

# CSEMS Policy Manual

*Approved July 28, 2004*

## Chain of Command

### Policy 1.1

The Board of Directors of the Central Shenandoah EMS Council is responsible for setting policies for its staff members. The Board employs the executive director, to whom it delegates responsibility for the day-to-day administration of the non-profit.

Each staff member of the CENTRAL SHENANDOAH EMS COUNCIL is accountable only to the executive director, through whom all communication to the Board is channeled. A staff member who does not follow the stated policy of channeling information through the executive director is subject to disciplinary action.

## Open Door

### Policy 1.2

All staff members are encouraged to provide input and suggestions concerning the overall operation and programs of the non-profit, following the proper channels of communication. Staff members should initially bring their comments to their immediate supervisor. In those cases where it may be inappropriate, staff may approach the executive director.

This non-profit operates in an "open door" manner. All staff input is considered and can be presented without fear of personal recrimination on the staff member or his or her position.

## Conflict of Interests

### Policy 1.3

CENTRAL SHENANDOAH EMS COUNCIL expects the primary interests of the staff members to be the people and agencies we serve. A conflict of interests occurs when the interests of a staff member or another outside party actually or potentially affect the CENTRAL SHENANDOAH EMS COUNCIL in a negative manner.

- **OUTSIDE BUSINESS INTERESTS** – Staff members may have outside business interests and employment so long as these do not interfere with job performance. Staff members may not earn profit from outside employment or business interests which directly results from affiliation with the CENTRAL SHENANDOAH EMS COUNCIL.

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- GIFT, GRATUITIES -- Staff members are not to accept gifts, gratuities, free trips personal property or other items of value from an outside person or organization as an inducement to provide services.
- PERSONAL BELIEFS -- CENTRAL SHENANDOAH EMS COUNCIL recognizes that its staff members may hold a wide range of personal beliefs, values and commitments. These beliefs, values and commitments are a conflict of interests only when they prevent staffers from fulfilling their job responsibilities, if staff members attempt to use CENTRAL SHENANDOAH EMS COUNCIL time and facilities for furthering them, or if staff members continue attempting to convince others of their personal beliefs after they have been asked to stop.

## Speaking to the Media

### Policy 1.4

A staff member may not speak to the news media as an official or unofficial spokesperson of the CENTRAL SHENANDOAH EMS COUNCIL without prior clearance from the executive director. All inquiries from the media should be referred to the executive director or, if he/she is unavailable for an extended period, the President of the Board of Directors.

Should a staff member receive a media inquiry, he or she should respond: "I have no authority to respond to your request. You should refer your question to the executive director."

## Telephone Calls

### Policy 1.5

Staff members are discouraged from making personal local or long-distance calls on CENTRAL SHENANDOAH EMS COUNCIL telephones. Personal use of CENTRAL SHENANDOAH EMS COUNCIL telephones for long-distance calls by staff members is not allowed, except in a case of emergency. For this reason, staff members are encouraged to obtain and use a personal telephone calling card to bill calls to their home telephone. If this is not possible, the staff member must report the call to his or her supervisor and enter the call in the Personal Long-Distance Telephone Call Record. Payment to CENTRAL SHENANDOAH EMS COUNCIL for any personal calls must be made monthly, upon receipt of an itemized bill.

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## Inclement Weather & Emergency Closings

### Policy 1.6

The executive director or his designee may close CENTRAL SHENANDOAH EMS COUNCIL due to inclement weather or emergency on days other than regularly scheduled holidays. Should this occur, every attempt will be made to notify staff members using telephones, pagers and announcements over local stations. Unless otherwise requested, staff members are not expected to work during emergency closings.

The absence will be considered an excused absence for all staff and will not be charged to earned leave time. Should an emergency closing occur while a staff member is already on earned leave time, or is an hourly employee, he or she is not entitled to additional wages.

## Travel

### Policy 1.7

From time to time, staff members will be required to travel on official business. In order to contain the cost of travel and lodging, all staff members will meet the following requirements:

1. Report all expenses such as meals, lodging, tips and travel mileage to and from the destination on a Travel Reimbursement Form. CENTRAL SHENANDOAH EMS COUNCIL vehicles will be used whenever possible. Mileage on personal vehicles will be reimbursed at a rate of .32 cents per mile.
2. Obtain prior approval from the executive director for any overnight or out-of-town travel plans.
3. Use discretion with meal costs and submit a receipt for meal expenditures.
4. Staff members are expected to utilize "supplied" meals whenever possible to conserve travel expenses.

