handbook is critical to effectively managing your business. We can build a new one for you, or help update your existing handbook.


Get Started

Customize Documents

Our HR Pros can create or customize HR forms, letters, tools, and other documents for your business.

The HR Support Center Provides:

Employee handbook builder




PROFESSIONAL HANDBOOK BUILDER

Built just for you by our HR Pros - With our Professional service, our HR Pros will build and customize a handbook tailored to your organization.

Professional

I'D LIKE TO UPDATE MY EXISTING HANDBOOK



HANDBOOK UPDATE MANAGER

A suite of tools in your My Handbooks page built to help you maintain your existing handbook.

Update

Templates for job descriptions, policies and forms

Filter your choices **Policy Library**

Clear All Filters

TOPIC

- Benefits
- Compensation
- Conflict Management (Harassment)
- Corrective Action
- Culture

Browse our library of employee handbook policies below. You can review the full library or filter by HR Topic. Then copy and paste the policy you need into your employee handbook. Be sure to consult with an HR Professional to ensure that the policy meets the compliance obligations that apply to your specific business and jurisdiction.

COVID Travel Policy - Flexible or Semi-Flexible

COVID Travel Policy - High-Risk Travel/Restricted

Commitment to Diversity Statement

Ask the Pro

Need some help from one of our HR Pros? Go ahead and ask. They're standing by.

Ask the Pro

Need Help?

Having trouble finding what you need? Chat live with your HR Concierge. We're here to help!

Benefits

Compensation

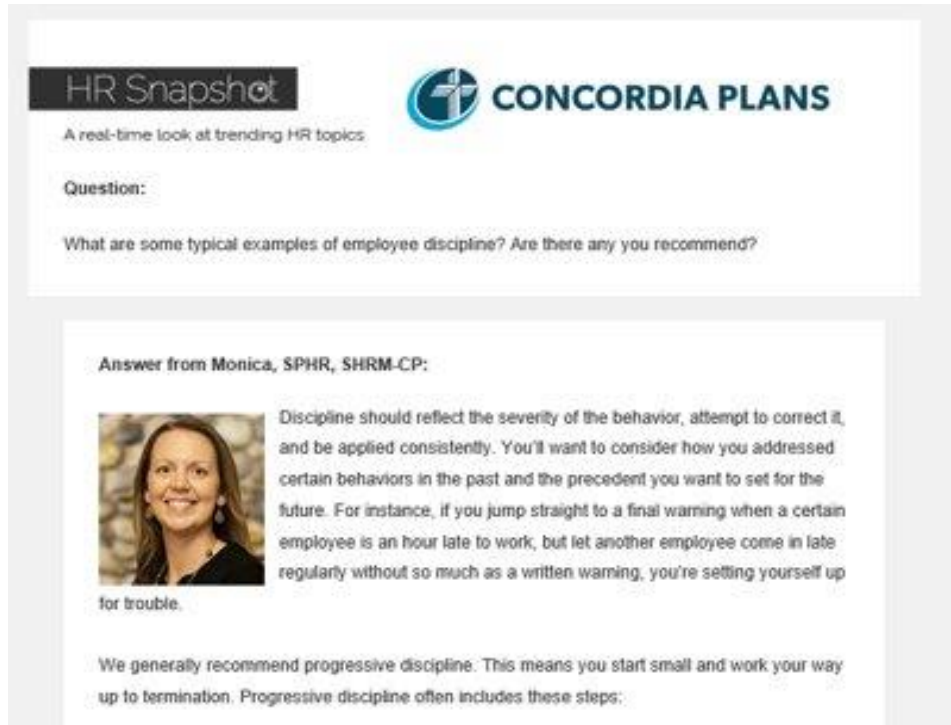
Conflict Management (Harassment)

Corrective Action

Culture

The HR Support Center Provides:

Timely email alerts, legal updates
and monthly HR newsletter




HR Snapshot
A real-time look at trending HR topics

CONCORDIA PLANS

Question:

What are some typical examples of employee discipline? Are there any you recommend?

Answer from Monica, SPHR, SHRM-CP:



Discipline should reflect the severity of the behavior, attempt to correct it, and be applied consistently. You'll want to consider how you addressed certain behaviors in the past and the precedent you want to set for the future. For instance, if you jump straight to a final warning when a certain employee is an hour late to work, but let another employee come in late regularly without so much as a written warning, you're setting yourself up for trouble.

