

HENRICO COUNTY CASA, INC.
PERSONNEL POLICIES

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General

Personnel policies are established by the Henrico CASA Board of Directors and administered by the Executive Committee of the Board of Directors and the Executive Director. Each person in a supervisory position is charged with fairly, uniformly, and consistently enforcing these Personnel Policies (herein referred to as "Policies"). These Policies can be found in the Henrico CASA Board of Directors Manual. Each Member of the Board of Directors shall be given a copy of the Board Manual. A copy of these Policies will also be available to all employees in the office of the Executive Director. Each employee is expected to be familiar with these Policies. If the employee has questions regarding any personnel policy, he/she should consult with the Executive Director. Only the Board of Directors can authorize exceptions to these Policies.

To interpret any policy and respond to situations not covered by these Policies, the Executive Director may consult with the Executive Committee, which may indicate the need for policy revisions. **Upon recommendation by the Executive Committee, the Board may approve changes in these Policies by a majority vote of the members of the Board.**

These Policies do not state terms and conditions of employment and are not an employment contract. These Policies are subject to local, state, and federal law. The Henrico CASA Board of Directors reserves the right to change or amend these Policies at its discretion.

Scope

These Policies apply to paid employees of Henrico CASA and do not apply to Henrico CASA volunteers or members of the Board of Directors.

Equal Employment Statement

It is the policy of Henrico CASA to provide equal employment opportunity to all employees without regard to sex, race, color, religious belief, national origin, sexual orientation, veteran status, age or disability. This policy applies to recruiting, hiring, training, promoting, and retaining, and to compensation and benefits, as well as to all other CASA privileges, personnel programs, and matters of employment. Henrico CASA will meet all applicable requirements of the Equal Employment Opportunity Act.

Diversity Statement

Henrico CASA is committed to serving the constituents of Henrico County without regard to race, religion, national origin, or any other protected characteristic. Further, Henrico CASA aspires to reflect the diversity of the county's population. To this end, the Board has adopted a Diversity Plan, which the Board will implement in all of its activities, as appropriate.

Statement of Values and Code of Ethics

Henrico CASA staff members shall abide by the same Statement of Values and Code of Ethics as Volunteers and Board Members.

Conflict of Interest

Staff shall avoid any conflict between their own respective personal, professional or business interests and the interests of Henrico CASA, in any and all actions taken by them on behalf of Henrico CASA in their respective capacities. Staff shall disclose to the Executive Director and the Board of Directors any potential conflict of

interest and any and all relevant information pertaining to the potential conflict and may not participate in any decision-making process related to the matter in which there may be a conflict of interest.

Note: The Board Members and the CASA volunteers must abide by their own conflict of interest policies (in the Board Regulations and the Policies and Procedures respectively).

Alcohol and Drug Free Workplace Policy

It is the intent of Henrico CASA to provide a drug free, healthy and safe environment for its employees. It recognizes that the use of alcohol and/or drugs in the workplace can threaten the safety of the work environment and interfere with the operation of the organization. The manufacture, distribution, dispensing, sale, possession or use of alcohol or controlled substances is prohibited in the workplace and/or while conducting Henrico CASA business away from the workplace. Within legal parameters, exceptions are allowed for alcohol dispensing at CASA social gatherings and fundraisers.

Employees are prohibited from coming to work under the influence of alcohol or illegal drugs. The Executive Director or the Executive Committee of the Board of Directors reserves the right to order a drug or alcohol screen (urine or serum) on an employee who, the Executive Director or the Executive Committee reasonably believes, has reported to work under the influence of alcohol or illegal drugs. The Executive Director or the Executive Committee may suspend the employee pending the outcome of the drug or alcohol screen.

Henrico CASA's policy prohibiting the use or possession of a controlled substance does not apply if the controlled substance is being used pursuant to a valid prescription for the employee issued by a medical practitioner while acting in the course of the practitioner's professional practice, or pursuant to other uses authorized by law, provided that such controlled substance is used by the employee at the prescribed or authorized dosage level, and such level is consistent with the safe performance of the employee's duties. Employees who must use a prescription drug that causes or may cause adverse side effects (e.g., drowsiness, impaired reflexes or reaction time) should inform the Executive Director of the possible adverse effects of the drug on performance and expected duration of use. The Executive Director may grant such employees sick leave or temporarily assign them to different duties.

Any employee of Henrico CASA who has a criminal drug statute conviction must notify the Executive Director of the conviction no later than five (5) days after the date of conviction.

Violation of this policy will result in disciplinary action, up to and including termination of employment and/or criminal prosecution.

Smoke Free Workplace

It is the policy of Henrico CASA that smoking and smokeless tobacco will not be permitted in any portion of the indoor Agency premises.

Anti-Harassment Statement

Henrico CASA has adopted a policy of zero tolerance with respect to unlawful employee harassment. It expressly prohibits any form of unlawful harassment based on race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. Improper interference with the ability of employees to perform their expected job duties is not tolerated.

Harassment infringes on an employee's right to a comfortable work environment and undermines the integrity of the employment relationship. All employees should enjoy a work atmosphere free from all forms of harassment.

With respect to sexual harassment, Henrico CASA prohibits unwelcome sexual advances, requests for sexual favors and all other verbal or physical conduct of a sexual or otherwise offensive nature especially where:

- Submission to such conduct is made either explicitly or implicitly a term or condition of employment;
- Submission to or rejection of such conduct is used as the basis for decisions affecting an individual's employment; or
- Such conduct has the purpose or effect of creating an intimidating, hostile or offensive work environment.

