

A blurred, blue-tinted photograph of a crowd of people walking in a modern, brightly lit interior space, possibly a transit hub or office lobby. The people are out of focus, creating a sense of motion and activity. The background features a grid of glass panels.

Institute for
New Economic Thinking

HANDBOOK

EMPLOYEE POLICIES AND PROCEDURES

February 2014

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INTRODUCTION

Welcome

Welcome to the **Institute for New Economic Thinking** (the “Institute”). We are grateful that you have joined us in our mission to broaden and accelerate the development of new economic thinking that can lead to solutions for the great challenges of the 21st century, and we are committed to promoting a healthy and rewarding work experience for all staff.

We recognize that reading a long employee handbook filled with legalese is not the most enjoyable task. But we do hope that you find this document helpful, whether you are a new employee just familiarizing yourself with the Institute, or a longtime staffer looking for more information on the employee guidelines and policies that the Institute is now formalizing.

Our staff comes from many backgrounds and disciplines and collaborates both locally and globally. The goal of this handbook is to promote collective productivity by establishing basic guidelines that help employees to better understand their rights and responsibilities, as well as to respect the rights of their co-workers. “Big Brother” we are not – we’re simply growing up as an organization.

When in doubt, just be gracious, respectful and team-oriented. It’s a good way to win friends in a work environment and stay on the right side of most company policies.

About This Handbook

This handbook is designed to acquaint you with the Institute and provide you with information about some of the policies affecting your employment.

You must read, understand, and comply with all provisions of this handbook.

This handbook is not intended to contain all of the terms or conditions of employment or all of the Institute’s policies. You are subject to and required to conduct yourself in accordance with all the Institute policies and procedures. In addition, you should be aware that the Institute may revise, supplement or rescind any policies, procedures, benefits, or portions of the handbook at any time as it deems appropriate, in its sole and absolute discretion.

The Institute adheres to a policy of employment-at-will, meaning that either you or the Institute may terminate the relationship at any time, with or without cause or explanation. This handbook is not a contract and the statements made in this handbook are not intended to form a contract and may not be interpreted to form a contract between the Institute and you.

Please retain this handbook for future reference. The Institute maintains this handbook on-line at www.ineteconomics.org/handbook (file: institute_handbook.pdf). The on-line version is the most up-to-date, which should be reviewed for updates from time to time. Employees will be notified in the event of any substantive change of significance.

EQUAL EMPLOYMENT POLICY AND PROCEDURE

The Institute hopes to attract the very best people, and to provide an environment in which there is freedom of expression, regular interaction, attentive listening, and consideration to personal and professional issues at all levels.

We are committed to treating everyone, including fellow employees, independent contractors, volunteers, interns, vendors, trustees, donors, visitors, or any other non-employee, with respect and dignity. We expect all those associated with the Institute, whether employed here or not, to adhere to our principles of respect. We are all individually responsible for creating and maintaining a work environment that is built on these values.

This policy is intended to educate you about what may constitute discrimination, harassment or retaliation and to notify you that the Institute will not condone or tolerate discrimination, harassment or retaliation. This policy also provides information regarding when employees may be eligible for reasonable accommodations and how to seek such accommodations. Further, this policy establishes a complaint and investigation procedure for anyone who believes that he or she has been the subject of harassment, discrimination or retaliation.

Individuals Covered By This Policy

This policy covers all individuals associated with the Institute, including but not limited to employees (including all levels of management), independent contractors, volunteers, interns, vendors, trustees, donors, visitors, and any other non-employee. Any type of discrimination, harassment or retaliation directed against you or by you is contrary to this policy and will not be tolerated by the Institute.

In addition, any type of discrimination, harassment or retaliation against candidates for the Institute employment is contrary to this policy and will not be tolerated.

The Institute encourages you to follow the Institute's internal complaint and investigation procedure below and report all incidents of discrimination, harassment, or retaliation, regardless of who the offender may be.

