



# Colegio Bilingüe New Horizons

Accredited by the New England Association of Schools and Colleges

## Human Resources Department Policy Handbook

The Human Resources Department currently serves as the channel between the school and all employees that belong to the New Horizons corporate group. Our main objective is to offer the highest academic standards through retaining well qualified candidates and motivated employees and by providing them with the necessary tools and resources to do their tasks. We ensure a good working environment, cooperation and teamwork among all employees.

The Human Resources Policy Handbook main purpose is to serve as internal guide to all employees and provide every one of their rights and responsibilities.

All policies have been made in compliance with the Dominican Labor Law. All employees must follow the guidelines described in this manual. These policies may only be changed with proper authorization from the Direction and Human Resources Manager.

Attached you will find all forms related to established policies.

Human Resources, 2014

Elaborated by:

Approved by:

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## INDEX

<b>Policies</b>	<b>Page</b>
<b>Policy No. RH-001</b> Employment Application	3
<b>Policy No. RH-002</b> Staffing Policy	4
<b>Policy No. RH-003</b> Work Schedules	7
<b>Policy No. RH-004</b> Attendance	8
<b>Policy No. RH-005</b> Leaves	10
<b>Policy No. RH-006</b> Vacations	12
<b>Policy No. RH-007</b> Uniforms	14
<b>Policy No. RH-008</b> General Benefits	15
<b>Policy No. RH-009</b> Compensations and Salaries	19
<b>Policy No. RH-010</b> Overtime Payment	21
<b>Policy No. RH-011</b> Sexual Harassment	22
<b>Policy No. RH-012</b> Substance Abuse	24
<b>Policy No. RH-013</b> Conflicts of Interest	25
<b>Policy No. RH-014</b> Disciplinary Code	26
<b>Policy No. RH-015</b> Professional Development	28
<b>Policy No. RH-016</b> Performance Evaluation / Incentive Program	30
<b>Policy No. RH-017</b> Promotions	32
<b>Policy No. RH-018</b> Relocation of the Employee	33
<b>Policy No. RH-019</b> Mobile Phones Usage	35

Elaborated by:

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## **Policy No. 001- Employment Application**

### **I. OBJECTIVE:**

To provide hiring guidelines in accordance with equal employment job opportunities.

### **II. DESCRIPTION:**

All open positions are filled with candidates that best fit the profile:

- Attitude
- Academic background
- Competencies and abilities
- Experience

All candidates are considered without discrimination based on age, citizenship, ethnic group, disability, marital status, religion, personal appearance, family responsibilities, matriculation, political affiliation, sexual orientation, or any other unlawful factor.

### **III. PROCESS:**

All applicants must fill out an application form to be considered for any vacant position available in the school. The Human Resources Department is responsible to provide the forms to all interested applicants and assure that the application is fully completed.

All information submitted by applicants will be subject to screening and verification by the Human Resources Department.

Eligible files will be kept physically for a period of three years and will be kept in a permanent manner in the data base of the Recruitment and Selection Software as an eligible or discarded candidate for future references or needs.

All vacant positions are posted internally and externally (i.e. newspaper, internet) in order to receive internal and external applicants. Internal applicants must have at least six months in their position in order to apply for a transfer.

Applicants must meet all requirements in order to be taken into consideration for any vacant position.

The Staffing Policy included in this manual must be utilized for all open position in the school.

*-End of Document-*

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## **Policy No. 002- Staffing Policy (Recruitment, Selection and Induction)**

### **I. OBJECTIVE:**

The objective of the Staffing Policy is to regulate all process related to recruitment, selection and induction, in order to hire, transfer, and promote the best candidates.

### **II. DESCRIPTION:**

All candidates are considered without discrimination based on age, citizenship, ethnic group, disability, marital status, religion, personal appearance, family responsibilities, matriculation, political affiliation, sexual orientation, or any other unlawful factor.

### **III. PROCESS:**

#### **Recruitment:**

All open positions are posted internally and externally (i.e. newspaper, internet) in order to receive internal and external applicants. Internal applicants must have at least six months in their position in order to apply for a transfer.

All applicants must submit to the Human Resources Department their application form, resume and documents that evidence the information provided (ID, Diplomas, etc).

Eligible files will be kept physically for a period of three years and will be kept in a permanent manner in the data base of the recruitment and selection software as an eligible or discarded candidate.

Supervisors must submit a requisition form in order to start any recruitment process with the Human Resources Department. The form includes all personal and professional requirements necessary listed on the job description. For new positions an approval process must be followed.

#### **Selection:**

The following steps are made by the Human Resources Department in order to select candidates:

- Prescreening and formal interviews. All applicants will have several interviews: the first of which will be with the Human Resources Department, where all documentations and data submitted are revised in order to confirm that the applicant fulfils the position requirements
- Search for personal and professional references (reference form).