Types of conduct that are expressly forbidden include, but are not limited to, the following:

- Unwanted pressure for sexual favors and/or dates.
- Deliberate touching of hair, clothing or body, leaning over, cornering or pinching.
- Sexual looks, gestures, jokes, remarks or sounds.
- Giving inappropriate personal gifts, such as lingerie or underclothes.
- Asking personal questions about social or sexual life.
- Turning work discussions to sexual topics.
- Making sexual comments or innuendoes.
- Violating "personal space" or blocking a person's path.
- Foul or obscene language.
- Suggestive or sexually explicit posters, calendars, photographs, faxes, graffiti or cartoons.
- Same sex harassment.
- Unwanted or offensive letters or poems, e-mail, voice messages or telephone calls.
- Sexual favors in return for employment rewards, or threats if sexual favors are not provided.
- Sexual assault or rape.
- Any other conduct or behavior deemed inappropriate by CASA.

Each employee is responsible for creating an atmosphere free of discrimination and harassment, sexual or otherwise. Further, employees are responsible for respecting the rights of their co-workers.

An employee who experiences any job-related harassment based on race, color, religion, sex, national origin, age, disability, veteran status, marital status, sexual orientation or another factor, or believes that he/she has been treated in an unlawful, discriminatory manner should ask the harasser to stop. The employee must promptly report the incident to the Executive Director. If he/she believes it would be inappropriate to discuss the matter with the Executive Director, the employee may report the situation to the President of the Board of Directors. Upon notice of the complaint, Henrico CASA will immediately conduct a thorough, objective investigation of the harassment allegations, in accordance with these Policies. The complaint will be kept confidential to the maximum extent possible.

If Henrico CASA determines that an employee is guilty of harassing another individual, appropriate disciplinary action, up to and including termination, will be taken against the offending employee.

Henrico CASA prohibits any form of retaliation against any employee for filing a bona fide complaint under this policy or for assisting in a complaint investigation. If after investigating any complaint of harassment or discrimination, Henrico CASA determines that the complaint is not bona fide and was not made in good faith, or that an employee has provided false information regarding the complaint, disciplinary action, up to and including termination, will be taken against the employee who gave the false information.

Workplace Violence Prevention

Henrico CASA prohibits any behavior that could be construed as threatening, aggressive, confrontational or violent. Absolutely no weapons will be allowed on Agency premises. To that end, Henrico CASA reserves the right to require any employee, upon request, to submit to a search of personal effects.

Employees should immediately warn the Executive Director of any potentially dangerous or suspicious workplace activity, situations or incidents that they either observe or are aware of that involve other employees, volunteers, Board members, visitors or outsiders who appear threatening. The Executive Director will conduct a confidential investigation of all reports of violence. Employees who confront or encounter an armed, violent or dangerous person should not attempt to challenge or disarm the individual.

Any employee who violates this policy will be subject to disciplinary action, up to and including termination. Violations of this policy by employees, visitors, volunteers, Board members, or outsiders may be reported to local law enforcement personnel. Such individuals may be prosecuted to the maximum extent of the law. Employees will not be retaliated against for making good faith reports under this policy.

Computers, Electronic Mail and Social Networking

Computers and electronic mail are provided to employees to assist them in the performance of their job duties. Computers and electronic mail are the property of Henrico CASA, and may be accessed by the Agency in the ordinary course of business. Employees should have no expectation of privacy in the information contained in their computers or electronic mail. Computers and electronic mail may be used for CASA business only. Personal use of computers and electronic mail must be limited and not abused. No commercial, religious, offensive, harassing or disruptive messages, including but not limited to those of a sexual nature, may be sent by electronic mail. No chain letters, jokes, comics or non-job-related graphics may be sent by electronic mail. Violation of this policy will result in disciplinary action, up to and including termination.

Employees must abide by Henrico CASA's Social Networking Policy for Employees that will be provided at the employee's orientation and can be found in the agency's Governance Notebook stored in the Executive Director's office.

Personnel Folders

Personnel folders are highly confidential. They will be kept in the Office of the Executive Director. Any third-party confidential material, e.g., medical reports or references that were obtained directly by CASA from the third party and are marked confidential will not be disclosed or given to the subject employee unless the writer of the report consents for the release to the subject employee. Personnel folders contain, as appropriate:

- Identifying information and emergency contacts on the application
- Job description
- Reference documentation
- Security check documentation
- Verification of education
- Training records
- Performance evaluations
- Disciplinary actions
- Termination summaries
- Letters of recommendations
- Time attendance records (timesheets which are stored with payroll documents)

Employees have access to their records and may review, add, or correct information contained in their records, with concurrence from and in the presence of the Executive Director or a member of the Executive Committee.

Confidential Information

Each employee should treat all information regarding cases handled by CASA as completely and totally confidential, to be used only in connection with those cases. Under no circumstances will a breach of this duty and responsibility be tolerated. Case files are not to be removed from the office without approval of the Executive Director.

Authority for Employment and Termination

The Board of Directors has the authority to create or delete staff positions, based on the financial situation of the organization. The Board of Directors shall have the authority to hire or terminate the Executive Director.

The Executive Director shall have the authority to fill staff positions and to terminate any employee with the approval of the Executive Committee. Approval is not needed to terminate an employee in an emergency situation. The Executive Director is delegated overall personnel management authority by the Board of Directors and ensures that the Program's personnel management is carried out in accord with these Policies.

All job descriptions are included in Attachment A to these Policies.

