

Work-Life Fit: A Candid Conversation

Thursday, June 13, 2013

8:30 a.m. to 12:30 p.m.



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BETTER WORK, BETTER LIFE CAMPAIGN

AWP's Better Work, Better Life Campaign seeks to improve parental leave and flexibility policies in Jewish organizations of every type and size.

More than 70 organizations have joined the Campaign, from the Joshua Venture Group and Joint Distribution Committee to UJA-Federation-New York and Repair the World. These organizations benefit from AWP resources including cutting edge research, consultations and peer mentoring.

As the Better Work, Better Life Campaign moves steadily toward the goal of 100 organizations, AWP has become the central address for Jewish agencies that want to create smarter, healthier workplaces and influence the nonprofit sector and American society.

OUR PRINCIPLES

- Work-life policy is a diversity issue, affecting women and men of every generation and background, every day and throughout their careers.
- By championing work-life policies and creating healthy workplaces, the Jewish community can live out its stated values of the importance of family, education, community and spirituality.
- Work-life policy is a dynamic tool for the advancement of women professionals, who still carry the majority of personal care-giving and household commitments.
- Our goal of 100 organizations is about systemic change. By creating new standards for work-life policy, the Jewish community will move to the forefront of the nonprofit sector, comparable to our prominence in earlier labor movements.
- The Campaign is an opportunity to define our values around work, shifting the focus from hours and activities to outcomes and impact.
- Work-life policy and practice have become key indicators for job satisfaction and employee retention. Younger generations are bringing new ideas about ambition and leadership into every sector of the contemporary workplace.

JOIN THE BETTER WORK, BETTER LIFE CAMPAIGN

Here are the minimum entry requirements:

- Your organization already offers one month paid parental leave, and/or your organization already offers formal flexibility, and/or
- Your organization qualifies as a Pioneer of Work-Life Practice by taking a creative approach to work life issues and by helping other organizations learn from your experience.

REACH FOR THE TOP

Here are AWP's "Gold Standard" recommendations:

- **Paid Maternity Leave** – Twelve (12) weeks of paid leave, which can be linked to tenure – four weeks for each year of employment, up to twelve paid weeks.
- **Paid Parental Leave** – Generous benefits for all parents; at a minimum, six weeks of paid leave to all fathers/partners and adoptive parents.
- **Parental Leave for Part-Time Staff** – Paid parental leave benefits on a pro-rated basis to eligible part-time staff.
- **Formal Flexibility Policy** – Formal, written flexibility policies, with consistent guidelines for accessing and retaining these privileges.

PARTICIPATE IN THE CAMPAIGN AS A "WORK-IN-PROGRESS"

Organizations that do not qualify for the Campaign "100" are encouraged to access AWP's Better Work, Better Life services and resources, including:

- **Work-Life Round-Tables** for senior executives and HR directors, to learn about design and implementation of new work life policies and practices.
- **AWP Resources** including cutting-edge articles, sample personnel manuals and guidelines for flexibility application and appraisal.
- **Mentoring** by the AWP team and peer consultants in the Jewish community.

CONTACT AWP

Email info@advancingwomen.org or call 1-212-869-9700 x215

Download *Better Work, Better Life: Policies and Practices in Jewish Organization*, a report based on a survey of 227 Jewish agencies, at www.advancingwomen.org

AWP's mission is to advance women into leadership positions in Jewish life; stimulate Jewish organizations to become more equitable, productive and vibrant environments; and promote policies that support work-life integration and flexibility for professionals and volunteers. AWP thanks the sponsors and supporters of the Better Work, Better Life Campaign: The Andrea and Charles Bronfman Philanthropies, Froma Benerofe, Dobkin Family Foundation, Richard and Rhoda Goldman Fund, Sally Gottesman, Jewish Women's Foundation of New York, The Lyn P. Meyerhoff Foundation and The Samuel Bronfman Foundation.

MAKING THE CASE: THE FLEXIBLE JEWISH WORK PLACE

In recent years, the growing tension between professional and personal life has become a subject of concern in American society. Current books and articles document the broader effects of overwork and overtime. Working people at every rank and in every sector are struggling to pursue career goals while managing individual and family responsibilities. These challenges are exacerbated by the rise in dual-career families, single parent households, and those caring for elderly parents. At the same time, younger professionals are entering the workplace with higher expectations for work-life balance.

The Jewish community is no exception to these larger trends. To support their organizational missions, at home and around the world, Jewish organizations need to attract and retain talented professionals. In the corporate arena, flexible work arrangements are surfacing as important tools for employee recruitment and retention. Flexibility also offers an opportunity for Jewish organizational leaders to think about new ways to structure work and measure performance. In this process, they may discover that flexibility can enhance organizational effectiveness while serving as a powerful incentive for cultivating talent in the Jewish community.

ORGANIZATIONAL BENEFITS OF FLEXIBILITY

Research by Catalyst, the leading organization working with businesses to build inclusive environments and expand opportunities for women professionals, has demonstrated that flexible work arrangements are central to the recruitment, retention and advancement of women. Flexibility benefits employees and employers, by supporting work/life quality *and* organizational effectiveness.