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- Administer Test Battery per position. The Battery includes: English or Spanish grammar test and personality test. Some position request more specialized tests depending on the area.
- Practical test if necessary.
- Medical test: Medical tests are required for all the employees in order to guarantee school hygiene standards and avoid potential risks to student's health.
- Credit validation and verification: Credential and police reference will be asked to all applicants to verify if the candidate has had any criminal background.

The Human Resources Department must submit a total of three candidates for each vacant position.

An interview will be held with the supervisor and/or Academic Principal or Financial Director, depending on the level of the position. A form for those purposes has to be filled in the process. The form gathers information about academic preparation, experience, attitude and behavior, and evaluates general competencies such as organization, flexibility, honesty, result oriented. Also a general comment with recommendations is required to determine the final decision.

### **Family Members:**

The school permits family members of active employees to apply for any vacant position; excepts if the applicant would to be working as an immediate supervisor or assigned to the same department as the family member.

### **Re-Hiring:**

Depending on the reasons for separation, the school will consider rehiring of ex-employees (resignation, staff reduction, etc). If the employees has been dismissed it will not be re-hired.

### **Induction:**

The Human Resources Department, upon offering a position to a candidate, will also provide the following documentation:

- Written offer and contract with monthly salary and bimonthly incentive descriptions.
- Benefit brochure and general school regulations.
- Letter to open a bank account for payroll purposes.
- Letter to receive the ID card
- Letter to receive the uniform (if required)
- Insurance brochures (medical, dental, life).
- Employee number
- E-mail account and access card.

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All employees will receive induction coordinated by the Professional Development office, which explains in detail the following information:

- New Horizons mission statement, vision and philosophy
- Organizational structure
- Payment days
- Dress code
- General benefits
- Regulations
- Incentive and appraisal program
- Professional development policy.

During the induction is also given to each candidate the following documentation:

- Job Description
- Training Plan
- Performance indicators
- External training procedure
- User access to e-mail account

Each candidate receives a tour of the campus and is presented to the entire staff; also it is sent a welcome email with his/her photo, name and position to all staff urging them to cooperate with the adaptation of this new member.

*-End of Document-*

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## Policy No. 003- Work Schedule

### I. OBJECTIVE:

The objective of this policy is to regulate work schedule for all administrative and academic areas of the school.

### II. DESCRIPTION:

Each area has a set schedule that depends on the responsibilities and services offered within the school.

Area	Schedule	No. of shift
Academic Staff (Principals, Coordinators, Psychologist, etc.)	7:30 A.M.- 4:00 P.M.	1
Academic Support	7:30 A.M.- 5:00 P.M.	1
Library	7:30 A.M.- 5:00 P.M. / 9:00 A.M. –6:00 P.M.	2
Teachers: Early childhood: Toddlers: Pre-Kinder/Kinder: Pre-First:	7:30 A.M. – 2:00 P.M. 7:30 A.M. – 2:30 P.M. 7:30 A.M. – 2:45 P.M.	1
Teachers: Elementary & High School	7:30 A.M. – 3:30 P.M.	1
Administrative Departments (HR, PA, Finance and accounting, etc..)	8 hours per day from Monday through Friday 8:00 A.M. – 12:00 P.M. on Saturdays; a total of 44 hours per week.	

*-End of Document-*

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## **Policy No. 004- Attendance**

### **I. OBJECTIVE:**

To establish attendance standards, regulations and a method of encouraging employees to meet their work schedules.

### **II. DESCRIPTION:**

All employees are expected to be at work on time for their work schedule. Employees are required to inform his/her supervisor of any absence during his/her work schedule, preferably one day prior to the absence.

The school, in order to control attendance requires that all employees clock in the morning at the beginning of their shift and clock out in the afternoon at the end of the shift. Each entrance has a computer set for these purposes.

### **III. PROCESS:**

Types of absences permitted:

- **Excused Absence:** Any absence from work which is authorized by the supervisor.
- **Unexcused Absence:** Any absence from work (including tardiness) that is not an approved leave, with the permission of the supervisor, or has not been granted as an excused absence.

### **Paid Excused Absence**

The school grants leaves of absence to employees in certain situations or under conditions that require their prolonged absence from work, and legal leaves contemplated at our labor code.

Paid excused absences are listed bellow and are also described in detail in our Policy No. 005.

- Sick Leave
- Funeral Leave
- Marriage Leave
- Maternity and Paternity Leave

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## **Unpaid Excused Absence**

We recognize the following leaves of absence without pay:

- Personal Leave

## **Unexcused Absence**

Unexcused absence may subject an employee to Disciplinary Code Policy RH- 010 or may be considered as just cause for discharge.