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## EEO & Affirmative Action

### Policy 2.1

#### **EQUAL EMPLOYMENT OPPORTUNITY STATEMENT**

The CENTRAL SHENANDOAH EMS COUNCIL believes that equal opportunity for all staff members is important for the continuing success of our organization. In accordance with state and federal law, the CENTRAL SHENANDOAH EMS COUNCIL will not discriminate against a staff member or applicant for employment because of race, disability, color, creed, religion, sex, age, national origin, ancestry, citizenship, veteran status, or non-job related factors in hiring, promoting, demoting, training, benefits, transfers, layoffs, terminations, recommendations, rates of pay or other forms of compensation. Opportunity is provided to all staff members based on qualifications and job requirements.

#### **AFFIRMATIVE ACTION STATEMENT**

The CENTRAL SHENANDOAH EMS COUNCIL provides equal employment opportunity to all persons without regard to race, color, religion, disability, sex, age, or national origin, and promotes the full realization of this policy through a positive, continuing program of affirmative action. The CENTRAL SHENANDOAH EMS COUNCIL is committed to equal opportunity for all applicants and staffers in personnel matters including recruitment and hiring, benefits, training, promotion, compensation, transfer and layoff or termination. We strive for a staff that reflects diversity.

We will attempt to achieve and maintain a diverse work force. These steps may include, but are not limited to, the following:

1. Pursuing our affirmative action program along with regular review by the Board of Directors.
2. Ensuring that the CENTRAL SHENANDOAH EMS COUNCIL policy regarding equal employment opportunity is communicated to all staff.
3. Ensuring that hiring, promotion, salary administration practices are fair and consistent with the CENTRAL SHENANDOAH EMS COUNCIL policy.
4. Reporting to the Board of Directors on all activities and efforts to implement the policy of equal employment opportunities.
5. To the extent that our staff is not diverse, we will make special recruitment efforts as part of this plan.

Each supervisor and member of management staff must provide equal opportunity for all staffers with regard to work assignments, training, transfer, advancement, and other conditions and privileges of employment, and to work to assure a continuation of this policy of equal employment opportunity.

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## ADA Compliance

### Policy 2.2

The CENTRAL SHENANDOAH EMS COUNCIL welcomes applications from people with disabilities and does not discriminate against them in any way. The CENTRAL SHENANDOAH EMS COUNCIL complies with the Americans with Disabilities Act (ADA). For example, by:

- Considering all applicants with disabilities for employment using the same criteria as are used for the employment of persons without disabilities.
- Considering staffers with disabilities for promotion using the same criteria that are used for the promotion of staffers without disabilities.
- Taking steps to make its facilities barrier-free and accessible according to appropriate federal and state mandates.
- Making scheduling and other adjustments to reasonably accommodate staffers with disabilities.
- Educating staffers to the fact that individuals with disabilities are employed by CENTRAL SHENANDOAH EMS COUNCIL and should not be discriminated against.
- Posting notices explaining the provisions of ADA and staff rights under the law.

## Sexual Harassment

### Policy 2.3

The CENTRAL SHENANDOAH EMS COUNCIL will not tolerate sexual harassment of its staff members. This means that the following behaviors are grounds for disciplinary action, including termination:

- Unwelcome sexual advances
- Requests for sexual favors or acts
- Insulting or degrading sexual remarks or conduct directed against another staffer
- Threats, demands or suggestions that a staffer's work is contingent upon toleration of or acquiescence to sexual advances
- Retaliation against staffers for complaining about such behaviors
- Any other unwelcome statements or actions based on sex that are sufficiently severe or pervasive so as to unreasonably interfere with an individual's work performance, or create an intimidating, hostile or offensive work environment.