Staff Screening, Selection, and Hiring

All applicants for paid employment with the program are required to:

- Complete a written application (Attachment B) containing information about educational background and training, employment history, and work experience;
- Submit the names of three (3) or more references of persons unrelated to the applicant;
- Authorize the Executive Director and other appropriate agencies to secure an FBI fingerprint check or a national criminal database check, state criminal check and local criminal check where the applicant lives and works, national sex offender registry check, motor vehicles division record check with a Social Security Number verification, and local child protective services check as appropriate and permissible by Virginia State law, and where allowed by law a child protective services record check and a criminal record check in any county and state where the applicant has lived during the last seven years. These record checks will be conducted at least every four years for active volunteers. And;
- Attend and participate in personal interviews.

An applicant is automatically rejected from the application process and denied employment if he/she refuses to sign a release of information for appropriate law enforcement checks.

The selection process for all employees must include an assessment of the applicant's awareness and sensitivity to the cultural and socioeconomic differences that are present among the children and families the Program serves.

The Executive Director or designee will notify all applicants in writing of the status of their applications, when the position for which they are applying is filled.

The successful applicant's assessment will be documented in the applicant's personnel file. Regardless of successful hiring, all employment applications and assessments will be kept for one year.

Staff Orientation

Orientation for employees includes, but is not limited to:

- Information about confidentiality laws and the employee's responsibility to abide by these laws;
- Information about the CASA Program's structure, service mandates, relationship to the court, and professional ethics;
- Lines of accountability and authority within the Program;
- Information about pertinent laws, regulations, and policies;
- Information about National CASA

This may be documented using the Staff Member Orientation Checklist (Attachment C).

Training and Professional Development

Each employee must complete twelve (12) hours of professional development annually. The Executive Director develops and annually reviews the training and professional development program for all employees. The program will allow staff the opportunity to pursue continuing education to fulfill the requirements of their respective positions and to upgrade their knowledge and skills. The program will include information regarding the needs of children serviced by the program, cultural norms, values, and heritage.

Any employee supervising volunteers must complete the preservice training curriculum within 6 months of employment.

Delegation of Authority

In the absence of the Executive Director for a period longer than two (2) weeks, a written plan for delegation of authority shall be in place, with copy to the staff and the Board of Directors.

Compensation***Determination***

Rates of compensation will be determined by the Executive Committee and approved by vote of a majority of Board members.

Payday

Employees will be paid on the 16th day of each month and on the first day of the month, or on the last previous workday before the 16th or first day of the month if these dates fall on a weekend or a holiday. Employees must submit monthly time sheets to the Executive Director by the final day of the month.

Benefits

Upon 90 days of employment, all full-time employees (employed at least 40 hours per week), shall be eligible for the Benefit Compensation Package ("Benefit Package"). The Benefit Package shall consist of an additional payment to the employee each month at an amount proportional to the employee's salary, to be determined by the Executive Committee and approved by a vote of the majority of the Board of Directors. The Benefit Package shall be renewable on a yearly basis at the discretion of the Board of Directors, but such renewal must be determined by the Board and announced to the employee within 6 months of the end of each calendar year.

Leave

Pool Days

All full-time employees (employed at least 40 hours per week) are eligible to take up to a total of 15 paid days off per calendar year worked. No vacation days may be scheduled during the first 3 months of employment. All part-time employees (employed less than 40 hours per week) are eligible to take up 15 days prorated for the number of hours worked each week. These days will be referred to as “pool days.” After completion of 5 years of service, all full-time employees are eligible to take up to a total of 20 pool days. Employees may use their pool days in their discretion for vacation, illness, family leave, personal reasons, or tardiness. Employees must give reasonable notice under the circumstances of their intent to use a pool day (for example, employees should coordinate planned or lengthy absences with their supervisor, but absences due to unexpected illness or death should be accompanied by the soonest notice practicable).

Pool days are not cumulative from one year to another, nor can pool days be waived for extra pay. In other words, Henrico CASA adopts a “use it or lose it” policy.

Whether or not a full calendar year is worked, pool days are accrued on a pro-rated, monthly basis as described below. The pool days accrue as of the first day of the month. For new employees, the first month’s pool day will accrue as of the employee’s first day worked. Employees may take the maximum number of pool days that the employee is eligible to earn in a given calendar year at any time during that calendar year. This is true even if the employee has not yet accrued the maximum number of pool days for that calendar year. However, employees must reimburse Henrico CASA for the value of any pool days used but not earned either at the end of a calendar year or upon termination of the employment relationship. Henrico CASA reserves the right to deduct such amount from an employee’s compensation.

For full-time employees, the pool days will be accrued at the rate of one and one-quarter (1.25) days per month. For part-time employees, the pool days will be accrued and prorated by the number of hours worked each week. The maximum number of pool days that may be accrued in one year by a full-time employee is 15. If the employee has been employed for more than five years the maximum number of accrued pool days increases to 20. The maximum number of pool days that may be accrued in one year by a part-time employee is prorated by the number of hours worked and does not increase with years of service.

The following illustrates the accrual of pool days:

# of months worked	# days accrued by full-time employee	# days accrued by full-time employee (5+ years)	# days accrued by part-time employee are prorated by # of hours worked (EXAMPLE: 20 hours)
1	1.25	1.67	.625 Equation: (#hours/40)*(15/12)
2	2.50	3.33	1.25
3	3.75	5.00	1.875
4	5.00	6.66	2.50
5	6.25	8.33	3.125
6	7.50	10.00	3.75
7	8.75	11.66	4.375
8	10.00	13.33	5.00
9	11.25	15.00	5.625
10	12.50	16.66	6.25
11	13.75	18.33	6.875
12	15.00	20.00	7.50

Exempt Status

Exempt employees are those employees who do not receive overtime pay under the Fair Labor Standards Act. An exempt employee spends at least 80 percent of his/her time in executive, administrative, or professional duties requiring the regular exercise of discretion and independent judgment. All positions 32 hours and over are filled by exempt employees.