- **Recruitment**

A comprehensive flexibility policy gives organizations an edge when competing for desirable employees. In Catalyst surveys, women and men report that they target employers who offer formal flexible work programs, and they evaluate the degree to which the prospective job accommodates personal needs.

- **Retention**

Studies show that companies with family-friendly policies are more successful at retaining employees, and that employee retention contributes to increased productivity. Recent research conducted by the Center for Work-Life Policy (2004) strongly suggests that companies that offer reduced hours, flexible job design, on-off career ramps, and removal of the stigma attached to non-standard work arrangements reported greater success at retaining women professionals.

- **Dollars Saved**

Increasingly, employers find that flexibility is directly linked to the bottom line. Job turnover can cost up to 150% of a single annual salary, in terms of recruitment time and expense, decreased productivity by the exiting employee, and training expenses for the new employee. Successful work-life programs often pay for themselves by retaining a more stable workforce.

- **Reduced Absenteeism**

Absenteeism disrupts the normal flow and agenda of organizations, resulting in lost productivity, overtime for co-workers, costs of temporary staff, and low morale. Research shows a direct relationship between the lack of workplace flexibility and absenteeism. As flexibility is integrated into the workplace and employees address some of their life needs in a coordinated system, there is a corresponding decline in unplanned absenteeism.

- **Increased Effectiveness and Productivity**

The main benefit of flexibility is a fundamental shift from counting hours to measuring results. By redesigning work and promoting results-oriented performance, organizations move away from reactive, crisis-driven work practices to a more efficient, pro-active model. Moreover, since flexibility highlights leadership skills, such as setting priorities, coordinating teamwork and maximizing communication, managers who address flexibility become more effective overall.

- **Enhanced Job Satisfaction and Commitment**

Employee satisfaction is strongly correlated with job performance, productivity and organizational commitment. Studies addressing work-life balance suggest that organizational receptivity to personal life needs is the primary driver of employee commitment. The most recent Catalyst surveys show that, among women professionals, flexibility ranks higher than salary in terms of job satisfaction and commitment.

LAUNCHING THE FLEXIBILITY INITIATIVE

Three critical factors contribute to successful flexibility initiatives in the workplace:

1. Organizational leadership: The CEO articulates and supports the business case for flexibility.
2. Managerial guidance and support: Managers and supervisors need training and resources to assess and implement flexible work arrangements.
3. Clear flexibility guidelines and parameters: Flexibility is a privilege, not a right. Flexibility policies must strike an appropriate balance between the needs of the employee and the needs of the organization.

Living Our Values

eJP

by Rabbi Charles Feinberg and Rabbi Rachel Goldenberg

We and a group of other rabbis recently spent several months poring over the details of a holy text. This was not the Talmud, but rather the new employment policies of Rabbis for Human Rights-North America. This may not sound like a religious activity. We recognized, though, that our employment policies are a statement of our values as a Jewish human rights organization. We also understood that we, who have been entrusted with funds donated by our community, must act as responsible stewards of these financial resources.

As Jews and rabbis, we began with the belief that every human being is a creation in God's image. We looked, as well, to Jewish labor laws, many of which seek to protect the employee from exploitation at the hands of his or her employer. Our Jewish commitment to family and community compelled us to allow staff members the space to spend time with their families, and to build a rich spiritual and communal life.

As a human rights organization, we work toward a world in which every single person enjoys the rights laid out in the Universal Declaration of Human Rights. These rights include freedom from discrimination, "just and favorable conditions of work," "remuneration ensuring for himself and his family an existence worthy of human dignity," and "the right to rest and leisure, including reasonable limitations of working hours and periodic holidays with pay." We cannot fight for these rights for others without ensuring the same standard for our own employees.

Our commitment to treating every human being as a manifestation of the divine led us first to set clear guidelines prohibiting discrimination on the grounds of race, religion, sex, age, gender identity or expression, national origin, sexual orientation, familial status, or physical disability.

But it is not enough simply to state that we do not discriminate. We also concretized these guidelines by implementing specific policies to counter some of the most common areas of discrimination. We specified that we do not distinguish between same-sex partners and partners of the opposite sex when it comes to health insurance, bereavement leave, family medical leave, parental leave, or any other benefits. We called our health insurance company to ensure that they will not deny certain benefits to transgender people, as too often happens. As a Jewish organization, we close on all Jewish holidays, as well as federal holidays including Christmas. To ensure equal benefits for members of other religious groups, we made allowances for employees to take off other religious holidays.

Though many other non-profits have cut retirement benefits, we renewed our commitment to contributing to employee retirement funds, regardless of whether the employee contributes as well. The rabbis taught us that "the elderly uphold the people of Israel ... for whoever seeks counsel with the aged will not stumble" (Midrash Exodus Rabbah 3:8). The financial crisis of the past few years has demonstrated the disastrous effect on personal and societal health when senior citizens find themselves without any retirement savings, and when people of retirement age must continue to work. In the long-term, we worry about the burden on our children of caring for a generation of retirees – including career Jewish communal leaders – without adequate retirement benefits.

