

Introduction

This Employee handbook is designed to provide all employees of _____ with the Human Resources policies and procedures.

The pages within this booklet define the ways and means that _____ administers, equally to all employees, those rules and regulations that make for ethical business practices.

Guidelines are set forth for personal performance and behavior. All state and Federal regulations are adhered to whether listed or unintentionally left out.

The guidelines set forth in this booklet are not all inclusive. There are State and Federal regulations that apply to personnel related issues that _____ follows and are not necessarily listed in this booklet.

President

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Section I

Employment with _____

ANNOUNCEMENT OF NEW POSITIONS

The company believes that the best candidates to fill job openings may well be present employees. _____ will announce all new positions for five working days within the company prior to any outside recruitment. All open positions will be announced on the bulletin board and through e-mail. All present employees are encouraged to review the requirements for each position and apply for those positions in which they are interested. Applications will be given the same consideration as outlined in the company recruitment policy (Section I-2).

RECRUITMENT

_____’s leadership position demands that recruitment consistent with our Affirmative Action policy be conducted in an aggressive manner to attract top-caliber individuals to fill positions at all levels of the organization. Employee transfers or promotions may fill many positions. Others will be assigned to new employees who are recruited or apply directly to the company. Recruitment may be conducted through advertising, employment agencies, schools, employee referrals, or technical and trade referrals. Supervisors/managers should discuss the most appropriate method of recruitment for filling departmental positions with the Affirmative Action/Equal Employment Officer. All recruitment shall be conducted in an ethical, professional and non-discriminatory manner. Before filling any approved position vacancy, current employees who apply shall be given equal consideration for transfer or promotion. Refer to the policy, “Announcement of New Positions.”

A list of current openings will be posted on all company bulletin boards and on the company web page found on the Internet at kogassociates.com.

EMPLOYEE SELECTION PROCESS

Selection of candidates for all positions will follow the _____'s Equal Employment and Affirmative Action policies. Department managers are responsible for preparing a position requisition. Only _____, or his/her designee, is authorized to place ads, respond to inquiries from employment agencies and post requisitions on the company bulletin boards.

Job-related duties and qualifications, as listed on the job description and transferred to the personnel requisition, will provide the basis for initial screening of applications. All applications and resumes received for the requisitioned position will be forwarded to the appropriate Department Manager who will conduct initial screening for the minimum qualifications. The Department Manager will further screen the applications to select those individuals to be interviewed for the position. The Department Manager will conduct the interviews as part of a three-member panel unless otherwise delegated by the President. Strict conformance to Federal mandates of allowable questions is mandatory. Only job-related questions or questions that assess the candidate's experience, skill and training will be asked.

Some positions will require skills for which a known level of competence must exist; for example, typing and mathematics. Under these circumstances, the interviewer may request applicants to demonstrate these skills by completing an exercise involving a job-related work sample. It must be evident that such an exercise measures knowledge or skills required for the particular job. The results of an exercise must prove to be a valid prediction of job performance. All interviewed applicants must be given the same exercise.

The Vice President will be responsible for verification of employment information provided by the applicant if the information is needed in making a candidate selection. Information will be verified from prior employers.

The applicant should be advised that this information would be verified. For certain positions, background checks will be conducted. A potential employee must sign a Release for Information form.

This verification of information should be documented and will become part of the data used in the selection process.

Every newly hired employee must verify his or her eligibility for employment within three business days of accepting employment. The employee will fill out and execute the top of the I-9 form on their first day of work. The Affirmative Action/Equal Employment Officer will complete the form after examining the employee's documentation of identity and employment eligibility. Each document examined will be photocopied and the copy maintained in the employee's personnel file folder.

POSITION DESCRIPTIONS

The purpose of position descriptions at _____ is to define a position's duties. Within three months after every employee has filled a position, each Supervisor using input from the employee will prepare a personalized position description detailing the unique features of the job and establishing the employee's job objectives. The previous position description will be used as a model in defining the present employee's position. A Supervisor shall review an employee's position description when he or she requests it.

All position descriptions shall include the following information:

1. Title of position; Reports to:
2. Assigned organizational unit (e.g., Administration, Operations, Finance)
3. Position summary or overview
4. Duties and Responsibilities
5. Qualifications and education required
6. Classification of Exempt or non-exempt based on Federal Guidelines

These position descriptions are used by _____ to compare our positions with the positions of other companies for salary surveys. Position descriptions are also one of the factors used in setting the pay scale of positions within our company.