Full-time employees who work in excess of 40 hours in a week or part-time employees who work in excess of 32 hours in a week during training activities may, at the discretion of the Executive Director, be awarded no more than an equivalent amount of leave time. Use of leave time must be coordinated with and approved by the Executive Director.

Family and Medical Leave

While an employee may take unpaid leave for up to six weeks, an employee will receive no paid leave over and above the pool days described above.

Holidays

Employees of Henrico CASA will observe the same holidays as observed by the Commonwealth of Virginia. Employees will receive their usual rate of pay for holidays.


Leave Without Pay

Requests for leave without pay must be submitted to the Executive Director. The Executive Committee of the Board of Directors must approve any request for such leave over one week duration. If the Executive Director requests such leave, the request must be submitted to and approved by the Executive Committee of the Board of Directors.

Administrative Leave for Jury Duty; Summons

If an employee is asked to report for jury duty or subpoenaed to testify in court, that employee will be excused from reporting for work for the required amount of time. Employees must return to work if excused from court during working hours. Henrico CASA will make up the difference between jury fees and a Henrico employee's regular pay. Satisfactory evidence of summons to jury duty or court and the precise amount of jury fees must be submitted to the Executive Director before reimbursement can be made.

Disclosure of Other Paid Employment

Employees of Henrico CASA are required to inform the Executive Director of other paid employment, volunteer or contract work. 

Evaluation

The Executive Director shall provide each employee with a written job description. Job descriptions shall be reviewed when substantial changes in work responsibilities occur and may be updated annually. Changes in job descriptions do not require formal approval by the Board of Directors, only concurrence by the Executive Committee.

Job descriptions define the employee's general duties and responsibilities. In the discretion of the Executive Director, it may be necessary for an employee to perform duties and responsibilities outside those included in his/her job description.

The Executive Director shall evaluate the performance of each employee at least annually. Salaries will be reviewed annually. The Executive Committee shall evaluate the Executive Director at least annually, in accordance with the corresponding Board Policy. The evaluation process for the volunteers, Executive Director, staff, and the program generally should begin in June of each year.

Employee evaluations include:

- An assessment of job performance in relation to the quality and quantity of work defined in the job description and to the performance objectives established in the most recent evaluation
- Clearly stated objectives for future performance
- Recommendations for further training and skill-building, if applicable (see "Staff Orientation and Training")

Employee evaluations shall be documented using the "Evaluation Form" (Attachment D). Employees shall have the opportunity to review, comment or correct, and sign their performance evaluations before they are placed in employees' personnel folders. Employees are given the opportunity to obtain a copy of their performance evaluations.

Grievance Policy

In order to deal effectively with complaints from individuals and/or organizations regarding the services provided by the CASA employees, the following grievance procedures shall be followed:

If a complaint is lodged against an employee, other than the Executive Director, it shall be dealt with in the following manner:

1. The Executive Director shall be notified.
2. The matter shall be reviewed by the Executive Director and shall include contact with the complainant and the staff member.
3. The Executive Director shall determine whether the matter should be taken to the Executive Committee for their review.
 - a) If the Executive Director resolves the matter, a written reply will be provided to the complainant with copies to the Executive Committee and the staff member.
 - b) If the matter is referred to the Executive Committee for review, the committee shall resolve it. The Board of Directors will provide a written report to the complainant with copies to the Executive Director and staff member.

If a complaint is lodged against the Executive Director, it shall be directed to and addressed by the Executive Committee. A written reply will be provided to the complainant and to the Executive Director.

Termination of Employment

These Policies do not create a contractual relationship between an employee and Henrico CASA. All Henrico CASA employees are employed "at will" and based on mutual consent. Henrico CASA recognizes that each employee has elected to work for Henrico CASA and is free to end employment at any time and for any reason. Similarly, Henrico CASA has the corresponding right to end the employment of any employee if Henrico CASA determines in its discretion that such action is appropriate.

No employee is hired for any specified term or under any agreement contrary to this policy, unless the Board of Directors has agreed in writing to other terms. The employee shall give or be given reasonable notice (two weeks notice shall be presumed reasonable) of termination.

When the replacement of the Executive Director becomes necessary, the Board of Directors:

- Designates an Interim Executive Director;
- Charges a special committee with responsibility for conducting a formal search; and
- Provides the resources needed to carry out the search effectively.

Involuntary Termination

Staff may be reprimanded, suspended, demoted, or terminated for violation of rules, policies, and/or such offenses as incompetence, inefficiency, dishonesty, drunkenness, immoral conduct, insubordination, discourteous treatment of the public, neglect of duty, and/or failure of good behavior.

In case of involuntary termination, demotion, or suspension because of unsatisfactory performance, the Executive Director should give at least two weeks advance written notice.

The Board of Directors may, in its discretion, place a staff member on administrative leave with pay. Such leave is to be used in circumstances where the health or safety of any staff member could be adversely affected. Compensation for administrative leave will be equal to the staff member's base rate of pay. The length of such leave is solely at the discretion of the Board of Directors.

Disciplinary action for minor infractions usually involves counseling, written reprimands, and one or more suspensions before termination. The Executive Director has authority to counsel and issue written reprimands, and to determine the appropriate level of discipline in light of the employee's misconduct.