Equal Employment Opportunity

The Institute is committed to providing equal employment opportunities to all employees and applicants for employment regardless of race, color, religion, creed, age, national origin, ancestry, alienage, citizenship, sex, pregnancy, gender, sexual orientation, gender identity and expression, marital or partnership status, disability, military status, predisposing genetic characteristics, status as a victim of domestic violence or sex offense or stalking, or any other category protected by law. This policy applies to all the Institute employment-related actions, including but not limited to recruitment, hiring, mentoring, termination, leave of absence, compensation, assignment, training and promotion. The Institute expects all employees to share in its commitment to equal employment opportunity and will not tolerate any acts of discrimination in the Institute's workplace.

Reasonable Accommodations

The Institute is committed to complying with all applicable provisions of the Americans with Disabilities Act (“ADA”), and with state and local disability laws as applicable. The Institute’s policy is not to discriminate against any qualified employee or applicant with regard to his or her employment because of such individual’s disability or perceived disability, so long as the employee can perform the essential functions of the job.

If you are a qualified individual and you have a disability or religion-based need, or if you have a need related to having been subjected to domestic violence, a sex offense, or stalking, and you have made those needs known to the Institute, the Institute will provide you with a reasonable accommodation, unless such accommodation imposes an undue hardship on the Institute. If you believe that you require a reasonable accommodation, you should contact your manager to request an accommodation. The Institute will maintain as confidential, to the maximum extent possible, all accommodation requests related to disability or due to domestic violence, a sex offense or stalking, and other related discussions or documents.

In addition, Federal and State law provide working mothers the right to express breast milk in the workplace. For one year after the birth of a child, the Institute will provide reasonable break time each time a nursing employee has the need to express milk. The Institute also will provide a private location that is shielded from view and intrusion in which nursing employees may express breast milk.

Anti-Discrimination and Anti-Harassment

The Institute is committed to providing an environment where all persons can work together comfortably and productively, free from discrimination, sexual harassment, and other forms of harassment and coercion. The Institute has zero tolerance for discrimination and harassment – that is, conduct (actions, words, jokes, or comments) that is unwelcome, uncomfortable to the recipient, and interferes with the recipient’s ability to work – by employees, applicants for employment, independent contractors, volunteers, interns, vendors, trustees, donors, visitors, or any other non-employee associated with the Institute, on the basis of race, color, religion, creed, age, national origin, ancestry, alienage, citizenship, sex, pregnancy, gender, sexual orientation, gender identity and expression, marital or partnership status, disability, military status, predisposing genetic characteristics, status as a victim of domestic violence or sex offense or stalking, or any other protected category. The Institute is also sensitive to the fact that at times, there may be false accusations, and takes seriously the rights of the accused as well.

The Institute prohibits the behaviors described below not only because these behaviors, whether conducted by an employee or a non-employee associated with the Institute, can subject individual employees and the Institute to legal liability, but more importantly, because these behaviors can have the effect of making it uncomfortable and difficult for colleagues to function effectively in the workplace. Accordingly, prohibited conduct includes, but is not limited to:

- a manager promising a benefit or threatening some harm to an employee in an attempt to extract sexual favors from the employee;
- unwelcome physical contact;
- leering, making a sexual gesture, displaying a sexually suggestive object or image
- making an unwanted sexual proposition;
- graphic, verbal commentary about an individual’s body/body parts;

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- unwelcome or obscene or derogatory sexual jokes or comments – whether in person or by e-mail messages, texts, voicemail messages, postings to social media sites, etc.
- epithets, slurs, negative stereotyping, or threatening, intimidating, or hostile acts, including acts purported to be “jokes” or “pranks,” made on the basis of an individual’s race, ethnicity, sex, sexual orientation, religion, disability or any other above-referenced protected category.
- written, electronic or graphic material that denigrates or shows hostility or aversion toward an individual or group because of his or her membership in one of the above-referenced protected categories.