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Any person who has a complaint of sexual harassment against a superior, a co-worker, a vendor or a person we serve should bring the problem to the attention of CENTRAL SHENANDOAH EMS COUNCIL. Complaints may be raised with any of the following persons:

1. Executive Director
2. Board President
3. Board Vice-President
4. Board Secretary

The CENTRAL SHENANDOAH EMS COUNCIL prohibits retaliation against anyone for having raised such complaint in good faith or cooperation with an investigation of a complaint. Complaints will be investigated and handled as confidentially as possible in the manner prescribed below.

Complaints of sexual harassment will be investigated as promptly as possible. The allegations of the complaint and the identity of the persons involved shall remain confidential, in order to conduct a full and impartial investigation, remedy violations, monitor compliance and administer the policy.

The investigation shall include, but will not be limited to, discussion with both parties and witnesses. Where appropriate, a report shall be forwarded to the executive director with recommendations concerning remedial action, if necessary. The executive director will review the recommendation, determine the corrective action, if any, notify all parties of his decision and implement the decision.

## Recruitment

### Policy 3.1

The CENTRAL SHENANDOAH EMS COUNCIL fills job openings with qualified applicants. The following paragraphs summarize the major elements of our hiring policies.

- **PREFERENCE FOR INTERNAL CANDIDATES.** Job openings are filled by qualified persons from within CENTRAL SHENANDOAH EMS COUNCIL when possible. Preference is given to internal candidates over external candidates when both are equally qualified. However, internal candidates are not guaranteed the position for which they apply.

Job openings and instructions for applying are posted on the official office bulletin board. CENTRAL SHENANDOAH EMS COUNCIL may begin an external search for applicants simultaneously with the job posting. However, no external

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applicants will be interviewed or hired for at least seven (7) days following the date of posting, except in the case of vacancies which must be filled on an emergency basis.

- TESTING/SCREENING. Applicants may be required to fill out a standard screening instrument and/or take a test as a condition of being considered for employment. All such tools will not discriminate against any ethnic, religious, disabled or other minority group.
- INTERVIEWING. Applicants will be screened to determine who should become candidates for a job. Job candidates may be interviewed by more than one person.
- REFERENCES. References will be checked on all candidates to whom job offers may be made, BEFORE the offers are made. A criminal background check and DMV history check will also be performed.

## Job Descriptions

### Policy 3.2

The CENTRAL SHENANDOAH EMS COUNCIL will maintain a written job description for all staff positions, both paid and volunteer. In the event new paid positions are created through expansion or reorganization, written job descriptions will be prepared and then approved by the executive director prior to filling the position.

A job description must contain the following elements: title, summary of job duties, performance requirements, definition of the essential and nonessential functions of the position, qualifications (education, experience, other) attributes, immediate supervisor, employee signature, executive director signature and date.

Job descriptions are to be as detailed and explicit as possible. However, staff members may be required to perform duties not specifically related or specified in the job description. In the event new major responsibilities or other significant changes occur, the job description must be rewritten to reflect these changes.

Written job descriptions play a key role in assuring our organization's compliance with the Americans with Disabilities Act, and other federal and state employment laws.

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## Receipt of Policy Manual

### Policy 3.3

Staff members, upon receipt of their copy of the personnel policy manual affecting their employment or any addendum thereto, must sign a "Receipt of Policy Manual" form indicating that they have read and understand the CENTRAL SHENANDOAH EMS COUNCIL policies. Staff members also acknowledge their understanding that no part of this manual shall be construed as being an employment contract – either expressed or implied – between the staff member and CENTRAL SHENANDOAH EMS COUNCIL.

This manual has been prepared for the information and guidance of staff members working at the CENTRAL SHENANDOAH EMS COUNCIL. It is intended to cover the procedures, rules and policies most often applied to day-to-day work activities. Some of the information will change from time to time since our policies are always under constant review and are revised when appropriate. Such changes will be communicated to you in writing, in advance of their implementation. There is no guarantee of employment made to any staff member in this manual.

## Licenses and Certifications

### Policy 3.4

Staff members whose jobs require professional license(s) or certification(s) must present documentation of their license(s) or certificate(s) prior to employment.

- Staff members must pay the cost of obtaining their license or certification, or maintaining it in a current, unrestricted status.
- Copies of the license or certification, plus copies of all renewal or changes, must be provided by the staff member for inclusion in his or her personnel file.
- Staff members must notify their supervisor before the next scheduled workday of any changes in the status of their license or certification.