Serious infractions may necessitate the termination of a staff member without advance notice. Appropriate grounds for termination may include, but are not limited to:

- Employee taking action without program or court approval that endangers the child or is outside the role or powers of the CASA Program
- Employee violating Program Policies, court rule, or law
- Employee failing to demonstrate an ability to effectively carry out assigned duties
- Employee having allegations of child abuse/neglect brought against them
- Employee experiencing un-resolvable conflict of interest
- Employee failing to complete required, ongoing training
- Employee falsifying his/her application or misrepresenting facts during the screening process

The Executive Committee should review all notices of involuntary termination prior to issue. Staff members who are involuntarily terminated may be deemed ineligible for rehire dependent upon the nature of the infraction. This also applies to staff members who resign in lieu of involuntary termination. Rehire ineligibility determinations should be made in consultation with the Executive Committee. Staff members who are ineligible for rehire should be notified of their rehire ineligibility at the time of termination.

The Executive Director shall document a request for suspension or termination of any staff member, including the following information:

- The staff member's name, job title, and work address (or home address if the staff member is not currently working), and the work schedules of the staff member and supervisor

- A summary statement of the reasons for requesting corrective action
- Specific documentation as evidence to support the request

The staff member will have an opportunity to explain and present evidence as to why action should not be taken. Staff members must return all CASA property on or before the last workday.

Voluntary Termination

Staff members may resign their employment at any time by providing written notification with a minimum of two weeks notice to include last day of employment.

A two-week written notice is standard. Longer notice periods may be appropriate for the Executive Director position, and alternative notice arrangements may be negotiated with the staff member. Staff members are expected to work through their notice period, unless an alternative arrangement has been made. Staff members may not use vacation or compensatory time to extend the notice period.

Staff members may rescind a resignation through the effective date of resignation.

Staff members must return all CASA property on or before the last workday.

Whistleblower Policy

General

Directors, officers, and employees must observe high standards of business and personal ethics in the conduct of their duties and responsibilities. Staff members must practice honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations.

Reporting Responsibility

It is the responsibility of all directors, officers and employees to comply with these Policies and to report violations or suspected violations in accordance with this Whistleblower Policy.

No Retaliation

No director, officer or employee who in good faith reports a violation shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the Organization prior to seeking resolution outside the Organization.

Reporting Violations

Henrico CASA suggests that employees share their questions, concerns, suggestions or complaints with someone who can address them properly, in accordance with the Grievance Policy.

Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

ATTACHMENT A
JOB DESCRIPTIONS

**Henrico County CASA, Inc.
Executive Director**

General Description

The Executive Director is responsible for the overall leadership and management of the agency, all fund development activities, and the administration of the program. Responsibilities include, but are not limited to, fundraising from individual and corporate donors including sponsorships, event planning and execution, long-range organizational planning, fiscal and personnel management, program oversight, marketing and community relations, volunteer and board member recruitment, and supporting the Board of Directors.

Fund Development 60%

- Develop and implement a fund development plan to ensure the annual budget is funded with income from solicitation of individual, corporate, civic, faith-based, and foundation donors; organize and execute fundraising events funded by sponsorships. Annual Fund Development Plan to be approved and supported by the Board of Directors.
- Identify and cultivate ongoing relationships with community donors. Steward existing relationships.
- Maintain a donor database for monetary and other resources to include acknowledgments and gift tracking.
- Participate in legislative efforts to procure state funding.
- Supervise Program Director with researching and writing grant proposals to government, corporate, private, and public foundations.

Marketing and Community Relations 15%

- Oversee the development and implementation of an annual plan to increase awareness of Henrico CASA, its mission, and services to children, and its ongoing need to recruit volunteers.
- Represent Henrico CASA to key external audiences, peer organizations, philanthropic groups, and funders.
- Oversee the production of periodic newsletters, the Annual Impact Report, and other printed and/or electronic communications.
- Foster positive relationships with community groups and organizations that can contribute to the success of Henrico CASA.
- Participate in public engagements that promote and enhance Henrico CASA’s identity in the community.
- Oversee website and social media content/updates to assure regular promotions which appeal to diverse audiences.

Personnel and Program Management 10%

- Hire, supervise, and perform an annual review for Program Director and administrative staff.
- Collaborate with the Program Director and the Board in determining resources and budgets for volunteer program activities.
- Provide guidance and supervision to staff.
- Collaborate with Program Director on staffing issues to ensure goals of the program are met.
- Foster professional, collegial work atmosphere.

Board Relations 10%

- Cultivate a strong, transparent working relationship with the Board.
- Assist the Board of Directors in developing and implementing strategic plans to achieve long and short-term goals.
- Attend all board meetings and provide reports of agency activities, including evaluations of progress toward achieving the mission and financial goals.
- Assist the board in all planned activities, including, but not limited to, fundraising events and community relations and education activities.
- Oversee the implementation of all Board directives, policies, and procedures.
- Keep Board apprised of organizational changes, problems, and opportunities.
- Organize Board member training and participate in planning and carrying out board retreats.
- Assist the Board in identifying and cultivating potential new board members.

Fiscal Management 5%

- Manage the daily fiscal and business operations of the organization, including managing the payroll, meeting financial obligations, and reviewing and approving all financial reports.
- Assist the Board in developing the annual budget.
- Ensure agency compliance with the requirements of all regulatory and government agencies.

Reports to:	Executive Committee of Board
Employment Status:	Exempt full time salaried
Benefits:	25% of salary benefit stipend implemented after three months of employment, 3 weeks paid leave and generous state holiday schedule, and workers compensation insurance

Qualifications: Undergraduate Degree required; advanced degree preferred. Experience in nonprofit management, proven record of fund development success, experience in working with a Board of Directors, passion for CASA mission, demonstrated ability to build relationships/partnerships with community leaders, business executives, foundation officials, donors, and media. Emotional intelligence to lead, coach, develop, manage, and retain staff and volunteers.