Conduct prohibited by these policies is unacceptable and forbidden in the workplace. The “workplace” not only includes the Institute’s premises but also off-site venues hosting work-related matters, including but not limited to business meetings or conferences, or business-related social events or seminars.

No Retaliation Policy

The Institute prohibits retaliation against any individual who, in good faith, reports discrimination or harassment, opposes discriminatory conduct, or participates in an investigation of such reports. Retaliation against an individual for reporting harassment or discrimination, opposing discriminatory conduct or participating in an investigation of a claim of harassment or discrimination is a serious violation of this policy and, like harassment or discrimination itself, will warrant disciplinary action, up to and including termination of employment.

Complaint and Investigation Procedure

The Institute strongly urges you to report all incidents of discrimination, harassment, or retaliation, regardless of the offender’s identity or position. In addition to reporting incidents involving the Institute employees (including all levels of management), we encourage you to report perceived acts of harassment or discrimination by or against the Institute’s independent contractors, volunteers, interns, vendors, trustees, donors, visitors, or any other non-employee associated with the Institute. Although incidents may be reported at any time, we ask that you report your complaint promptly to ensure that rapid and appropriate action may be taken by the Institute. A period of delay between the date of the incident and the date of your report may prevent the Institute from responding to your complaint.

If you believe that you are being discriminated against or harassed and are comfortable confronting your alleged offender, you should inform the alleged offender that his or her behavior is unwelcome. In addition, we ask that you report your concerns to Human Resources, your manager or senior leadership. If the alleged offender is a high-level manager, you may report your complaint to the President or Chairman of the Governing Board.

The Institute will promptly investigate any and all reports or complaints of discrimination, harassment or other violations of these Equal Employment Policies and Procedures. All complaints of harassment/discrimination will be treated seriously, with discretion. The Institute will endeavor to maintain confidentiality throughout the investigatory process to the extent practical and appropriate under the circumstances.

If you have experienced conduct you believe is contrary to this equal employment policy and procedure, you have the obligation to take advantage of this complaint procedure.

Responsive Action

Conduct constituting a violation of this policy will be dealt with appropriately. Responsive action may include, for example, training, referral to counseling and/or disciplinary action such as warning, reprimand, withholding of a promotion or pay increase, reassignment, temporary suspension without pay or termination, as the Institute believes appropriate under the circumstances.

Staff Member Responsibilities

All staff members are responsible for possessing an in-depth knowledge of this policy and must comply fully with the letter and spirit of this policy.

All staff members are responsible for helping to ensure that all discrimination and harassment is prevented. If you believe that you have witnessed discrimination or harassment or are being discriminated against or harassed, you should immediately notify Human Resources, your manager or senior leadership.

Additionally, supervisors and managers are expected to apply their knowledge of this policy on an active and continuous basis, and they will be held accountable for their conduct in this regard. This means that if a supervisor or manager is aware of, or has concerns about, any behavior that could be considered a violation of this policy, it is their obligation to report it pursuant to the reporting procedures described above. Failure to fulfill any of these responsibilities will not be tolerated.

Finally, this policy should not, and may not, be used as a basis for excluding or separating individuals of a particular gender, or any other protected characteristic, from participating in business or work-related social activities or discussions in order to avoid allegations of discrimination or harassment. The law and the policies of the Institute prohibit disparate treatment on the basis of sex or any other protected characteristic, with regard to terms, conditions, privileges and perquisites of employment. The prohibitions against discrimination, harassment and retaliation are intended to complement and further this policy, not to form the basis of an exception to it.

Liability for Prohibited Harassment

Any staff member who has engaged in sexual or other prohibited discrimination, harassment, or any other conduct that has violated this policy, or who has otherwise contributed to the creation or continuation of a hostile work environment – including any supervisor or manager who knew about the discrimination, harassment or prohibited conduct and took no action to stop it – may, in addition to any disciplinary action taken by the Institute, be held personally liable for monetary damages if a civil action is filed against him or her. Again, however, the Institute recognizes that accusations can also be baseless and is prepared to support individuals falsely accused. Individuals acting in good faith in discharging their duties should promptly bring their concerns to senior management.