## Introductory Period

### Policy 3.5

Whenever the term "Introductory Period" is used in this personnel policies manual, it shall mean up to the first six months of employment by a newly hired staff member.

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Staff members whose service is satisfactory in the introductory period may become regular full-time or part-time staff members, subject to the availability of funds, the continued existence of the position and continued satisfactory work performance in the position.

A staffer may be terminated at any time during and after the introductory period if his or her performance continually fails to meet minimum performance standards.

After completing the introductory period, the prospective full-time staffer is given a non-compensation-related performance review. This review includes writing goals based on the staff members' strengths and weaknesses identified during his or her introductory period.

A current staff member who is promoted or assigned another job is subject to these policies.

## **Exempt & Nonexempt Staff**

### Policy 3.6

Employee classifications are determined by the Fair Labor Standards Act (FLSA). They are "exempt" and "nonexempt."

- "Exempt staff members" include those who are not subject to the overtime provisions defined by the FLSA.
- "Nonexempt staff members" must comply with the overtime pay provisions of the FLSA, regardless of individual titles or duties. Any staff member who does not meet the qualifications for exemptions are included in the term "nonexempt."

## **Compensatory Time & Overtime**

### Policy 3.7

The CENTRAL SHENANDOAH EMS COUNCIL recognizes that overtime is sometimes required.

Therefore, compensatory time or overtime may be granted to exempt staffers by the executive director. However, compensatory or overtime is granted only when a staffer shows extraordinary effort, and should not be considered automatic. Compensatory and

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overtime is not granted for work during staff trips away from CENTRAL SHENANDOAH EMS COUNCIL.

Nonexempt staff members, who work overtime with the executive director's approval, will be paid overtime in accordance with this state's wage and hour laws.

## Personnel Records

### Policy 3.8

This is a description of the CENTRAL SHENANDOAH EMS COUNCIL's record-keeping system in regard to personnel information. Each staff member's individual personnel file is regarded as confidential information and is treated as such. The only persons with access to the file shall be the office manager and executive director. Access to personnel files will be on a need-to-know basis.

Staff personnel files contain the following information:

- Application and resume
- Letters of appointment and acceptance
- Signed job description
- Copies of transcripts, diplomas, certificates and licenses
- On-going performance evaluations
- Any memoranda or documentation relating to performance
- Letters of commendation or exceptional performance
- Warning letters and records of disciplinary actions
- Leave absence information
- Documentation required by state or private regulatory agencies

## Vacation/Annual Leave

### Policy 4.1

The Central Shenandoah EMS Council provides paid vacation for rest and relaxation which we believe is important for staff member's physical and mental health.

Full-time staff members accrue vacation days according to the following schedule:

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Years of Service	Days	Hours
0	10	80
1	12	96
2	14	112
3	15	120
4	16	128
5	17	136
6	18	144
7	19	152
8	20	160
9	21	168
10 or more	25	200

- Part-time staffers accrue vacation days on a pro-rated basis.
- Staff members may not take vacation days until after the first full month of employment.
- All employees eligible for vacation will be credited with their annual leave on January 1.
- New employees are credited with one day of annual leave at the completion of each of the first six full months of employment. At the end of the first six months, employees are credited with one additional day of annual leave for each month remaining until January 1.
- The maximum accrual for annual leave shall be 30 days or 240 hours. [Is currently 160]
- If a recognized Council holiday falls on a regularly scheduled workday during an annual leave period, the day is paid as a holiday, and is not counted against annual leave.
- Annual leave may be taken only with the approval of the executive director. Leave will be approved when requested provided sufficient personnel are available to perform satisfactorily all duties and services of the Council during the period of leave. The executive director shall determine the proper notification period which employees shall observe in applying for annual leave.
- Payment will be made for unused accrued vacation leave upon separation pending return of all assigned CSEMS property.

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## Holidays

### Policy 4.2

The following holidays are declared official holidays for staff. If a holiday falls on a Saturday, it will be observed on the preceding Friday; if a holiday falls on a Sunday, it will be observed on the following Monday.

Due to the nature of EMS in Virginia, it is sometimes necessary for staff to work on holidays. Every effort will be made to prevent job assignments on holidays. The holiday may be taken after the official date, but must be taken within the same quarter that the holiday falls.