**Henrico County CASA, Inc.
Program Director Job Description**

General Description

The Program Director is responsible for all aspects of management of the child advocacy program. The primary responsibilities of this position include, but are not limited to, daily management of the volunteer program, volunteer supervision and training, liaison with the courts, judges, Social Services and other child serving agencies. The Program Director will serve as liaison between the volunteer program and the Board of Directors.

Volunteer Management 90%

- Oversee and implement screening, training and supervision of volunteers in compliance with program policies and DCJS Regulations.
- Develop, schedule and oversee volunteer training.
- Provide guidance and case supervision to volunteers.
- Collaborate with Executive Director to assure adequate resources for the volunteer program.

Long Range Planning 1%

- Work with the Executive Director to develop and implement strategic plans to achieve the volunteer program’s goals.
- Review and evaluate the volunteer program’s progress towards meeting goals.
- Ensure the program’s compliance with the requirements of program policies and regulatory agencies.

Fiscal Management 1%

- Collaborate with the Executive Director to develop budgets for volunteer program activities.
- Keep and submit accurate records of program expenses.

Personnel Management 3%

- Supervise staff who assist with program functions.
- Prepare annual performance evaluation for staff supervised by the Program Director.
- Schedule and facilitate regular staff meetings.

Community Relations 3%

- Support the Board of Directors in its efforts to increase awareness of Henrico CASA, its mission and services to children.
- Contribute news of program activities to periodic newsletters and annual reports.
- Foster positive relationships with community groups and organizations that can contribute to the success of Henrico CASA.
- Support legislative efforts to procure state funding.

Board Relations 2%

- Attend board meetings and provide regular reports of program activities.
- Assist in educating the board about child abuse and CASA’s role in serving children.
- Keep the Board apprised in a timely manner of the program’s progress and any changes in the program or potential liabilities.

Reports to:	Executive Director
Employment Status:	Exempt full-time salaried
Benefits:	Paid vacation at full-time rate, set schedule, workers compensation insurance, 20% benefit stipend after 90 days of employment

Qualifications: *The position requires a degree or equivalent experience in child welfare, public administration, counseling, human services, juvenile justice, or law. It is also important that this person have an understanding of and experience with community organizations and volunteer program management.*

**Henrico County CASA, Inc.
Case Manager Job Description**

General Description of Work

The Case Manager will be a member of the Case Management Team under the supervision of the Program Director. The Case Manager is responsible for assisting with the case database and supporting volunteer recruitment, screening, training, case assignment and supervision, court supervision, volunteer recognition and volunteer case management.

Volunteer casework 95%

- Assist with recruiting, screening, training, supervising and recognizing volunteers in compliance with program policies.
- Assist with the volunteer database and track volunteer hours and contacts.
- Act as liaison between volunteers and the court clerk’s office.
- Ensure that CASA case reports are submitted to the court when received from volunteer coordinators.
- Initiate letter to principals when case is closed.
- Set up case files for volunteer and CASA office and maintain office files.
- Keep case records up to date and provide updated information to the volunteer coordinators.
- Keep necessary and appropriate records as directed by the Program Director.
- Attend appropriate conferences and workshops for the development of program for volunteers.
- Assist Program Director with Continuing Education opportunities.

Planning and evaluation 3%

- Work with the Program Director to develop and implement plans to achieve the volunteer program’s goals.
- Assist in reviewing and evaluating the volunteer program’s progress towards meeting goals.
- Assist the Program Director in insuring the program’s compliance with the requirements of program policies and regulatory agencies.
- Attend scheduled staff meetings.
- Ensure that all active volunteer Continuing Education credit is tracked.

Community Relations 1%

- Foster positive relationships with volunteers, social workers, guardians *ad litem*, clerks of the court, and other case personnel.
- When appropriate, participate in activities that inform the community about the child advocacy program’s mission.

Board Relations 1%

- Assist the Program Assistant with preparing reports for the Board about the progress of the volunteer program.
- Help to keep the Board Manual up to date.
- Help track monthly Board hours for reporting purposes.

Reports to:	Program Director
Employment Status:	Exempt full-time salaried
Benefits:	Paid vacation at full-time rate, set schedule, workers compensation insurance, 20% benefit stipend after 90 days of employment

Qualifications: The Case Manager will be at least 21 years of age and be able to demonstrate an ability to effectively use Microsoft software including Word, Excel, PowerPoint, and Publisher. This administrative position requires knowledge or interest in court matters, child welfare, and juvenile justice issues along with strong writing and proofing skills. Candidate must be able to navigate various data entry models with a great deal of accuracy. This position requires multi-tasking and demonstrated organizational skills.

**Henrico County CASA, Inc.
Program Assistant**

General Description

The Program Assistant is responsible for management of the case database, assisting with court supervision, volunteer training, volunteer recognition and volunteer case management. The Program Assistant will be a member of the case management team under the supervision of the Executive Director.

Volunteer casework 90%

- Assist with screening, training and supervision of volunteers in compliance with program policies and DCJS Regulations.
- Manage the volunteer database and track volunteer hours and contacts.
- Act as liaison between volunteers and the court clerk’s office, when necessary.

Planning and evaluation 5%

- Work with the Executive Director to develop and implement plans to achieve the volunteer program’s goals.
- Assist in reviewing and evaluating the volunteer program’s progress towards meeting goals.
- Assist the Executive Director in insuring the program’s compliance with the requirements of program policies and regulatory agencies.

Community Relations 2%

- Foster positive relationships with social workers, guardians *ad litem*, clerks of the court and other case personnel.
- When appropriate, participate in activities that inform the community about the child advocacy program’s mission.