The question that occupied the bulk of our time concerned parental leave. On the one hand, we

aspired to the “gold standard,” as articulated by the advocacy group Advancing Women Professionals and the Jewish Community. This standard recommends twelve weeks of paid leave, which may be tied to tenure; equal benefits for both parents; pro-rated benefits for part-time employees; and a formal flexibility policy. As a Jewish organization, we are committed to enabling our staff members to have children and to spend time with their children. As human rights organization, we could not fight for the health and welfare of parents and children without protecting these rights for our own employees.

But as a small organization, we worried that we could not afford to pay for parental leave replacements, or potentially to have several staff members on leave at the same time. We ultimately realized, however, that we could not afford not to institute strong parental leave policies. We are lucky to have many talented staff members in their twenties and thirties, and do not want to risk losing these employees by making them choose between work and family. A number of studies have demonstrated that companies that offer paid parental leave are more likely to retain women after childbirth.

We therefore instituted a policy that allows up to twelve weeks of parental leave. For employees who have worked for RHR-NA for three years or more, all twelve of these weeks are paid. Employees who have been with us for two years receive eight weeks paid, and those who have worked for RHR-NA [for one year] receive four weeks of paid leave. Through this tiered structure, we protect ourselves financially if a short-term employee quits after his or her parental leave; we also offer incentives for employees to stay with RHR-NA for a longer tenure. Because we recognize that people create families in many ways, we offer the same leave to men and women, and to biological, adoptive, and foster parents.

We do not mean to suggest that our employment practices are perfect. No doubt, we will need to make tweaks along the way as we learn how these practices play out in organizational life. Nor do we believe that there is a one-size-fits-all answer to the challenge of crafting policies that reflect Jewish values while responsibly stewarding organizational resources. Rather, we share our own experience because we know that many other Jewish organizations similarly struggle with creating just and sustainable employment practices. We hope that a public discussion of how and why we make choices regarding employment policies will help to move the entire Jewish community in a positive direction. We hope that board members and staff of other organizations will share their own experiences in balancing values and financial stewardship. We look forward to the conversation.

Rabbis Charles Feinberg and Rachel Goldenberg are the co-chairs of Rabbis for Human Rights-North America.

DRAFT

Pardes North America Family Leave Guidelines

Pardes NA strives to support employees as they seek a balance between work and family life. Major life changes such as childbirth, adoption and illness create additional responsibilities that may require an extended leave from work, and it is the policy of the Board to help employees balance professional and personal responsibilities. At the same time, Pardes NA is a small organization that depends heavily on the contributions of each employee. As such, the following policies are intended to strike a balance between offering the most generous possible leave for family and medical matters, while also considering the needs of the organization.

Every employee's situation is unique. Because it is impossible to spell out every contingency in this document, it is essential that any employee planning to take advantage of these policies contact the Executive Director to discuss his or her situation, and how the policies will be implemented.

Full-time staff members and part-time staff members working 30 or more hours per week, who have been employed at Pardes NA for at least one year, are eligible for a leave of up to 12 weeks (60 work days) for the following reasons:

- The birth or adoption of a child
- The placement of a foster child
- The care of a spouse, son, daughter or parent with a serious health condition

The policy for maternity leave and paternity leave are the same.

Family Leave may be requested for a continuous time period, intermittently, or on a reduced-hour basis. This means that it may be possible for an employee to spread out her or his leave over a longer period than 12 weeks, by working part-time for some or all of the Leave, or by working for short periods that fall within the Leave period. The Leave must be used within a 12-month period.

During Family Leave, a portion of the leave will be paid based on the length of employment at Pardes NA, as follows:

Completed years of employment	Paid Leave
One year	3 weeks
Two years	5 weeks
Three or more years	6 weeks

Now, for the legal terms that are important but may not be of immediate concern:

Employees will apply vacation time toward the unpaid portion of the Leave, which will serve to increase the amount of paid time off. The remainder of Family Leave will be unpaid.

Where applicable, a physician' statement will be required, supporting the reason for the leave, and indicating the expected duration of the leave and the expected date of return to work.

Employees seeking a leave for the above reasons must submit a request for leave in writing to the Executive Director. When the need for the leave is foreseeable, the request should be submitted at least 30 days in advance. In all other cases, notice should be given at the earliest possible time. The Executive Director will approve all Family Leave requests save his or her own, which will be approved by the President of the Board.

Family Leave may be requested for a continuous time period, intermittently, or on a reduced-hour basis. The manner in which the leave is taken will be discussed by the employee and the Executive Director, and all leave requests will be considered on a case-by-case basis. However, the terms of the leave are subject to approval by the Executive Director at his or her sole discretion. If leaves are foreseeable, an employee must make a reasonable effort to schedule the leave in the least disruptive manner to Pardes.

Health benefits will be continued during Family Leave, but vacation days will not accrue during the the Leave.