Staff Professionalism and Conduct

The Institute expects all of its employees to behave at all times responsibly, professionally, and with the utmost integrity. Employees are required to maintain a positive work atmosphere by acting and communicating in a manner that facilitates effective and constructive work relationships with co-workers, management, and contractors of the Institute. Employees who do not meet these expectations, and whose conduct thereby demonstrates a lack of professionalism, responsibility, courtesy and/or integrity will be

subject to corrective action, up to and including termination from employment. Actions that are encompassed within this policy include, but are not limited to, fraud or dishonesty of any kind; theft, destruction and/or unauthorized copying or removal of the Institute property; actual or threatened violence in the workplace; and /or violation of the Institute polices (including but not limited to those regarding discrimination and harassment as described above).

EMPLOYMENT OR ENGAGEMENT BY THE INSTITUTE

Employment At Will

While we sincerely hope that the work relationship and fit between you and the Institute will be a consistently positive and mutually rewarding one, all employment at the Institute is “At Will,” meaning that either you or the Institute can conclude your work relationship here at any time, with or without cause or explanation. No officer or employee of the Institute, other than the President, has authority to enter into any agreement on behalf of the Institute, whether express or implied, oral or written, which is contrary to the at-will employment policy or other statements in this handbook. Any such agreement made by the President, modifying the at-will relationship or other handbook policy must be made in writing. No promises or statements to the contrary will have any force or effect, and, therefore, you should not rely on any such statements or promises.

Further, nothing in this handbook should be construed as modifying your at-will employment relationship or as intended to create a promise, contract or representation of continued employment or employment for a definite period of time.

Immigration Law Compliance

In accordance with the Immigration Reform and Control Act of 1986 (“ICRA”), and applicable Federal regulations, the Institute is required to verify that all employees hired on or after November 7, 1986 are legally authorized to work in the United States. The Institute is prohibited by law from employing persons who were hired on or after that date and either are not legally authorized to work in the United States or do not present appropriate documentation evidencing employment authorization.

Within three (3) business days of the commencement of employment, you must complete the employee portion of the Employment Eligibility Verification Form I-9 and present for examination by the Institute appropriate documents establishing both identity and authorization to engage in employment.

- In the event that you are unable to produce the required original documents within three (3) business days of the commencement of your employment, you will be required to submit a receipt indicating that the missing documents have been ordered from the appropriate authority. Thereafter, you will be required to supply the missing documentation within twenty-one (21) days of beginning employment.
- Pursuant to law, failure to produce the documents for inspection within the time periods stated above will result in termination of employment. In addition, if your documentation expires during your employment with the Institute, you must submit new documentation on or before the expiration date in order to maintain employment with the Institute.

Categories of Employment

At the time of hire, you will be classified as full-time or part-time and exempt or non-exempt. Non-exempt employees are employees who, pursuant to the Fair Labor Standards Act (FLSA) and applicable state laws, are entitled to overtime pay for all hours worked in excess of 40 hours per week. Exempt employees are paid on a salary basis regardless of the number of hours worked. Full-time exempt

employees are expected to work a minimum of 40 hours per week. In addition, prior to June 1st of each year, you will be provided with an annual statement of status.

Employment and Engagement of Relatives

The Institute may, in its discretion, employ or engage individuals who are relatives where such employment or engagement will not compromise confidentiality, will not create a real, potential or apparent conflict of interest and would not otherwise adversely affect the workplace. Employees have a duty to disclose if they have a relative who works for an independent contractor or vendor that has a relationship with the Institute.

COMPENSATION

Getting Paid

Compensation is paid on the 15th and last day of each month, on designated payroll dates with payment by check to you or by direct deposit to your bank account. When direct deposit is not utilized, your paycheck will only be given personally to you. All other arrangements for mailing or pick-up must be made in advance. Your paystub will indicate gross compensation and any payroll deductions for the current pay period and year-to-date along with other details about compensation.