Board Relations 3%

- Assist the Executive Director with preparing reports for the Board about the progress of the volunteer program.
- Help to keep the Board Manual up to date.
- Track monthly Board hours for reporting purposes.

Reports to:	Executive Director
Employment Status:	Part-time salaried
Benefits:	Paid vacation at part-time rate, flexible schedule, workers compensation insurance

Qualifications: The Program Assistant position requires knowledge or interest in court matters, child welfare, and juvenile justice issues. The Program Assistant will be at least 21 years of age and be able to demonstrate an ability to effectively manage databases and assist with volunteer activities.

**Henrico County CASA, Inc.
Volunteer Coordinator Job Description**

General Description

The Volunteer Coordinator will be a member of the Case Management Team under the supervision of the Program Director. The Volunteer Coordinator is responsible for assisting with all aspects of the CASA program. The Volunteer Coordinator’s primary responsibilities will include volunteer recruitment, screening, training, case assignment, case supervision, report editing, court hearing liaison and recognition.

Volunteer casework 90%

- Assist with supervision of volunteers in compliance with program policies.
- Assign active volunteers to ongoing caseload.
- Initiate letter to principals when case is opened.
- Make a minimum of one monthly contact with each volunteer and schedule regular case conferences as required by the Program Director.
- Consult with DSS staff and guardians *ad litem* regarding needs and volunteer assignments.
- Keep Program Director informed of any problems or concerns involving CASAs or others which might have a negative impact on the organization.
- Read, edit and prepare all CASA case reports for approval of the Program Director.
- Ensure that all CASA case reports are submitted to the court in a timely manner.
- Attend appropriate conferences and workshops for the development of program for volunteers.

Volunteer training 5%

- Recruit, screen, schedule and interview prospective volunteers.
- Schedule, coordinate, teach or attend training classes.
- Develop and maintain training manual for staff-lead training sessions.
- Develop multiple Continuing Education opportunities for volunteers.
- Ensure that each active volunteer completes 12 hours of Continuing Education per year.

Planning and evaluation 2%

- Work with the Program Director to develop and implement plans to achieve the volunteer program’s goals.
- Assist in reviewing and evaluating the volunteer program’s progress towards meeting goals.
- Assist the Program Director in insuring the program’s compliance with the requirements of program policies and regulatory agencies.
- Attend scheduled staff meetings.

Volunteer Appreciation 1%

- Assist the Program Director with all volunteer recognition activities including case conclusion thank you notes.

Community Relations 2%

- Foster positive relationships with social workers, guardians *ad litem*, clerks of the court and other case personnel.
- When appropriate, participate in activities that inform the community about the child advocacy program’s mission.

Reports to:	Program Director
Employment Status:	Exempt full-time salaried
Benefits:	Paid vacation at full-time rate, set schedule, workers compensation insurance, 20% benefit stipend after 90 days of employment

Qualifications: *The position requires a degree or equivalent experience in child welfare, counseling, human services, juvenile justice, or law. It is also important that this person have an understanding of and experience with community organizations and volunteer supervision. The coordinator will be at least 21 years of age and be able to demonstrate an ability to effectively supervise volunteers.*

ATTACHMENT B
APPLICATION FOR EMPLOYMENT



HCASA is an equal opportunity, affirmative action organization providing access to services and employment without regard to age, race, color, national origin, gender, religion, sexual orientation, veteran’s status, political affiliation or disability.

Application for Employment		
Name:		
Current Address:		
City:	State:	Zip Code:
How long? _____ If less than 7 years, please list former addresses:		
Phone:	SSN:	DOB:
Emergency Contact		
Name:		Phone:
Employment Information		
Employed By:		
Employers Address:		
City:	State:	ZIP:
Phone:	May you be called at work?	Supervisor:
Please give a brief description of your work:		
Personal Information		
Do you drive?	Have regular access to a car?	
Educational Background:		
If you speak a second language, please specify:		

Personal Information

What do you know about the CASA program?

Have you ever worked with another CASA Program?	Location:
---	-----------

Volunteer Supervisory Experience:

What is your experience with training adults?

What strengths do you feel you will bring to this program?

Past Employment History:

Employer	Duties	Start/End Dates	Reason for Leaving	Contact Information

May we contact your previous employers? Yes No

Please write a brief statement, 500 words or less, answering the following question:
Why do you want to work with Henrico CASA?

References

Please list 3 references of people unrelated to you who know you well, preferably people for whom you have worked either in a paid or unpaid capacity. If you are currently employed, paid or unpaid, please include the name of your supervisor. Please list complete addresses, including zip codes.

Name:	Address:	Phone/Email Address:

Background Checks	
<p>Do you have any court cases pending? Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Please disclose all criminal/legal offenses of which you have been charged and the disposition of these offenses:</p> 	
<p>Will you allow HCASA to follow up on this information? Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>*Henrico CASA will reject any applicant found to have been convicted of, or having charges pending for a felony or misdemeanor involving a sex offense, child abuse or neglect, or related acts that would pose risks to children or the program's credibility. Other information may not preclude you from becoming an employee, but the information will be considered.</p>	
<p>I understand that by signature on this application I authorize inquiries to be made concerning my employment and character for the purpose of determining my suitability for working with an agency which serves children. I further understand that by my signature on this application I authorize Henrico CASA and other appropriate agencies to secure an FBI fingerprint check or national criminal database check, state criminal check, and local criminal check where the applicant resides and works, national sex offender registry check, motor vehicles division record check with a Social Security Number verification, and local child protective services check as appropriate and permissible by Virginia State. If the applicant has lived in another state within the past seven years, Henrico CASA will conduct a child protective services record check and a criminal record check in that county and state where allowed by law. All information will be held in strictest confidence.</p>	
<p>I hereby certify that all statements made on this application are true and correct to the best of my knowledge.</p>	
<p>Signature of Applicant:</p>	<p>Date:</p>
<p>Please mail or fax this application to: Executive Director Henrico CASA 3001 Hungary Spring Road, Suite A Richmond, VA 23228</p> <p>804-501-1671 804-501-2574 - Fax</p>	