- Unexcused absences, repeated tardiness and/or failure to report absences of one or more days in a calendar month may subject the employee to disciplinary action.
- Consecutive absences of three work days will be considered voluntary quit if, prior to the end of the employee's third scheduled work day, the employee does not contact his/her supervisor.
- Any unauthorized absence after the time limit of an authorized vacation or other approved absence, unless satisfactory evidence of inability to report for work is shown, may result in discharge or other disciplinary action.

*-End of Document-*

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## **Policy No. 005- Leaves**

### **I. OBJECTIVE:**

To explain the guidelines for paid and unpaid leaves of absence granted by the school and the Dominican Labor Law

### **II. DESCRIPTION:**

The school grants leaves of absence to employees in certain situations or under conditions that require their prolonged absence from work.

### **III. PROCESS:**

The following describes the leaves of absence permitted:

**Personal Leave:** The purpose of a personal leave of absence is to provide eligible employees extended time off from work, without pay, for personal reasons. However, before approval, such leave must be shown to be of mutual benefit to both the school and the employee. This leave will be paid in the event that is for educational purposes.

**Sick leave:** The school provides sick pay to protect employee from loss of earnings. They can use sick pay to cover absences from regular work schedule caused by their own illness or temporary disability or to cover absences caused by the sickness or temporary disability of a member of their immediate family (spouse, children, or parents).

All employees are entitled to 3 days of sick pay per year. Sick pay is intended to serve as a means of salary continuation during illness or temporary disability.

**Funeral Leave:** The Dominican Labor Law provides paid time off for employees to attend the funeral of a close relative. Up to three consecutive calendar days may be taken for absences caused by the death of a spouse, child, parent, brother, sister, or grandparent. A written certification must be presented for each absence.

**Marriage Leave:** The Dominican Labor Law provides paid time off for employees to attend to their wedding, as designated by law. Up to five consecutive working days may be taken for absences resulting from marriage.

**Maternity Leave:** The Dominican Labor Law gives time off from work for maternity purposes or caring for a newborn child. Twelve paid weeks are provided for maternity leave.

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**Paternity Leave:** The Dominican Labor Law gives time off from work for fathers to assist in the care of their newborn child. Two paid days are provided for paternity leave.

All employees have access to the corresponding forms to be utilized for these purposes, on the school's Web-site and at the Human Resources Department.

*-End of Document-*

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## **Policy No. 006- Vacations**

### **I. OBJECTIVE:**

The objective of this policy is to regulate all process related to paid vacation.

### **II. DESCRIPTION:**

New Horizons provides paid vacation to all regular employees. All areas have a clear defined calendar and process needed to be followed.

### **III. PROCESS:**

Vacations are programmed in accordance to the school's academic calendar.

- Teachers will always take their 14 days vacation in two portions, 10 days during Christmas break and 4 days during Easter week. The month of July is specially given to all teachers that will continue in the institution and that have a contract with duration longer than a year.
- The Academic Staff will always take their 14 days vacation in two portions, 10 days during Christmas break and 4 days during Easter week. Two extra weeks are given in July.
- Academic Support, Library and the Doctor, will always take their 14 days vacation in two portions, 10 days during Christmas break and 4 days during Easter week.
- All administrative staff will take 14 days vacation programmed on a yearly basis. Vacation is accrued after five month of employment but may not be taken after 1 year of consecutive service. Supervisors schedule vacations on January in accordance with existing work requirements at each administrative department. The request for vacation should be made by submitting a form to the Human Resources Department signed by the employee and the immediate supervisor, fifteen days prior to the benefit.

The Human Resources Department is responsible to send each month a list of all employees taking vacation to all related departments.

All employees receive a bonus on the month of anniversary thru payroll calculated as the Law requires. Employees with more than five years of continued service will be compensated with 18 days paid vacation and prior to that with 14 days.

If an employee does not benefit from their vacation period and resigns or is discharged, he/she shall be compensated by Law, as follows:

- More than 5 months of service, 6 paid days.
- More than 6 months of service, 7 paid days.

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- More than 7 months of service, 8 paid days.
- More than 8 months of service, 9 paid days.
- More than 9 months of service, 10 paid days.
- More than 10 months of service, 11 paid days.
- More than 11 months of service, 12 paid days.

The school does not pay for unused vacation; all employees must use their earned vacation days.

General observations:

- The “Cartel de Vacaciones” provided by the “Ministerio de Trabajo” should be submitted every year before January 15th.
  - If an employee is asked to cancel his/her vacation it should reprogrammed.
- *End of document*-

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## **Policy No. 007- Uniform**

### **I. OBJECTIVE:**

The objective of this policy is to give the guidelines for uniform usage and dress code.

### **II. DESCRIPTION:**

All employees must be well dressed at all times and preserve the image of the school.