Management shall review all position descriptions annually to ensure equity and consistency within and across job families and functional lines.

SALARY CLASSIFICATIONS AND ADMINISTRATION

The classification for wage/salary level of each position is determined by the President and a team appointed by the President.

Determining factors include but are not limited to:

- Education Required
- Knowledge and experience required to perform the responsibilities.
- Number and level of employees supervised
- Position accountability
- Travel involved
- Importance of function, to _____.

Salary increases; decreases or other changes are administered by and at the discretion of the President and/or his designee(s)

INTERVIEW SUMMARY SHEET

Applicant's Name _____ Date _____

Position _____ Interviewer _____

Qualifications (Taken from job announcement)

Applicant's background

Job functions

Applicant's experience

Skills

Education

Knowledge

References of previous supervisors or managers

Preferred qualifications

Personal factors

Growth in career

Accomplishments

Applicant's strengths

Applicant's limitations

Interviewer Comments _____

RELEASE OF INFORMATION STATEMENT

I, _____ authorize _____ to conduct a background investigation to assess my eligibility for a position requiring a high level of reliability and trustworthiness. I authorize all persons who may have information relevant to this investigation to disclose it (including photocopies where requested) to _____ or their agents, and I release all persons from liability on account of such disclosure. I understand that the investigation may include verification of past employment, education, residential history, psychological makeup, criminal record check and opinions of references.

I authorize that a photocopy of my signature below may be used to obtain information regarding the investigation. This authorization is valid for a period of one (1) year or until employment is terminated whichever occurs first.

Signature of Employee

Date

Social Security Number

EMPLOYMENT CLASSIFICATIONS

Positions within the company are generally designed to require full-time employees. In certain functions and during some seasons, work schedules and company needs may require the services of other than full-time employees. There are four classifications of employees at _____.

1. Full-time,
2. Part-time,
3. Temporary, and
4. Consultant.

Full-time - An employee hired through an annual contract and qualified for full company benefits.

Part-time - An employee hired for an indefinite period in a position for which the normal work schedule is at least 20 but less than 40 hours per week and may be qualified for some company benefits.

Temporary - An employee hired for a position for which the scheduled work week can range from less than 20 to 40 hours, but the position is required for only a specific known duration, usually nine months or less.

Consultant - An individual possessing specialized skills that are hired only for a specific project. This individual is not an employee, paid an agreed upon fee and is responsible for their own benefits, taxes and other applicable fees.

Neither temporary or part-time employees nor consultants qualify for regular company benefits unless contradictory to state and federal regulations.

PROBATIONARY PERIOD

Employment with _____ is an **At Will**, employment agreement. The employee or employer can terminate the employment at anytime. If a contract is established between _____ and the employee, upon mutual agreement, the contract can be nullified.

Employee will receive an orientation to _____ it's policies and procedures, rules and expected performance within the first week of his/her employment. The employee's immediate supervisor will conduct this with input from other people, on an as needed basis. This orientation will include an overview of its mission, goals and objectives. (Additional explanation of professional and conduct expected of employees.)

Employees will be considered probationary employee for a period of 60 days, during which _____ can terminate the employment at anytime without notification or cause.

After 60 days the employee is considered a regular, non-probationary employee.

CORRECTIVE COUNSELING AND PERFORMANCE IMPROVEMENT

Corrective counseling may be initiated when company management believes that an employee's performance problem can and will be resolved through adequate counseling. Corrective counseling is completely at the discretion of _____. _____ desires to protect its investment of time and expense devoted to employee orientation and training whenever that goal is in the corporation's best interests. _____ expressly reserves the right to discharge "at will." Even if corrective counseling is implemented, _____ may terminate employees at the discretion of its officers. _____ in its sole discretion, may either warn, reassign, suspend or discharge any employee "at will," whichever it chooses and at any time. _____'s staff will be subject to the laws of the state in which they are working.