Part-time staff members whose scheduled workweeks are at least 72 hours per month or more are entitled to holiday pay on a pro-rated basis.

Official CENTRAL SHENANDOAH EMS COUNCIL paid holidays:

- New Year's Day
- Martin Luther King, Jr. Day
- President's Day
- Memorial Day
- Fourth of July
- Labor Day
- Thanksgiving Day
- Day after Thanksgiving
- Christmas Eve
- Christmas Day
- New Years Eve
- Two personal days of choice.

## Sick Leave

### Policy 4.3

Sick leave provides time off with pay for periods of illness or incapacity resulting from injury. Sick leave may also be used by staff for health care appointments that cannot be scheduled at times other than the workday.

### Administration of Sick Leave

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Sick leave of full-time staff members is accrued at 1.5 days per month (12 hours) for a total of 18 days (144 hours) per year. Sick leave may be carried over from one year to the next, but the accrual will never exceed 180 days (1440 hours).

Sick leave is accrued from the date of employment, but may not be used prior to the completion of the first month of service.

No payment is made for unused accrued sick leave upon separation.

## **Sick Leave Use**

Each staff member is responsible for directly notifying the executive director when illness prevents his/her attendance at work. When an extended length of absence due to illness is required, the executive director must be kept advised if the absence is expected to continue for a longer period than originally anticipated.

A doctor's statement is required for more than five consecutive days' absence due to illness or, at the discretion of the executive director, when an accumulation of scattered absences seems to establish a pattern of illness. The Council may request and obtain verification of the circumstances surrounding any use of sick leave.

## **Jury Duty & Subpoenaed Leave**

### Policy 4.4

If a staff member is called to serve on jury duty, then they should notify the executive director immediately. All staffers will be on paid status while on jury duty. Staffers will be paid the difference between their regular salary and the amount received as jury pay. A copy of the jury summons must be turned in to the Office Manager in order for the staff member to receive pay.

If a staff member is served with a subpoena requiring him or her to serve as a witness, the staffer will be permitted time off to attend hearings/trials without loss of pay or threat of loss of pay or job. Subpoenaed staff members will be paid the difference between their regular salary and the amount received as the witness fee (where applicable). Documentation of witness times and fees must be submitted to the Office Manager.

Upon verification from court personnel (ie, letter from prosecutor/attorney, etc), victims of a crime may submit a written request for "court attendance" to the Office Manager. The request must be approved by the executive director. Time off will be charged to accrued vacation time, or the staff member may opt for time off without pay. Staff members must provide verification of attendance from court personnel.

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## Workers Compensation

### Policy 4.5

Staff members are protected under the state workers compensation law against loss of income due to injury or death that occurs during work activities. The CENTRAL SHENANDOAH EMS COUNCIL pays the entire cost of the Workers Compensation insurance premium.

*Staff members must report all job-related accidents, injuries and illnesses immediately after experiencing symptoms.* The insurance carrier will determine the benefits, if any, the staff member receives.

- REPORTING – Any staff member injured on the job will report the injury immediately to the Office Manager and/or executive director, regardless of whether the injury is minor or of no apparent significance.
- INCIDENT REPORT – An Incident Report will be completed promptly by the Office Manager/executive director to ensure documentation and expedite compensation.

Failure of a staff member to document job-related injuries may result in disciplinary action, including termination. Reporting job-related injuries protects both the CENTRAL SHENANDOAH EMS COUNCIL and the staff member.

## Performance Appraisals

### Policy 5.1

All staff members shall receive, at least once per year, a performance appraisal which will objectively assess their performance and accomplishments relative to the job description. Appraisals will occur no later than June 15 of each year.

Standardized forms will be used to record all formal performance appraisals, and all individuals supervising the staff member being evaluated will contribute to the review. These records will be used to help determine salary reviews, advancements, layoffs and other personnel actions which are based on merit.

All staff members must be given the opportunity to review and make copies of performance reviews. Staff members are encouraged to include written comments on the review, if appropriate. Staff members who disagree with an appraisal are

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encouraged to discuss areas of disagreement with their supervisor. Staff members must sign and date their appraisal after all comments have been noted.