Upon the employee's return to work, all efforts will be made to restore him or her to his or her previous position, or to a similar position, in accordance with the needs of the organization.

Should an employee fail to return to work at the end of her/his leave, s/he will be considered to have voluntarily terminated her/his employment with Pardes NA.

T'ruah Policies

Family and Medical Leave Policies¹ –

Parental leave

After the first year of employment, RHR-NA grants leave of up to twelve weeks for the birth or adoption of a child, or the placement of a foster child, according to the following schedule:

- Employees who have completed one year of employment are entitled to four weeks of paid leave and up to eight weeks of unpaid leave.
- Employees who have completed two years of employment are entitled to eight weeks of paid leave and up to four weeks of unpaid leave.
- Employees who have completed three years of employment are entitled to twelve weeks of paid leave.
- Employees who have worked at RHR-NA for less than a year are entitled to one week of unpaid leave per month worked. In extraordinary situations, the Executive Director may allow an employee in this situation to borrow vacation or sick time to extend this leave period.

Employees may apply vacation or sick days to the unpaid portion of their leave in order to continue receiving a salary during those days.

Employees may not extend their parental leave by adding vacation or sick time to their leave.

At the discretion of the Executive Director or the Board Chair (when the ED is the parent), employees may be able to return from parental leave on a part-time basis as a transition back to full-time work.

During an employee's leave, health benefits will remain in force. In the case of unpaid leave, the employee will be required to pay any costs that s/he would normally pay through payroll deductions. RHR-NA reserves the right to recover reimbursement for the employer-paid portion of benefits coverage if

¹ The Family and Medical Leave Act ("FMLA") regulates certain leave policies for companies with 50 or more employees, as well as for any public agency. The FMLA does not apply to RHR-NA; however RHR-NA has adopted policies consistent with the FMLA in the organization's commitment to enabling its employees to balance work and family demands.

the employee fails to return to work after the unpaid leave. Sick and vacation benefits do not accrue during unpaid leave.

Hazon Parental and Family Leave Policy for Hazon

5.25.2011

Primary caregivers

Employees who are primary caregivers to a newborn or adopted child under six months of age, or to a seriously ill immediate family member, are eligible for three months of leave, after completing 9 months of full or part time employment at Hazon.

Employees who have worked at Hazon for at least 2 full years will be compensated fully for 4 weeks; employees earn one additional week of paid leave for each additional year they have worked at Hazon with a maximum of 12 weeks paid.

An employee does not earn vacation or sick leave during their parental/family leave. Employees may supplement the paid portion of their leave by using accrued vacation or sick days.

This policy is subject to a request and approval by the Executive Director no less than 30 days prior to the expected event.

Secondary caregivers

Employees who are secondary caregivers to a newborn or adopted child under six months of age, or to a seriously ill immediate family member, are eligible for six weeks of leave after completing 9 months of full or part time employment at Hazon.

Employees who have worked at Hazon for at least 2 full years will be compensated fully for 1 week; employees earn half a week of paid leave for each additional year they have worked at Hazon with a maximum of 6 weeks paid.

An employee does not earn vacation or sick leave during their parental/family leave. Employees may supplement the paid portion of their leave by using accrued vacation or sick days.

This policy is subject to a request and approval by the Executive Director no less than 30 days prior to the expected event.

In addition to the above policy, Hazon complies with New York law regarding medical/disability leave benefits. Employees in New York are entitled to 26 weeks of unpaid leave for pregnancy disability and recovery from childbirth. The maximum leave is 26 weeks during a 12 month period. Leave under this law will be applied concurrently with leave described above. Hazon complies with all state laws applicable to employees located outside of New York.

B'nai Jeshurun

Maternity/Paternity and Medical Leave

Regular full-time employees are eligible to take up to 12 weeks of maternity/paternity/medical leave within any rolling 12 month period and be restored to the same or an equivalent position upon return. Twelve weeks of maternity/paternity leave will be paid.

UJA-Federation of New York Flexible Work Arrangement Policy

UJA-Federation of New York is committed to providing policies and provisions designed to help employees balance their work and personal responsibilities. In keeping with our goal of being a workplace of choice, this policy will assist in meeting both business needs and the growing needs of employees to improve their overall quality of life. Flexible work arrangements are alternate arrangements or schedules from the traditional working day and week. Alternative work scheduling is an opportunity to maintain employee productivity through various forms of creative work scheduling.

All employees will be considered for alternative work scheduling on a case-by-case basis, where alternate work schedules have been shown to meet the operating needs of the department and donor and employee needs. Eligibility may vary for different types of flexible work arrangements, as some alternatives may not be appropriate for particular jobs or for certain employees.

The following are definitions of flexible work options:

Flexible Working Hours

Flextime is an arrangement that may include a consistent daily schedule with individualized starting and ending times that are the same throughout the week or a varying daily schedule that starts or ends at different times each day. This is a system wherein employees choose their starting and departure times from a range of available hours. These periods are usually at either the start or end of a core time during which most organizational business takes place. Our workweek comprises 35 hours, from 9:00 a.m. to 5:00 p.m. Flextime does not alter the total number of hours worked in a week.