The President in consultation with the employee's Supervisor after review of the employee's corrective counseling documentation will determine the length of probation. Typically, the probation period should be at least long enough to provide the employee an opportunity to prove they have corrected their behavior satisfactorily. The Supervisor/Manager prepares a written probationary notice to the employee. The letter should include a statement of the following:

- A. The specific unsatisfactory situation;
- B. A review of oral and written warnings;
- C. The specific behavior modification or acceptable level of performance;
- D. Suggestions for improvement with a timetable for improvements and performance; plus
- E. A statement that further action, including termination, may result if defined Improvement or behavior modification does not result during probation period. "Further action" may include, but is not limited to reassignment, reduction in pay and grade or demotion.

DICIPLINARY ACTIONS

Disciplinary action reasons include, but are not limited to the following:

- Incompetence or unsatisfactory performance of duties.
- Conviction of a crime.
- Hindrance of the regular operation of the department or unit because of excessive tardiness.
- Knowingly giving false statements to Supervisors or the public.
- Violation of _____'s rules and policies.
- Use of or under the influence of alcohol or controlled substances.
- Acceptance of gratuities.
- Loss of job requirements such as loss of necessary license that prevents an employee from doing his/her job properly or adequately.
- Deliberate falsification or omission on an application that misrepresents individual's qualifications.
- Unauthorized disclosure of confidential information.
- Falsifying records including false recording of timesheet entries.
- Unauthorized use, possession or removal of property belonging to the company.
- Proven theft, pilfering, fraud or any other form of dishonesty in connection with the company.
- Unauthorized possession of firearms or other dangerous weapons on the company premises.
- Assaulting, threatening or intimidating anyone associated with the company.
- Insubordination including refusal to obey a reasonable order or any act that challenges the authority of supervisory personnel to issue a valid order.
- Gross negligence of duty or leaving work during work hours without authorization.
- Discrimination against employees, clients or any other persons associated with _____ because of race, color, creed, age, sex, national origin, religion or handicap.

Absence of defined reason in this handbook shall not prevent the dismissal, demotion or suspension of any employee for any cause that is justifiable even though such cause is not contained among those enumerated.

The Supervisor/Manager shall personally meet with the employee to discuss the probationary letter and answer any questions. The employee shall acknowledge receipt by signing the letter. If the employee should refuse to sign, the Supervisor/Manager may sign attesting that the letter was delivered to the employee and identifying the date of delivery. The probationary letter becomes part of the employee's personnel file.

On the defined probation counseling date or dates, the employee and Supervisor/Manager will meet to review the employee's progress in correcting the problem that led to the probation. Brief written summaries of these meetings should be prepared with copies provided to the employee and the Affirmative Action/Equal Employment Officer.

At the completion of the defined probationary period, the Affirmative Action/Equal Employment Officer or his or her representative, and the Supervisor/Manager will meet to determine whether the employee has achieved the required level of

performance and to consider removing the employee from probation, extending the period of probation or taking further action. The employee is to be advised in writing of the decision. Should probation be completed successfully, the employee should be commended, though cautioned, that any future recurrence may result in further disciplinary action.

Suspension - A two or three-day suspension may be justified when circumstances reasonably require an investigation of a serious incident in which the employee was allegedly involved. A suspension may also be warranted when employee safety, welfare or morale may be adversely affected if a suspension is not imposed. In addition, and with prior approval of the Affirmative Action/Equal Employment Officer, suspension without pay for up to three consecutive working days may be imposed for such proven misconduct as intentional violation of safety rules, fighting or drinking on the job. These examples do not limit _____'s, use of suspension with or without pay in other appropriate circumstances, such as the need to investigate a serious incident. In implementing a suspension, a written counseling report should set forth the circumstances justifying the suspension. Such a report may become part of the employee's personnel file.

Involuntary Termination - The involuntary termination notice is prepared by the Supervisor/Manager with concurrence of, and review by, the Affirmative Action/Equal Employment Officer. The Vice President who will conduct debriefing and complete termination documentation notifies the employee of the termination. Involuntary termination is reserved for those cases that cannot be resolved by corrective counseling or in those cases where a major violation has occurred that cannot be tolerated. Discipline procedures may be disregarded where the health and well being of the staff is perceived as being in jeopardy.