Types of uniforms:

- Female teachers: blue suit with vest and a white cotton shirt.
- Female administrative staff: Suit. It is mandatory only for the areas with direct client service.
- Male staff members: shirt and long pants. Colors must be discrete and appropriate.
- Maintenance, female and male: blue and white-striped shirt with blue pants.
- Security guards: Blue shirt with jeans.

Uniforms must be clean. Should an employee be unable to wear the corresponding uniform, it is unacceptable to wear shorts, jeans, skirts, or striped shirts.

Shoes should be brown or black. They must be clean and in good condition. Sandals and tennis shoes are not permitted.

Hair styles should be discrete, hands clean, and makeup light.

The school covers 50% of the cost of uniforms. The other 50% is deducted from the paycheck over the period of three months. Managers and academic staff have full coverage.

*-End of Document-*

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## Policy No. 008- General Benefits

### I. OBJECTIVE:

To provide a list of all benefits offered by the school to specific departments and general employees.

### II. DESCRIPTION:

General benefits for teachers, administration, and general support staff:

Benefits	Value
• Christmas Bonus	One extra salary
• Uniform	50% of the annual cost
• Dividend Bonus	Depends on annual benefits of the school
• 2 Scholarships	See description
• Credits and Discounts	See description
• Pension Plan and Medical Care	See description
• Dental Insurance	100% basic plan
• Life Insurance	82% basic plan
• Lunch Subsidy	See description

General benefits for teachers hired abroad:

Benefits	Value
• Christmas Bonus	One extra salary
• Uniform	50% of the annual cost
• Dividend Bonus	Depends on annual benefits of the school
• Housing	100% utilities, local phone, Internet, and rent
• Airplane Ticket	100% of the international portion, one round trip up to US \$500.00 per year
• Medical and Dental Care	60% of the annual cost

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General benefits for maintenance and security staff:

<b>Benefits</b>	<b>Value</b>
• Christmas Bonus	One extra salary
• Uniform	50% of the annual cost
• Dividend Bonus	Depends on annual benefits of the school
• 1 Scholarships	See description
• Credits and Discounts	See description
• Pension Plan and Medical Care	See description
• Dental Insurance	100% basic plan
• Life Insurance	82% basic Plan
• Lunch Subsidy	See description

### **III. PROCESS:**

#### **Benefit description**

##### **Christmas Bonus:**

Christmas Bonus is calculated based on the seniority of the employee up to one year of service. All employees receive in December one extra salary or its portion.

##### **Uniform:**

The school covers 50% of the cost of uniforms. The other 50% is deducted from the paycheck over the period of three months. Managers and academic staff have full coverage.

##### **Dividend Bonus:**

The school provides each full-time and part-time employee with a comprehensive and customized annual dividend bonus. This bonus is dependent on the yearly earnings of the institution.

##### **Scholarships:**

The school provides scholarships for children of employees. The scholarship program is available to regular full-time employees, depending on the years of service, with a maximum of two scholarships per employee.

Scholarships are given under the following timeline:

1 year of service	50%	1 child
2 years	80%	1 child
3 years	50-80%	2 children
4 years	80%	2 children

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These scholarships cannot be transferred. The oldest student will always have the preference. If a married couple works in the school, the number of years cannot be added, nor can the number of children be greater than two.

**Credits and Discounts:**

All employees have an open credit at New Horizons Book Shop and at our restaurant. The bill is deducted from the employees' paychecks monthly.

There is also a discount in courses given at ILTAE (English Institute) of 100% for employees and 20% for their children.

**Pension Plan and Medical Care:**

The school complies with the Dominican Republic the Social Security Law mandatory to all employees. Social Security Law covers Pension Plan and Medical Insurance. The law obligates the employer and employee to pay a percentage of the salary on a monthly basis.

Beyond the mandatory standard basic medical insurance plan covered by law, there are other complementary medical plans negotiated by the school and fully paid by the employees who choose those plans.

Only Dominicans citizens are entitled and obligated to comply with the contributions designated in the law. For those employees who are not Dominican, the school covers 60% of the cost of a complementary medical insurance plan while the employee covers the other 40%.

Basic dental care is offered to all employees and it is optional. There are other options of more comprehensive dental care plans available to the employees. For those plans, the school covers up to the amount of the basic dental care. The remaining amount of the cost is covered by the employee.

A basic life insurance is offered to all employees with shared cost. The current policy has a benefit of RD\$200,000.00 and includes accidental death and dismemberment. The school covers 82% of the monthly cost and the employee the other 18%.

**Lunch Subsidy:**

All Academic Staff receive a subsidy for lunch purposes at our restaurant of RD \$70.00 per day.

All Operations Staff receive a subsidy for lunch purposes at our restaurant of RD \$50.00 per day.