For example:

- 8:30 a.m. – 4:30 p.m.
- 9:30 a.m. – 5:30 p.m.

Job Sharing

Under these arrangements, two people voluntarily share the duties and responsibilities of one full-time position, with both salary and benefits of the position prorated between the two individuals.

For example:

- Half or split days, where one employee works in the morning and the other employee works in the afternoon.
- Half or split weeks, where one employee works the first 2.5 days (Monday to Wednesday morning) and the other employee works the remaining 2.5 days (Wednesday afternoon to Friday).

Telecommuting

Telecommuting is a work arrangement in which an employee carries out some of their assigned duties at home or at another location, such as at a regional office.

1. Job characteristics of a position suited for telecommuting typically require minimum supervision and minimum face-to-face contact.

2. Communication throughout the day may be made by phone or e-mail.
3. The employee must remain accessible during work hours and understands that management retains the right to modify the arrangement on a temporary basis as a result of business necessity.
4. Telecommuters who work from home are responsible for having a designated work area.
5. Employees must be on-site as necessary to attend meetings, training sessions, or similar event or occurrences.
6. Telecommuting is not a substitute for child care or other dependent care arrangements. Anyone working from home with a child must have a daycare provider.
7. The supervisor should communicate in advance assignments or tasks that are appropriate for telecommuting and assessment techniques that will be used to measure success in meeting performance standards.
8. An employee telecommuting from home is responsible for the cost of any equipment needed to accomplish assigned tasks.

A key component of a telecommuting arrangement is to monitor and evaluate the proposal. A telecommuting employee is responsible for maintaining availability, levels of productivity and quality of work at the expected standard while telecommuting. Inadequate availability, reduced work production and/or quality may be cause for modifications or termination of an employee's participation in telecommuting.

The following steps should be followed to measure output:

1. To help managers monitor performance and productivity, the employee is required to complete a telecommuting worksheet.
2. A manager should plan to measure telecommuting performance based on the employees' deliverables as elaborated in the telecommuting worksheet. The worksheet should include a description of the tasks completed and the time allocated for each deliverable.
3. The manager meets regularly with their telecommuters to review performance, goals, expectations, including issues related to the telecommuting arrangement.
4. The telecommuter and manager should review their telecommuting agreement bi-annually (the Flexible Work Arrangement proposal).

Flexible Reduced Schedules

Options involve fewer hours than full-time ordinary hours and have a reasonably predictable schedule. These arrangements affect salary and benefits, which are prorated.

Part Time

A part-time working arrangement means working fewer than 35 hours per week.

Gradual Return to Work

This policy provides a returning parent the opportunity to return from a maternity, paternity, or disability leave gradually, by working part time and easing back in. The expectation is that the employee returns to their regular work arrangement within six weeks of returning from a leave.

Partial Retirement

This program allows those employees nearing retirement to continue working on a part-time basis, with no established end date.

Eligibility

The primary criterion for determining approval at UJA-Federation is whether a flexible work arrangement meets the business needs of an employee's workplace. Eligibility for participation in a flexible work arrangement will depend on an assessment by the department head that the employee's proposed work schedule will enable the employee to fully meet job responsibilities and performance expectations.

Each supervisor or manager is responsible for determining the best use of a flexible work arrangement and must consider the impact on work effectiveness, efficiency, and productivity. The supervisor is responsible for ensuring the department is appropriately staffed and trained in order to satisfy all business needs during normal hours.

Criteria and conditions to consider:

1. Needs of the department
2. Needs of the employee
3. Whether nature of the work lends itself to a flexible work arrangement
4. Whether the employee's work style and work history support the requirements of the flexible arrangement
5. Whether job performance is meeting expectations
6. Effect on the rest of the department

Guidelines:

1. Flexible work arrangements are entirely voluntary.
2. Approved flexible work arrangements are subject to a trial period of three to six months. During the trial period, the effectiveness of the arrangement will be assessed. If the arrangement is determined to be ineffective, either the employee or the department head may discontinue the arrangement.
3. If the arrangement is causing a burden to the department or if an employee experiences performance problems deemed related to the new schedule, the organization reserves the right to suspend, revoke, or modify the use of the flexible work arrangement at any time and to return an employee to his or her standard schedule. If an existing arrangement is rescinded, the employee will normally be given two weeks' notice of the change.
4. A flexible work arrangement agreement must be completed, approved, and signed by all parties aforementioned.
5. Alternative work arrangements should be well communicated to all employees in the department.

Procedure

If an employee wishes consideration for a flexible work arrangement, he or she should submit the flexible work arrangement request in writing to their supervisor and the human resources department.

The proposal must include the following elements:

- The exact type and schedule for the flexible work arrangement
- A business case for the flexible work arrangement
- Special arrangements for communication and accountability to assist successful implementation of the flexibility arrangement

- Allocation of tasks
- Benefits to the organization
- The impact on coworkers and your manager

The request may be granted, modified, or denied. Such arrangement must be set forth in writing and approved by the employee, supervisor, and human resources department.