GRIEVANCE PROCEDURE

In coordination with the "Corrective Counseling" policy, an employee may express a verbal grievance to his or her immediate Supervisor. If the concern is not resolved to the employee's satisfaction within one week, the employee may put in writing the details of his or her grievance and submit the grievance to the Affirmative Action/Equal Employment Officer. The written statement will be reviewed by the Affirmative Action/Equal Employment Officer who will decide the matter. The employee and his or her Supervisor will request a hearing for resolution of the problem. The problem will be discussed in the presence of the employee and Supervisor. Final resolution of the grievance will be made by the President and discussed with the employee and Supervisor. The decision will be reduced to writing, and a copy given to the employee and Supervisor, with the original kept by the Vice President. A copy will be filed in the employee's personnel file.

GRIEVANCE FORM

Name of employee _____ SS# _____

Department _____ Date of hire _____

Job title _____ Date submitted _____

Complete details of grievance: (Include references to any law or policies)

Remedy requested _____

Employee Signature _____ Date _____

Disposition-Step 1 _____ Date received: _____

Supervisor: _____ Date communicated: _____ accepted [] appealed []

Disposition-Step 2 _____ Date received: _____

AA/EEO: _____ Date communicated: _____ accepted [] appealed []

President _____ Date communicated: _____ accepted [] appealed []

TERMINATIONS

Terminations are to be treated in a confidential, professional manner by all concerned. The Supervisor, Affirmative Action/Equal Employment Officer and President must assure that the termination is handled in a thorough, consistent and evenhanded manner. This policy and its administration will be implemented in accordance with the company's Equal Employment Opportunity statement.

Terminating employees are entitled to receive all earned pay, including all accrued vacation leave pay. Sick leave pay shall be reimbursed to the employee at the employee's current rate of salary after three years of employment with the corporation.

Employment with _____ is normally terminated through one of the following actions:

- Resignation - voluntary termination by the employee;
- Dismissal - involuntary termination for substandard performance or misconduct;
- Layoff - termination due to reduction of the workforce or elimination of a position; and
- Non-renewal of contract

Resignation: An employee desiring to terminate employment, regardless of employee classification is expected to give as much advance notice as possible. Resignation shall be submitted in writing to the Affirmative Action/Equal Employment Officer. To resign any position in good standing the employee shall give at least two weeks notice unless otherwise authorized.

Dismissal Substandard Performance. An employee may be discharged if his or her performance is unacceptable. The Supervisor/Manager or Affirmative Action/Equal Employment Officer shall have counseled the employee concerning performance deficiencies, provided direction for improvement and warned the employee of possible termination if performance did not improve within a defined period of time. The Supervisor or Department Manager is expected to be alert to any performance deficiencies. _____ or his designee shall perform discharge action.

Documentation to be prepared by the Supervisor/Manager or Affirmative Action/Equal Employment Officer shall include reason for separation, performance history, corrective efforts taken, alternatives explored and any additional pertinent information.

Misconduct. An employee found to be engaged in activities such as, but not limited to the following, shall be subject to termination by the President:

- Conviction of a crime.
- Hindrance of the regular operation of the department or unit because of excessive tardiness.
- Knowingly giving false statements to Supervisors or the public.
- Violation of _____ administrative regulations or department rules,

- including safety rules.
- Use of or under the influence of alcohol or controlled substances on the job.
- Acceptance of gratuities.
- Loss of job requirements such as loss of necessary license that prevents an employee from doing his/her job properly or adequately.
- Deliberate falsification or omission on an application that misrepresents individual's qualifications.
- Unauthorized disclosure of confidential information.
- Falsifying _____ records including false recording of timesheet entries.
- Unauthorized use, possession or removal of property belonging to _____.
- Proven theft, pilfering, fraud or any other form of dishonesty in connection with the _____.
- Unauthorized possession of firearms or other dangerous weapons on the _____ premises.
- Assaulting, threatening or intimidating anyone associated with _____.
- Insubordination including refusal to obey a reasonable order or any act that challenges the authority of supervisory personnel to issue a valid order.
- Gross negligence of duty or leaving work during work hours without authorization.
- Discrimination against employees, clients or any other persons associated with the _____ because of race, color, creed, age, sex, national origin, religion or handicap.

Termination resulting from misconduct shall be entered into the employee's personnel file. The employee shall be provided with a written summary of the reason for termination. No salary continuance or severance pay will be allowed.