*-End of Document-*

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## **Policy No. 009- Compensation and Salaries**

### **I. OBJECTIVE:**

The compensation policy is designed to accomplish the following objectives:

- Promote the school's recruitment and retaining of qualified employees by maintaining a salary structure that is competitive with the external job market.
- Promote internal equity and consistency across diverse school functions, consistent with the external market.
- Establish significantly different salary levels/grades, to ensure distinct movement between levels/grades.
- Establish salary ranges that are broad enough to provide flexibility for management.

The school will classify all employees covered by these policies into specific employment categories. Employment categories help determine employee and management responsibilities and eligibility for employment benefits.

### **II. GENERAL DESCRIPTION:**

Each position is classified in accordance with its level of responsibility; New Horizons has divided its employees into the following categories: normal staff and supervisory positions. All employees' salary raises are based on performance. There is also a salary increase when an employee obtains his/her degree.

The salary range assigned to a position is based on the salary the school pays for that level of job content. Salary ranges are adjusted periodically due to market conditions and when financial resources are available.

The minimum salary of the range is the lowest salary the school will pay for a job.

The maximum salary of the range will serve as a guideline for the highest salary the school will pay for a job.

Our Financial Director approves all hiring offers and salary increases which exceed the range maximum.

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General Salary range:  
These ranges are calculated on a monthly scale.

Year 2014  
Dominican Pesos

Area	Highest	Lowest
Administrative Dept.	RD \$ 480,000.00	RD \$ 11,292.00
Academic Dept.	RD \$ 325,000.00	RD \$ 13,500.00

United States Dollars (USD)

Area	Highest	Lowest
Administrative Dept.	US \$ 11,162.79	US \$ 262.60
Academic Dept.	US \$ 7,558.14	US \$ 313.95

We provide all employees with a program that has an organized and systematic method of classifying jobs and administering pay. They are paid based on a biweekly payroll system.

New Horizons offers competitive pay levels. Pay increases typically occur in September for academic staff and in January for administrative staff, and a general increase is typically provided based on adjustments to pay ranges.

#### **Payment Procedure:**

Employees have their payroll revenues deposited directly into either a checking or a savings account from Banco BHD. Funds are deposited directly, and a voucher is sent to employees indicating the amount of the deposit as well as a detail of earnings and deductions for the current payment period.

An employee's monthly earnings are divided into 2 payments: the first payment on the 14<sup>th</sup> of every month; the second on the 28<sup>th</sup> of every month. If the day of payment is a Saturday, paychecks will be deposited on the previous Friday. If it is a Sunday, they will be deposited on the following Monday.

Deductions, such as Medical Insurance, absences, restaurant and book shop purchases, are deducted from employees' paychecks. The ISSR tax (for salaries that apply) is deducted on the 28<sup>th</sup> of every month.

*-End of Document-*

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## **Policy No. 0010- Overtime Payment**

### **I. OBJECTIVE:**

The objective of this policy is to explain the guidelines for overtime payment.

### **II. GENERAL DESCRIPTION:**

New Horizons and the Dominican Labor Code recognize as overtime all worked hours after the 44 allowed per week.

Compensation for all qualifying overtime hours in excess of eight (8) hours in a day, or forty (44) hours in a week, is paid calculating the hour with a 35% adjusted overtime rate. After 68 hours of overtime work per week, or working on a holiday, the adjustment is paid at a 100% overtime rate.

All overtime work must be reported and submitted to the Human Resources Department by supervisors, in order to add to the employee's paycheck.

Teachers that are asked to substitute for absent teachers during their free periods will be paid extra. The substitution rate is \$250.00 pesos per clock hour substituted.

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## **Policy No. 0011- Sexual Harassment**

### **I. OBJECTIVE:**

The objective of this policy is to give the general guidelines for acceptable behavior in the school amongst employees, to ensure a commitment to ethical treatment and respectful interactions between faculty, support staff and their supervisors. Harassment of any kind is not acceptable. It is inconsistent with the school's commitment to excellence and respect for all individuals.

### **II. GENERAL DESCRIPTION**

Definition of Harassment:

Harassment is the creation of a hostile or intimidating environment, in which verbal or physical conduct, because of its severity and/or persistence, is likely to interfere significantly with an individual's work.

Actions are considered by our school and the Labor Code to be sexual harassment when:

- When an employee is submitted to a sexual proposal from a supervisor in exchange for any benefit (i.e. salary raise, bonus, etc.)
- When any person with a supervisory position refers to an employee with hostile, intimidating, or aggressive terms.
- When any employee requests a sexual favor for anything in exchange.
- When there is physical contact to another person without permission or consent.
- When there is a special treatment in exchange for a sexual act.

The Human Resources Department is responsible for the complete investigation of any sexual harassment claims or demands. The following information must be gathered:

- Date and time of the harassment.
- Place.
- Detailed description of the incident.
- Names of all persons involved.
- Possible witnesses.

After gathering all information, the proposed assaulter will be asked to explain the incident and will be given the opportunity to defend him/herself.