This program is not an employee benefit or entitlement and does not change the terms and conditions of an employee's employment. We expect and require no reduction in quality of work or productivity due to the implementation of flexible work arrangements.

UJA-Federation of New York PARENTAL LEAVE POLICY

MATERNITY LEAVE

The New York State Disability Law considers maternity leave a disability for a period of six to eight weeks for childbirth for a normal pregnancy and delivery. You are eligible to receive New York State Short-Term Disability benefits once you have exhausted your sick leave. Less than one year of service, Maternity leave is unpaid by UJA-Federation once disability leave and vacation time have been exhausted.

However, if you have been employed by our organization for;

- One or more consecutive years, you will be paid your full salary for one month.
- Two or more consecutive years, you will be paid your full salary for a period of two months.
- Three or more consecutive years, you will be paid your full salary for a period of three months.

The remainder of the Maternity leave you will be entitled to New York State Disability benefits. All such leaves shall be counted toward your entitlement (if any) for FMLA leave.

An employee who does not return for at least six months upon the completion of her maternity leave, must reimburse UJA-Federation all of her maternity leave pay.

The organization shares the cost of group health coverage during the first three months of your disability. After three months, you may continue to be covered by the group health-insurance package by paying the cost of the premiums to the Human Resources Department by the 10th of each month.

If you have completed one year of service - 12 consecutive months - and have worked at least 1250 hours, you are eligible for leave under the Family Medical Leave Act (FMLA). Under the FMLA, you are entitled to up to 12 weeks of leave during a 12-month period. The 12-month period is defined as the 12 months immediately preceding the commencement of any FMLA leave, commonly known as the “rolling back” 12-month period. Certification from your health care provider is required, and where foreseeable, you must provide the organization with at least 30 days of notice before family medical leave begins.

PATERNITY LEAVE

New fathers are entitled to two weeks of paternity leave preceding, during or following the birth of their child only if he is eligible to receive FMLA leave. After completing one year of service, a regular employee shall receive a maximum of two weeks leave, one of which shall be a paid leave.

ADOPTION

If you are adopting a child, the organization will grant the primary caregiver an adoption leave. Under the Family Medical Leave Act, you can request a total of 12 weeks of unpaid leave when adopting a child. Upon adoption, an employee who is “eligible” under FMLA and is the primary caregiver will be provided with paid time off to care for the child as follows:

- One or more consecutive years of employment – full salary for one month;
- Two or more consecutive years of employment – full salary for two months;
- Three or more consecutive years of employment – full salary for three months.

During the time off, the UJA-Federation and the employee will continue to pay for their respective shares of the cost of the employee’s health insurance coverage for up to three months of leave, whether with or without pay.

Flexibility and Work Life Policies

Introduction

The JCC in Manhattan provides a flexible work environment in order to assist employees in managing their work and personal lives and be successful in both arenas.

A flexible schedule is a variation on the standard work week. With the required approvals, eligible employees may work a flexible schedule. It is possible to combine more than one flexible schedule, such as working part-time and telecommuting. The flexible schedules available to eligible employees at The JCC in Manhattan are:

- Flextime
- Part-time
- Compressed Work Week
- Telecommuting

The Flexibility and Work Life policy follows. It covers:

- Definitions of each option
- How each option works
- Impact on Benefits, Compensation and other Policies
- Evaluation

Eligibility

All employees, subject to approval, whose type of work enables them to fulfill their Responsibilities, meet departmental needs, and be fully productive in accordance with the type of flexible schedule being requested. Flexible schedules are not an entitlement and may not be available to all employees.

Application Process

- Employees may obtain a Flexibility and Work Life Form from Human Resources
- Employee submits the form to his/her supervisor. Of particular concern will be how your work will get done and what, if any, impact the revised work schedule will have on your department and on the JCC as a whole.
- Supervisor, upon consultation with Human Resources, will approve, deny and/or suggest a modification to this request.
- The employee will receive a written response to his/her proposal within two weeks.
- Employee may begin the flexible schedule at a mutually convenient time.

Terminating a Flexibility and Work Life Schedule

- Employee may request to discontinue (i.e. return to his/her prior set schedule) or change a Flexibility and Work Life schedule with one week's notice to his/her supervisor.
- Requests will be considered but approval is at the supervisor's discretion and will be based on current departmental needs.
- Future requests to return to a Flexibility and Work Life schedule will be considered following a discussion with your supervisor.
- Supervisor may discontinue schedule at any time. Every effort will be made to provide 30 days notice.

Evaluation

- Success of Flexibility and Work Life schedule will be reviewed on an as needed basis but no later than after six months in the first year and annually thereafter.
- Evaluation assesses
 - How the revised schedule is impacting the needs of the department and the organization.
 - Impact, if any, of the revised schedule on the employee's performance will also be evaluated.

Working a flexible schedule does not alter the terms and conditions of employment.