Layoff: When a reduction in force is necessary or if one or more positions are eliminated, employees will be identified for layoff after evaluating the following factors:

- Company work requirements;
- Employee's abilities, experience and skill;
- Employee's potential for reassignment within the organization; and
- Length of service.

_____ will personally notify employees of a layoff. After explaining the layoff procedure, the employee will be given a letter describing the conditions of the layoff such as the effect the layoff will have on his or her anniversary date at time of call-back, the procedure to be followed if time off to seek other employment is granted and the company's role in assisting employees to find other work. The employee and the Affirmative Action/Equal Employment Officer, after consultation with the employee's Supervisor/Manager, will follow one of the following procedures:

- The employee will receive at least two weeks advance notice of termination date.
- The employee will be terminated immediately and will receive one week of pay for each year of employment with _____ in lieu of notice. The payment will be based on a 40-hour workweek at the employee's straight time rate or salary.

Non-Renewal of Contract: A notification in writing will be given to the employee at least sixty (60) days prior to the end of the current agreement of the intent of _____ to negotiate/renew the agreement for the coming year. If such notification is not presented to the employee by that time, the contract will automatically be extended.

TERMINATION PROCESSING PROCEDURES

The Affirmative Action/Equal Employment Officer must initiate a termination checklist. The President will direct and coordinate the termination procedure.

All outstanding advances charged to the terminating employee will be deducted from the final paycheck by the payroll department.

The employee will pick up his or her final payroll check on the next regularly scheduled payroll distribution date. The final check shall include all earned pay and any expenses due the employee.

On the final day of employment, the personnel department must receive all keys, ID card and company property from the employee.

The Affirmative Action/Equal Employment Officer may conduct either a formal or informal exit interview with the employee.

Terminated employee may be eligible for Cobra benefits according to Federal Regulations if qualified.

WORKDAY, PAYDAY AND PAY ADVANCES

Workday – Payday: Employees are paid _____. Time periods end on the _____. The employee will be paid on _____. Each workweek will generally consist of 40 working hours with one-hour daily lunch, but on occasion professional staff may be required to work additional or expanded hours.

Time cards are to be submitted to the Supervisor/Manager by _____.

If a company holiday falls on payday, employees will receive their payroll check on the last workday prior to the holiday.

Pay Advances: It is normal company policy to decline all requests for early paychecks or pay advances for emergency personal reasons. However, requests may be made directly to the President using the following form. Any payroll advance amount must be covered by adequate accumulated vacation or actual time worked.

PAYROLL ADVANCE REQUEST

Employee Name

Date of Advance Request

Advance Amount

Agreement:

I, the undersigned employee, in consideration of the above advance pay given to me by _____ hereby irrevocably authorize _____ Finance Department to deduct the above advance amount in equal installments from the net earnings payable to me for the (____) pay period(s) immediately following the date of receipt of the advance amount. I understand that each such deduction shall be (\$_____). I fully understand and agree that the total of all payroll deductions for repayment of this advance shall be equal to the total amount advanced in accordance with the above schedule.

I further understand and agree that my acceptance of the advance amount and this related authorization for payroll deduction shall in no way be construed as a contract for my continued employment with _____. In the event of my termination of employment with _____ whether voluntary or involuntary, prior to the total recovery by the _____ of the amount advanced to me, I authorize _____ to deduct the full remaining balance of this advance from my final paycheck. In the event my final paycheck is insufficient to repay the advance, I recognize my absolute and irrevocable obligation to fully repay any remaining balance to _____ after my final paycheck has been credited against the advance amount owed.

Signature:

Employee

Date

Approved:

President

Date

TIME AND COMPENSATION

Personnel in performance of their duties beyond the normal operations hours may, under certain conditions, be considered for compensatory time off at the discretion of the President. No monetary reimbursement will be given in lieu of compensatory time off. Only full time, salaried staff are eligible for compensatory time, although they are expected to work, on occasion, irregular hours as part of their job.

PERFORMANCE REVIEW AND EVALUATION

Any employee of _____ shall be subject to the attached evaluation program. Any increase in an employee's salary shall have a performance evaluation as a prerequisite. An employee's performance evaluation must reflect a rating of satisfactory or above or continued employment with _____ will be jeopardized.