We generally recommend progressive discipline. This means you start small and work your way up to termination. Progressive discipline often includes these steps:



Alert
From the HR Support Center

CONCORDIA PLANS

Federal Law Alert

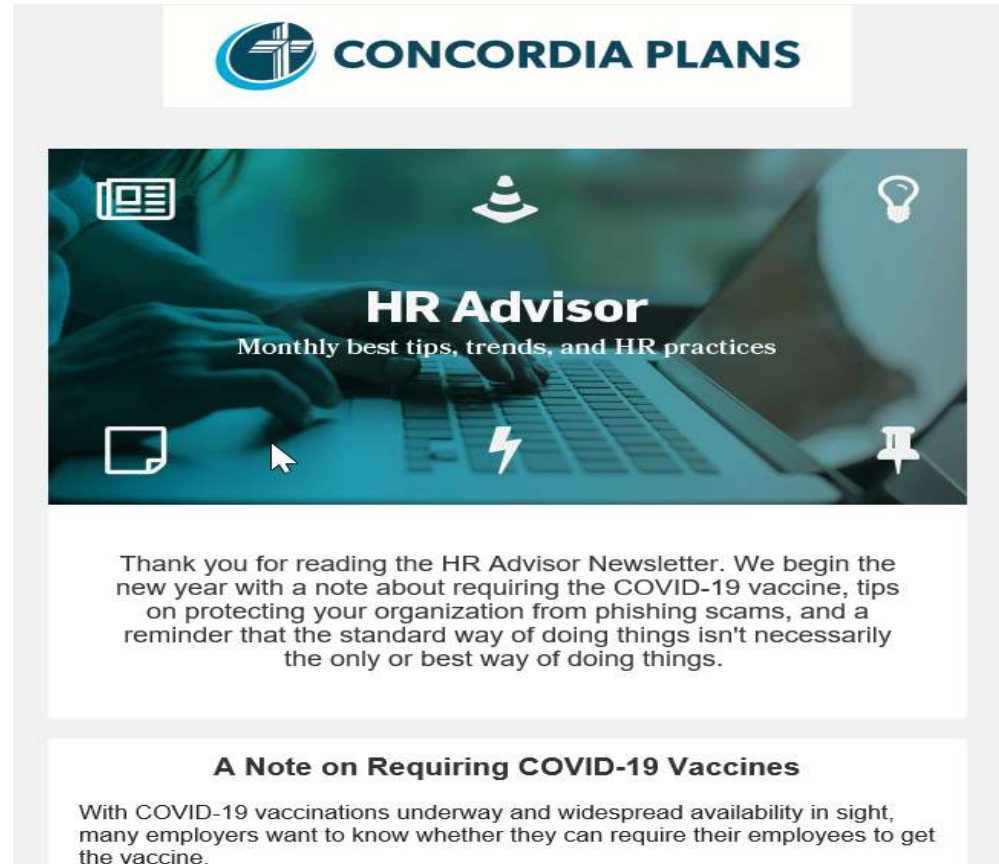
December 29th, 2020


COVID Relief Bill: Tax Credits for Paid Leave Extended to March 31


A new \$900 billion coronavirus relief bill became law and answers the question of whether federal Emergency Paid Sick Leave (EPSL) and Emergency Family and Medical Leave (EFMLA) will be extended.

The answer is yes, but it's an option, not a requirement. Here's what employers need to know:

HRSC Subscriber Communications



 **CONCORDIA PLANS**


HR Advisor
Monthly best tips, trends, and HR practices

Thank you for reading the HR Advisor Newsletter. We begin the new year with a note about requiring the COVID-19 vaccine, tips on protecting your organization from phishing scams, and a reminder that the standard way of doing things isn't necessarily the only or best way of doing things.

A Note on Requiring COVID-19 Vaccines

With COVID-19 vaccinations underway and widespread availability in sight, many employers want to know whether they can require their employees to get the vaccine.

HR Advisor-Monthly best tips, trends and HR practices

Key Take-Aways



Regular review of employee handbooks is crucial



Policies must be accurate and applicable



CPS is here to assist and we have resources to help



Questions?

MinistrySolutions@Concordiaplans.org

ConcordiaPlans.org/HR



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