The Flextime Policy Outline

Definitions

- **Flextime** -- a full time work schedule that expands the standard start and end times of the work day to a window, rather than a specific time. The total number of hours worked each day remains the same, however, as does the amount of time allotted for lunch.
- **Core Hours** designate specific hours during the day that an employee must be present at work during the full time work day. All flextime schedules must include these hours. Core Hours at the JCC vary from department to department.
- **Variable Flextime** -- a full time schedule that honors Core Hours but is not the same every day of the week.
- **Regular Schedule** – the customized, daily schedule each employee develops for him/herself with the approval of his supervisor

How Flextime Works

- Each department sets its own standard work day for its employees based on a 35 hour week.
- Each department may establish core hours within the standard work day
- Employees may request to work a flextime schedule as an alternative to their department's standard work day
- Generally, the employee will work the same hours every day once the schedule is determined
- Employees are responsible for reminding supervisor of what their regular schedule will be.

Impact on Benefits, Compensation and other Policies

- No impact.

Part-Time Policy Outline

Definitions

Part-time employment is when an employee works a fixed schedule that totals less than 35 hours as defined by the standard work week. Part-time arrangements may be granted on a temporary or permanent basis.

Approval Process

- Part-time proposals are evaluated for
 - alignment with the needs of the department and the organization
 - the work style of the employee.

Altering or Terminating a Part-Time Schedule

- Employees may request a return to permanent full-time work at any time. It will be granted at the discretion of the supervisor and Human Resources if a full-time position is available.
- Supervisors may require the employee to work more than the regularly scheduled part-time hours for a temporary period.

Impact on Benefits, Compensation and other Policies

- Permanent part-time employees, working at least 30 hours per week, are eligible for the same benefits and are subject to the same policies as full time employees on a pro-rated basis.
- Compensation is pro-rated.
- Part-time non-exempt employees scheduled to work more than 6 hours in one day are required to schedule an unpaid meal break of at least 30 minutes.

Compressed Work Week Policy Outline

Definitions

A Compressed Work Week is a pre-determined schedule where the employee works the total, full-time amount of weekly (or bi-weekly) hours in fewer than the typical 5-day work week. In order to maintain full time status, a minimum of 30 hours per week must be worked.

The following Compressed Work Week schedules are examples:

- **4 day Compressed Work Week (3/9+1/8)** – Employee works three 9-hour days each week and one 8-hour day;
- **4.5 day Compressed Work Week (4/8 + 3)** – Employee works four 8-hour days and one 3-hour day each week.
- **9 day Compressed Two Weeks (8/8 + 1/6)** – Employee works eight 8-hour and one 6-hour days in a two week period and takes the 10th day off;

Approval Process

Compressed work week proposals are evaluated for

- Alignment with type of work employee does
- Alignment with work style of employee
- Alignment with the needs of the department and the organization

How Compressed Work Week Policies Work

- Each department determines which Compressed Work Week options are available, if any
- On occasion, employees who work a compressed work week may be required by supervisor to work a traditional, five-day week

Impact on Benefits, Compensation and other Policies

Full time employees accrue the same benefits regardless of adhering to a compressed work week schedule or standard work hours schedule. Compensation, including eligibility for overtime compensation, also remains unaffected by type of full time work schedule.

For employees working a Compressed Work Week, the calculation of time off, including holidays, vacation and sick leave, will be based on hourly full time equivalents.

Telecommuting Policy Outline

Definitions

Telecommuting is when an employee *regularly* works some of his/her work hours at an alternative work location.

Approval Process

- Telecommuting proposals are evaluated for
 - Alignment with type of work employee does
 - Alignment with work style of employee
 - Alignment with availability of tools and resources to effectively work outside office
 - Alignment with the needs of the department and the organization.

How Telecommuting Works

- Eligible employees may telecommute up to 2 days a week
- On occasion, telecommuting employees may be required by supervisor to work at primary business location
- Employees must be fully available via telephone and email while telecommuting
- Telecommuting is not an alternative to dependent care (adult and child care). If children or adults in need of primary care are present in the employee's alternate work location during the employee's work hours another individual must be present to provide care.

Impact on Benefits, Compensation and other Policies

Injuries and illness sustained by an employee while working at an alternative work location must be reported immediately and are covered by JCC's Workers' Compensation Policy.

Telecommuters assume responsibility for the security of information, documents and records in their possession or accessed while telecommuting.

Equipment, Materials and Maintenance

Employees who telecommute are responsible for providing their own equipment and materials including phone, fax and internet lines and installations; computers, software, fax machines, telephones and data processors; furniture including desks, tables, chairs, lighting; etc.

Telecommuting employees are also responsible for the repair, upkeep and troubleshooting of equipment.

JCC of Manhattan
Parental Leave

After one (1) year of employment, the JCC provides full-time and permanent part-time (30 hours per week or more) employees up to thirty (30) work days of paid parental leave and an additional sixty (60) days of unpaid leave for the birth or adoption of a child or for the placement of a foster child in the staff member's home. The unpaid leave must be offset by unused sick/personal leave and/or unused earned vacation time such that the leave, in combination does not exceed sixty (60) days in any twelve-month period. In the case of a staff member who has been employed by the JCC for at least six (6) months, but less than one (1) year, the JCC will provide fifteen (15) work days of paid parental leave and an additional fifteen (15) work days of unpaid parental leave. Please note: A staff member is required to use all time-off benefits available (with the exception of five vacation days) to cover any period of unpaid Parental Leave.