Performance appraisals become a permanent part of each staff member's personnel file. This information will be held in strict confidentiality, and may only be released to a third party with the prior written approval of the staff member.

## **Disciplinary Philosophy**

### Policy 5.2

The CENTRAL SHENANDOAH EMS COUNCIL uses progressive discipline to ensure staff compliance with performance standards, ethics and conduct. Except in cases of repeated, willful or flagrant violations of these standards, a supervisor will not resort to formal disciplinary measures until informal attempts to correct the problems have failed. If a supervisor finds it necessary to use formal disciplinary measures, it is intended that the discipline be administered fairly, without prejudice and only for cause.

Disciplinary actions are of several levels, including oral and written warnings, disciplinary probation, suspension or termination. The frequency and/or severity of misconduct determine which level of disciplinary action is required.

Progressive discipline is not required for all offenses. The CENTRAL SHENANDOAH EMS COUNCIL reserves the right to terminate staff members for commission of serious infractions, regardless of progressive discipline guidelines or counseling.

## **Warnings**

### Policy 5.3

Documentation of both oral and written warnings will be signed by the supervisor and the staff member and kept in the staff member's personnel file. If a staff member refuses to sign, a witness should sign indicating that a copy was given to the staff member. The staff member's signature indicates receipt of the document, but not necessarily his or her agreement with it. This document should include identification of the date, violation, indication of necessary improvement and information concerning further disciplinary action that could result from failure to show improvement.

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## Suspension

### Policy 5.4

The executive director may suspend a staff member for disciplinary reasons without pay. A staff member who is suspended will be given written notice of the reasons for the action, and a copy will be made part of the staff member's personnel record.

Staff members can be suspended for incidents that merit termination if the staff member's participation is suspected, but unclear. Under these circumstances, the executive director can suspend the staff member with pay while an investigation is conducted.

Supervisors will meet formally with suspended staff members upon their return to work, and define clearly and specifically the improvements in job-related behaviors required as a condition of the staff member's continued employment. This meeting will be documented and recorded in the staff member's personnel record.

## Dismissal

### Policy 5.5

Dismissal occurs when other disciplinary action has failed to achieve improvement or when a staff member commits a serious offense. Prior to dismissal, the executive director should assure the staff member has been properly counseled in writing concerning any deficiencies in performance, given sufficient time to correct these deficiencies, and informed that failure to correct them may result in termination.

However, some offenses warrant immediate dismissal. These include but are not limited to:

1. Theft -- including, but not limited to, the removal of CENTRAL SHENANDOAH EMS COUNCIL property or the property of another staff member from CENTRAL SHENANDOAH EMS COUNCIL premises without prior authorization.
2. Drugs/Alcohol – possession, use, sale, purchase or distribution on CENTRAL SHENANDOAH EMS COUNCIL property of alcohol or any illegal drugs or illegally possessed drugs. Also: reporting to work after having ingested alcohol or illegal drugs or illegally possessed drugs, in a condition that adversely affects the staff member's ability to safely and effectively perform his or her job functions, or which would imperil the safety of other staff.
3. Falsifying or altering company records.

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4. Sabotaging or willfully damaging CENTRAL SHENANDOAH EMS COUNCIL equipment or the property of other staffers.
5. Walking off of the job without supervisory permission.
6. Insubordination involving, but not limited to, defaming, assaulting or threatening to assault a supervisor, and refusing to carry out the order of a supervisor where personal safety is not a problem.
7. Fighting or provoking a fight on CENTRAL SHENANDOAH EMS COUNCIL premises.
8. Absence for three consecutive working days without notice to CENTRAL SHENANDOAH EMS COUNCIL, in which event the offending staffer will be deemed to have quit voluntarily.

## **Resignation**

### Policy 5.6

Staff members who voluntarily resign from their positions at CENTRAL SHENANDOAH EMS COUNCIL must give at least two weeks notice in writing of their intent to resign. At the option of CENTRAL SHENANDOAH EMS COUNCIL, such staff members may be given two weeks pay and may be required to discontinue work immediately, in lieu of working during the two-week notice period.

## **Abandonment of Job**

### Policy 5.7

Staff members who miss three consecutive days without notifying their supervisor, or have three consecutive days of unexcused absences, are considered to have resigned their jobs.

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**CSEMS Organization Chart**