Evaluations shall be conducted:

- At the end of the probationary period;
- Twice during the term of the Employment Agreement: informally after six months and formally prior to the twelfth month of employment; and
- Whenever there is a substantial change in an employee's performance or duties.

Merit Increases

Salary Merit increases will be approved by the President and/or his designee. Prior to any discussion with an employee concerning a merit or performance increase; the President must be informed of the proposed increase, reason for and percentage of increase.

Requests for increase shall be submitted to _____ in Confidential Memo format. The memo must include the following items, at a minimum:

- Present Wage/Salary
- Proposed Increase _ Percentage and Dollar amount
- New Wage/Salary
- Reason for increase- (In depth justification)
- Attached Copy of Performance Evaluation, if applicable

PERFORMANCE APPRAISAL

Employee Name	Job Title
Supervisor's Name	Performance Review Date

Outstanding: Employee consistently meets, and in many instances exceeds, established standards and desired results.

Very Good: Employee consistently meets established standards and desired results.

Satisfactory: Employee meets established standards; usually meets and seldom falls short of desired results.

Development Needed: Employee meets established standards in some instances but lacks consistency; seldom exceeds and falls short of desired results.

Note: Outstanding and Development Needed will require written explanation.

	Out-standing	Very Good	Satis-factory	Develop-ment Needed	Supervisor Comments
Performs job skills					
Knowledge of work					
Leadership/Innovation					
Quality of work					
Quantity of work					
Communication					
Teamwork					
Attitude					
Dependability					
Judgment					

Areas Needing Improvement.
(Include specific action required and timeframe.)

Objectives Set for Next Evaluation Period.

Summary of Evaluation.

Employee's Signature
(Signature signifies review of evaluation)

Date

Supervisor's Signature

Date

President's Signature

Date

Topic Description

Performs Job Skills

Consider employee's specific job description.

Knowledge of Work

Consider employee's extent of knowledge vital to perform his/her job. Consider response to training, understanding assignments, growth of skills and comprehending the overall system and workflow.

Leadership/Innovation

Consider employee's initiative. His/her ability to adjust and adapt to new systems. His/her effectiveness with duties without being briefed on every little detail. Consider employee's desire to improve things, do better and learn more.

Quality of Work

Consider the quality of the output. The accuracy of details in the production. The neatness of reports. Consider the amount of errors in the performance.

Communication

Consider the communication skills possessed by the employee. His/her ability to effectively exchange information between clients, colleagues and management.

Teamwork

Ability to work with colleagues and management to attain common objectives and/or goals.

Attitude

Consider employee's disposition, his/her general attitude towards job, associates and supervisor. Is he/she courteous, cheerful, and well mannered? Does he/she have a desire to do better and learn more?

Dependability

Does the employee assume responsibility with minimum supervision? Consider the ability to meet deadlines with minimum supervision. Refer to attendance. Consider the number of times arriving late/leaving early. Consider the causes. Consider the general sense of responsibility.

Judgment

Consider the employee's ability to conduct routine matters and his/her ability to act promptly and properly under abnormal circumstances. Consider the employee's ability to work with minimum supervision.

PAYROLL DEDUCTIONS

The following mandatory deductions will be made from every employee's gross wages: Federal income tax, social security tax (FICA) and where applicable, state income tax.

Every employee must fill out and sign a federal withholding allowance certificate (IRS Form W-4) on or before his or her first day on the job. This form must be completed in accordance with federal regulations. The employee may fill out a new W-4 at any time when his or her circumstances change. Employees who paid no federal income tax for the preceding year and who expect to pay no income tax for the current year may fill out an Exemption From Withholding Certificate (IRS Form W-4E). Employees are expected to comply with the instructions on the W-4. Questions regarding the propriety of claimed deductions may be referred to the IRS in certain circumstances.

Other optional deductions include the portion of Health Insurance not paid by _____ for dependent coverage (as applicable) which is deducted from each payroll check. Other voluntary contributions (e.g., credit union, 403-B plan and United Way) are also deducted each pay period.

Every employee will receive an annual Wage and Tax Statement (IRS Form W-2) for the preceding year on or before January 31. Any employee who believes that his or her deductions are incorrect for any pay period, or on the W-2 should check with the Vice President immediately. Your Supervisor/Manager will give you time to do this during the workday.