Complete confidentiality will be maintained of all persons involved in the investigation.

Following a complete investigation, if the proposed assaulter is determined to be guilty, he/she will be reprimanded or discharged as the Labor code states.

*-End of Document-*

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## **Policy No. 0012- Substance Abuse**

### **I. OBJECTIVE:**

The objective of this policy is to protect employees from dysfunctional job performance caused by substance abuse.

### **II. DESCRIPTION**

Substance abuse involves an assessment for evidence of the use of illegal drugs, the inappropriate use of legal drugs, and the use of alcohol at work.

The following are conditions that aid the school in determining if an employee is abusing an illegal substance and/or alcohol:

- Attending work under the influence of any drug or alcoholic substance.
- Exhibiting uncommon reactions and/or attitudes towards coworkers or supervisors.
- Irritated eyes.
- Alcohol smell.

The school will offer counseling to those employees interested in rehabilitation and will help them find special schools for their needs.

If an employee is not willing to recuperate, the school will immediately discharge him/her from work.

The Human Resources Department must be informed if an employee has medicated drugs. The employee must submit a medical certificate that validates the drug usage.

*-End of Document-*

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## **Policy No. 0013- Conflicts of Interest**

### **I. OBJECTIVE:**

The objective of this policy is to provide guidelines in accordance with employees parallel jobs that could conflict with any administrative or teaching task.

### **II. GENERAL DESCRIPTION:**

Teachers may not offer private tutoring to the school students; to offer any type of private class they must do it by lltae programs.

Administrative staff may not use any school resources or materials to conduct any type of private work.

An employee that does not comply with these regulations may be discharged.

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## Policy No. 0014- Disciplinary Code

### I. OBJECTIVE:

The objective of this policy is to provide written guidelines covering some of the more serious/specific problems regarding employee activities, practices or behavior that could lead to disciplinary action.

### II. DESCRIPTION:

The following work rules are provided as minimum guidelines for employee conduct and work performance; they are not all inclusive.

Key: Recommended Disciplinary Actions

O: Oral Warning

W: Written Warning

D: Discharge

Work Rules

The following are examples and guidelines for supervisors to take in the case of disciplinary action.

Description	1st	2nd	3rd
1. Poor performance of duties, including failure to follow instructions and/or maintain established standards of workmanship or productivity due to an unwillingness to perform or carelessness.	O	W	D
2. Violation attendance policies involving unscheduled absence or tardiness, for whatever reason, which exhibit a pattern or trend.	O	W	D
3. Failure to inform the supervisor when leaving the work area.	O	W	D
4. Failure to conform to a departmental uniform or dress code policy, including the wearing of identification badges or name tags.	O	W	D
5. Use of profane, abusive, or loud/boisterous language on school premises, or actions which may be discourteous or harmful to others, including smoking in designated non-smoking areas.	O	W	D
6. Use of another's computer sign-on or computer access code or	W	D	

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Issued Date: January 2003

Revision No: 3/ Date: March 2014



providing another the use of an individual's sign-on code without proper authorization, to gain unauthorized access to confidential or privileged information.			
7. Insubordination, including refusal to accept instructions from supervisors, security guards, or other proper authorities.	W	D	
8. Unauthorized or improper use of school property.	W	D	
9. Being in an unfit condition to perform the duties of the job, including sleeping on the job, working under, or suspected of working under, the influence of drugs or alcohol.	W	D	
10. Threats, fighting, or other physical action against another person while on school premises.	D		
11. Consecutive absences of three (3) workdays without notifying the supervisor if, by the end of the employee's third regularly scheduled workday, such notification is not provided in accordance with departmental procedures.	D		

Written warnings are completed via a pre-established form, which stipulates the causes and investigation of the issue at hand and recommendations for improvement. The form must be signed by both the employee and the supervisor and be sent to the Human Resources Department.

### **Unemployment Compensation:**

The school abides by the Dominican Labor Law, which provides compensation to employees who are affected by a reduction in work force or employees who terminate service under certain conditions as defined by law.

The labor law fixes eligibility, waiting periods, rates of compensation, and the duration of compensation payments. Compensation varies according to the work schedule; the number of years employed, the eligibility period, and the cause of termination.

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Elaborated by:

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Revision No: 3/ Date: March 2014

## **Policy no. 0015- Professional Development**

### **I. OBJECTIVE:**

The school's main objective through its professional development program is to enhance existing strengths and potential contributions in order to increase the efficiency, knowledge, and job execution of the staff.

Professional development applies to all staff. It imposes obligations for both the school and individuals to fulfill, in manners that are consistent with their respective needs and objectives.