ATTACHMENT C
STAFF MEMBER ORIENTATION CHECKLIST

HENRICO CASA STAFF ORIENTATION

Describe the organization:

- Mission of Henrico CASA
- Agency mandate as described in statute
- History of CASA
- History of Henrico CASA
- Structure of Henrico CASA
- General roles of board, staff, volunteers
- Recruitment, screening, training, supervision functions
- Specific responsibilities of CASA volunteer
- Resource Development Plan – fund and friendraising strategies
- Community need for service
- Our current ability to meet community need
- Long-range goal and plan

Describe the community:

- Overview of Department of Social Services
- Overview of court system and attorneys

Provide job description:

- Review, discuss and sign Acknowledgment of Receipt Form

Conduct tours:

- Introduce staff
- Office – demonstrate use of equipment and provide necessary information to use phone, computer system, copy machine, fax machine, mailing system
- Courthouse – hearing rooms, clerk’s office records section, Meet HAMHDS scheduling employee

Deliver important information:

- Personnel Policies and sign Acknowledgement of Receipt Form
- Program Policies and Procedures
- Pre-service training manual
- Review Social Networking Policy for Employees

Provide payroll information:

- Complete Personnel and Payroll forms
- Explain Benefit Stipend (Begins after 3 months of employment)

Arrange observances:

- Court hearing with CASA volunteer
- Case supervisions with CASAs

ATTACHMENT D
STAFF PERFORMANCE EVALUATION REVIEW FORM

Staff Performance Evaluation Review Form

Employee: _____ **Title:** _____

Department Team: Program

Review Period:

Agreed Upon Goals & Objectives
Please list from previous review.

--

Evaluation of Goals & Objectives
Please evaluate progress toward goals and objectives.

--

Strengths & Accomplishments
Please list your top three strengths, accomplishments, and/or areas of growth. Attempt to provide a specific example of an instance where this strength was exemplified.

1.
2.
3.

Opportunities for Further Development
Please list up to three areas where you feel you could further develop performance (include possible training opportunities *especially in the area of diversity*).

1.
2.
3.

Organizational Values	
Please review National CASA's six essential values (attached). Indicate how you have been exhibiting the values with comments and/or examples.	
Service-oriented	
Committed to quality	
<i>Ethical including acting without prejudice and striving to be culturally sensitive.</i>	
Fair, honest and human	
Accountable	
Mission-directed	

Goals/Objectives for the next 6 months.

Supervisor Comments

SIGNATURES:

Supervisor _____ Date: _____

Employee: _____ Date: _____

NATIONAL CASA:

Six essential values (and how we'll know we're living them).**1 Service-oriented**

- ❖ We agree that our members – programs and state organizations – are our customers.
- ❖ We welcome the opportunity to serve them, and they know it.
- ❖ **We provide that service expeditiously, courteously and enthusiastically.**
- ❖ We serve all our members equally, regardless of personalities.

2 Committed to quality

- ❖ **All staff are here to do the best job they can for our members.**
- ❖ We all agree that any job worth doing is worth doing well.
- ❖ Staff members do not need someone looking over their shoulders.
- ❖ We trust project leaders to ensure projects are done well and on time.

3 Ethical

- ❖ We do not compromise the basic principles of our organizational vision.
- ❖ **We act without prejudice and strive to be culturally sensitive.**
- ❖ We are loyal to each other, to the CEO, and to the organization.

4 Fair, honest and human❖ **We treat each other well:**

- Communication among staff members is honest and open.
- We address problems directly with each other, immediately.
- Working relationships are both strong and relaxed.
- **People feel free to risk making a mistake.**
- We do not gossip or talk behind someone's back.
- We can have fun together.
- We offer (and accept) criticisms supportively, without personalizing.
- We accept that each of us is human and fallible.
- We express appreciation and recognize a job well done.
- When things are tough, we remain a team.

- ❖ **We believe that difficult issues are best solved collectively, and that teamwork stimulates creative thinking.**

5 Accountable

- ❖ There is accountability for failure to behave in a way that contributes to our vision of ourselves as an effective and highly functioning team.

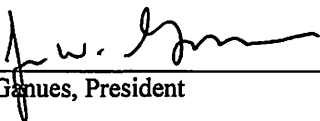
6 Mission-directed

- ❖ **Our goals are well-defined and directly related to strategic priorities**
- ❖ **We work to help each other achieve those goals.**
- ❖ We hold our member programs accountable for a high level of quality.

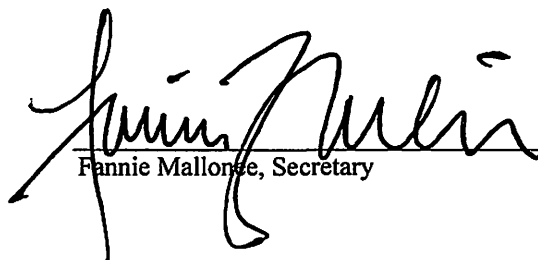
Reinventing National CASA: What we need to be as an organization

(Summary of MP Presentations at September 1, 1999 Staff Meeting)

The above Personnel Policies were approved by the Board of Directors of Henrico CASA on the 6th day of June 2019.



Jon Ganes, President



Fannie Mallonee, Secretary