A staff member must submit a written request for parental leave to their supervisor at least two (2) weeks prior to the start of the leave or as soon as practical.

Parental leave must be taken within one year of the birth, adoption or placement of a foster child in the home.

Upon return from Parental Leave, the staff member will be reinstated to the position held under the leave or to an equivalent position as long as the staff member returns to work during the required time.

During Parental Leave, staff member insurance benefits remain in effect. Staff members will continue to be responsible for paying the employee health insurance contribution throughout the period of parental leave, both paid and unpaid.

A staff member continues to earn sick and vacation leave *only* for the period of leave covered by paid time-off benefits. Time-off benefits otherwise do not accrue during Parental Leave.

T'ruah (Formerly Rabbis for Human Rights, North America – RHR-NA)

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Flexible Work Arrangements

RHR-NA will consider flexible work arrangements. An employee's supervisor must approve all arrangements. Such approval will be based on the requirements of an employee's job. Flexible work arrangements may include flextime, working remotely, part-time work, compressed workweek, compensatory time off, and job sharing. Individual flexible work arrangements are reviewed periodically (usually quarterly) and may be changed based on the employee's performance and the needs of the organization. The flexible work arrangement policy is reviewed regularly by the Board and Executive Director.

Flextime

Due to the nature of RHR-NA's work, an employee's professional responsibility may include working some evenings and/or weekend days. In some cases, flexible scheduling, or "flextime", is available to allow employees to vary the starting and ending times of their regularly scheduled workday. Full-time employees on flextime may elect to regularly begin their workday any time between 8:00am and 10:00am and end their regular workday eight hours later, between 4:00pm and 6:00pm. All employees are expected to be present during the core work period, from 10:00am to 4:00pm.

Employees interested in flextime schedules should consult with the Executive Director. All flextime schedules must be authorized in advance by a supervisor. In accordance with wage and hour regulations, full- & part-time regular employees (exempt) are not paid according to the number of hours they work and are therefore not paid for overtime.

Part-time Work

In some instances, the needs of both the organization and the employee are better met through part-time work arrangements. Employees who arrange to have part-time schedules should agree upon a schedule with their supervisors. Employees have the option to have the same schedule weekly, to modify their schedule as their personal situation requires, or to modify their schedule to respond to work demands.

Supervisors and staff members should work together to construct the most appropriate schedule and format.

All employees with whom a part-time employee works should be made aware of his/her schedule. Any schedule changes should be communicated promptly.

Compressed Workweek

Full-time regular employees are entitled to select a compressed workweek schedule. Employees working compressed workweeks work weeks that do not adhere to the traditional work schedule, but that average out to at least thirty-five hours a week.

Compensatory Time Off

Permanent exempt employees required to work on evenings, weekends, and holidays may be permitted to take compensatory time during the workweek, to be determined in consultation with the Executive Director. Travel nights and working late are not considered eligible for compensatory time. Because compensatory time is intended as a means of helping employees to maintain work-life balance during busy times of the year, compensatory time should generally be taken within two months of such time being accrued and cannot be used to extend vacation or any other leaves of absence.

Temporary and/or non-exempt employees should not work before, beyond, or outside their normal work hours unless authorized in advance by their supervisors. Non-exempt employees are not eligible to receive compensatory time off. Non-exempt employees are compensated for overtime in accordance with state or federal wage and hours laws, i.e. non exempt employees are paid a regular hourly rate of pay for actual time worked up to forty hours each week. Non-exempt employees are eligible to receive 1.5 times their hourly rate of pay for hours actually worked during the work week that are in excess of forty hours.

Job Sharing

Employees can arrange for a job share, whereby two people voluntarily share the overall duties and responsibilities of one full-time position and divide the hours between them. Full-time salary and time off benefits are allocated to each on a pro-rata basis.

The way in which the full-time hours are divided between the job share partners is at the discretion of the Executive Director to ensure that operational needs are met.

All full-time positions are potentially open to job sharing. However, the organization reserves the right to ensure that operational needs will not be adversely affected.

A position is offered jointly to the job share partners. The offer to one candidate of the job share partnership is conditional upon the other candidate of the job share partnership accepting it. If one job share partner leaves and the remaining job share partner does not want to work full-time, the following procedure will be followed:

1. An assessment of the needs of the organization will be carried out to ascertain whether full-time coverage is required.
2. The vacant half of the job share position will be advertised.
3. The remaining job share partner will use any available contacts to assist in finding a partner.
4. If a suitable job partner cannot be found, the organization will try to arrange for an alternative work schedule for the remaining job share partner.

If all the above has been carried out and it is still not possible to either find a replacement job share partner or find the remaining job share partner a suitable alternative position, the remaining partner will voluntarily terminate.