### **II. GENERAL DESCRIPTION:**

The school provides appropriate professional development opportunities through various mechanisms:

- Orientation meeting to all new staff members in regards to general school regulations. A human resources brochure and teachers' handbook is given and discussed during this session.
- Two weeks of training for all teachers at the beginning of each school year. During these two weeks teachers and the academic staff review policies, procedures, strategies, and teaching methodologies.
- Coordination of regular meetings with academic staff to discuss effective strategies, class projects, and lesson plans. These meetings are scheduled monthly with the principals, academic coordinators, and/or psychologists.
- General teachers' assemblies. These meetings are held on a monthly basis. During these sessions training and general information are given to teachers according to the academic calendar and staff needs.
- In house lectures. The school schedules workshops to address departments on topics of concern or interest.
- Facilities and access to outside resources (i.e., Internet, magazines) and services that support and sustain planned initiatives in professional development.
- Staff participation in special projects and decision making.
- Professional development form. Teachers must complete a professional development form with academic coordinators, psychologists, and assistant principals at the beginning, end of the first semester, and at the end of each school year. During the month of August teachers set goals for the school year and specific areas requiring support. At the end of the first semester, teachers identify areas they need to improve, reflect about their teaching skills and styles and the

Elaborated by:

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Revision No: 3/ Date: March 2014

effectiveness of implemented strategies, as well as those to be applied throughout the remainder of the school year. At the end of the school year, teachers reflect upon overall achievements and performance.

- A financial provision that provides payment for both outside and in-house training for all staff, including courses abroad, when possible.

### **Responsible Departments for Implementing the Professional Development Policy:**

**Human Resources Department:** Administers each department's training financial provisions, to provide for equal and proportional distribution amongst all employees.

Each employee is entitled to attend at least one workshop (in house or outside), covered 100% by the school's financial provisions. Other courses or training workshops are covered partially. The school and the participant share the cost.

Employees must submit a form to their supervisor in order to request course attendance and subsistence; supervisors then revise the forms for approval and submission to the human resources department. Courses must be related to the employee's field of work and/or are suggested by supervisors based on employee evaluation results.

**Supervisors:** Supervisors must evaluate both the department as a whole and its constituent employees and recommend appropriate course training to enhance overall performance. Supervisors should ensure courses value and worth before submission to the human resources department.

**General Staff:** All employees must submit their completion certificates of all courses taken, in order to validate their attendance. Employees have the responsibility to implement what they have learned to improve their work and to train their peers on new strategies acquired.

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Elaborated by:

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Issued Date: January 2003

Revision No: 3/ Date: March 2014

## **Policy No. 0016- Performance Evaluation / Incentive Program**

### **I.OBJECTIVE:**

The main objectives of our Performance Evaluation System and Incentive Program are:

- To provide adequate feedback concerning staff performance on a bimonthly basis.
- To serve as a base for constructive criticism to improve work habits.
- To serve as a base for making wage compensations, deciding appropriate placement, and planning individual performance improvement programs.
- To have a clear measurement matrix per positions that leads to enhance performance;
- To serve as base for our school motivational program: “Outstanding Job” and “Above & Beyond” awards.
- Motivate high performance.

### **II. DESCRIPTION:**

The annual average of the evaluations serves as a base for wage compensations changes and staff placement.

The performance evaluation has an economic incentive attached to it in order to motivate high performance.

Indicators:

- Indicators have a direct relation with each position’s responsibilities and main objectives.
- Indicators have a specific percentage assigned with direct relation to the positions responsibilities. The total sum of all indicators cannot exceed 100%, except for those Teachers that participate in the Mentor Program or for those who act as Homeroom Teachers.
- All indicators are specific, measurable, achievable, and realistic.
- All evaluating forms must have assigned at least 3 indicators and no more than 15 per position.

Evaluation:

- All supervisors must evaluate their subordinates on a bimonthly basis.
- The areas responsible for the revision of all indicators are the Department Head and Human Resources.

Elaborated by:

Approved by:

Issued Date: January 2003

Revision No: 3/ Date: March 2014

Payment:

- The payment is received every two months and it is deposited in the employee's bank account. There are two separate payment dates: one for Teachers and another for rest of the employees.
- Each staff member receives a clear feedback of his/her evaluation results via email or print out.
- In the event that the employee feels that the evaluation does not correspond to his/her perception, there is an appealing process in place in which he/she approaches the Human Resources Department for a revision of the evaluation with the evaluator. The employee receives an answer back no later than three days after the appealing process started.
- During Leaves of absences given by law the incentive payment is guaranteed.
- At least 60% achievement against the indicators must be attained in order to receive payment.

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Elaborated by:

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Revision No: 3/ Date: March 2014

## **Policy No. 0017- Promotions**

### **I.OBJECTIVE:**

The objective is to provide development opportunities within the organization to employees who can assume greater responsibilities in accordance with their merits and abilities.

### **II.DESCRPTION:**

In the case that there is a vacancy in the school or a new position is created, the Human Resources department must ensure that those job positions are covered preferably with employees from within the school.

Employees' promotions are based on their merit and abilities and are willing to accept the challenge of promotion.

In order for a promotion take place, the following criteria must be met:

- The employee must have completed a minimum of six (6) months in the school.
- The employee must have his/her attendance and punctuality records higher than the average of his department or working area.
- There are no warnings on his/her file for inefficiency, insubordination or lack of discipline.
- The employee must have the necessary competencies according to the level of the position.
- There must be another equally qualified employee to replace his/her previous responsibilities before being promoted.

*-End of Document-*

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Revision No: 3/ Date: March 2014

## **Policy No. 0018- Employees Relocation**

### **I.OBJECTIVE:**

The purpose of this policy is to relocate those employees that are hired from abroad to work in our school in a safe and well accommodated place.

### **II.DESCRPTION:**

New Horizons will provide the employees hired abroad a furnished housing and will be responsible for the payment all the utilities (water, electricity, local phone, etc.).

Employee must return housing in good condition and are responsible for any damage or loss.

The following are the rules to be complied with by those living a housing provided by the school:

- It is tenant's responsibility to keep the apartment, its appliances, furniture, and house ware in good conditions. At the end of the school year a formal inspection of all items mentioned before will be conducted to verify the conditions in which the apartment is being returned.
- An inventory of all items in the apartment at the end of the school year will be taken to be reconciled with the one provided to tenants when they moved into the apartment. Tenants will be financially responsible of any damages and losses recorded in the inspection and inventory.
- A notice must be given to the rest of the roommates when a visitor will come to the apartment. No visitor is allowed to stay in the apartment without the consent of all roommates and written consent from CBNH.
- All calls requiring the use of 1 to dial (long distance calls, cell phone calls, and directory assistance) have an extra cost which is reflected every month in the phone bill. CBNH will pay them to the phone company. The tenant responsible for those charges will see a deduction in his/her paycheck equal to the amount paid by the school as a result of the calls requiring the use of 1.
- Each tenant will receive a set of keys for the apartment. It is his/her responsibility to return those keys at the end of the school year. If during the year a tenant loses any key, he/she is responsible to make his/her keys.

Elaborated by:

Approved by:

Issued Date: January 2003

Revision No: 3/ Date: March 2014

- If door locks required to be changed because of any lost key, tenants are financially responsible for the replacement. A deduction will be taken out of his/her paycheck.
- Noise level should be kept to a minimum at all hours.
- Hand bouncing balls, such as basketballs, is completely prohibited.
- Hanging cloth in windows and balconies is prohibited.
- No light bulbs, fans, water heater, or any other appliances should be left turned on while not being used.
- All bills received at the apartment must be handled in to Human Resources Department at CBNH.
- Any situation requiring attention or repair must be informed immediately to the Human Resources Department at CBNH.
- No changes to the physical structure to the apartment are permitted.
- Painting is not allowed. Any changes must have the approval from Human Resources at CBNH.
- The housekeeping personnel from CBNH are not allowed to do any personal chore requests from tenants.

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## **Policy No. 0019- Mobile Phones Usage**

### **I.OBJECTIVE:**

The objective of this policy is to control and manage the assignment of mobile phones to staff members that have the need to be communicated at all times and the usage and minutes allocated.

### **II.DESCRPTION:**

Employees who receive this benefit are responsible for taking good care of the equipment and complying strictly with this policy.

The Financial Director together with the Financial Controller, the Financial Director Assistant, and the Receptionist will determine the type of mobile phone and the amount of minutes allocated to all users.

The mobile phone assignment, as well as the amount of minutes of usage, is based on the position held by the employee.

The Finance & Accounting Department is responsible for monitoring the mobile phone bills in order to verify and audit the correct use of the mobile phones.

In general, employees are encouraged to set their school email account in their mobile phones as long as the equipment allow to do so.

#### **Instructions:**

The use of mobile communication paid by the school is intended solely for business purposes and to facilitate communication, internal and external, and to enhance job performance of the users.

There are two types of mobile phones paid by the school:

1. With access to external phones
2. With access only to other school mobile phones

Elaborated by:

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Revision No: 3/ Date: March 2014

Users with mobile phones that have access to external phones must follow these guidelines:

- Use only for business
- To call school suppliers if user is outside the school
- To communicate urgently with other employee
- To call any other school location or campus

The mobile phones that only have access to other school mobile phones are meant to be used to locate rapidly the user and to allow the user to communicate with the school and other school mobile users.

The users are responsible to replace the equipment in the event of losing it. The value of the equipment will be determined by its market price.

The users with access to external phones are:

- Financial and Academic Directors
- Operations Manager
- Information Technology Manager
- Administrative Manager
- Academic Staff

The users with access only to internal mobile phones are:

- Messenger
- Drivers
- Technical Support Supervisor and Technicians

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