Payroll Deductions

The Institute is required to deduct Federal, state and, in some cases, local withholding taxes (income tax) from your paycheck. The amount of the taxes deducted is determined by your earnings and the number of allowances you declare on your W-4 form and applicable local and state forms. After the close of each year you will receive a W-2 form showing total earnings for the year and the amount of taxes withheld. You can change the amount of federal, state, or local taxes withheld from your paycheck by completing the appropriate forms and changing the amount of allowances.

Also, required employee contributions for Social Security and Medicare taxes will be deducted from your paycheck at the rate established by law.

Other deductions, such as salary garnishments, will be made in accordance with law. All other deductions, such as 401(k), flexible spending account contributions and TransitChek contributions, must be authorized by you before they can be deducted from your paycheck.

Direct Deposit

The Institute's direct deposit program makes it possible for you to have your paycheck deposited automatically into a bank account. The Institute strongly recommends that you take advantage of this service, which allows the Institute to deposit pay into your account as immediately available funds. When direct deposit is in effect, you will receive a notification of deposit and a pay stub listing pay details and deductions.

Time Records

Certain employees will be required to keep time sheets reflecting total hours worked. Non-Exempt employees should submit all time records to the Finance and Administrative Manager so that the Institute may maintain accurate records reflecting your time worked and your accrued time off. Institute management will inform non-exempt employees of their status.

Paychecks

The Institute takes all reasonable steps to ensure that you receive the correct amount of pay in each paycheck, that no improper deductions are made and that you are paid promptly on the scheduled payday. The Institute encourages you to review your paycheck often. In the unlikely event that there is an

error or improper deduction in your paycheck, you must promptly bring the discrepancy to the attention of the CFO or the Finance and Administrative Manager for review so that any required correction can be made as quickly as possible.

In the event of a lost paycheck, you should contact The CFO in writing as soon as possible. A replacement check will be issued after The CFO has verified that the check has not cleared the bank.

If you have questions about salary, benefit or withholding deductions, you should contact the CFO or Finance and Administrative Manager.

Questions or Concerns

Non-exempt employees are paid their regular hourly rate for all hours worked up to, and including, 40 in any workweek and time and one-half for all hours actually worked over 40 in any workweek. This means that paid time off (including, but not limited to meal periods, vacation, holidays, personal time, sick time) is not included in the determination of whether an employee has worked 40 hours in any workweek. A workweek begins on Monday at 12:00 a.m. and concludes on Sunday at 11:59 p.m.

Non-exempt employees at the Institute are not permitted to work in excess of 40 hours per week unless specifically requested and approved in advance by their manager. Without limiting the foregoing, non-exempt employees are not expected to, or permitted to, check e-mail or return phone calls outside of regular business hours, without prior approval from their manager.

Managers will attempt to provide employees with reasonable advance notice when the need for overtime work arises. However, advance notice may not always be possible.

Questions about the overtime policy should be directed to the CFO.

Compensated Time Off Policy

Although exempt employees are paid on a salary basis and are not entitled to overtime pay for work in excess of 40 hours per week, the Institute may grant compensated time off to individuals employed in exempt positions. If you are an exempt employee, your manager has the discretion to grant you compensated time off when you are required to work well in excess of 40 hours per week during normally scheduled time off. Generally, compensated time off will be granted only in circumstances where the employee has made an extraordinary effort to accomplish Institute work during time normally scheduled off.

PERSONAL RECORDS AND PERFORMANCE

Initial Assessment Period

Your first three months of employment are an initial assessment period. This provides your manager a reasonable amount of time to evaluate your performance while you adjust to your new position. Your performance, attendance, punctuality and behavior are factors, among others, that will be monitored during the initial assessment period to determine if you will continue employment at the Institute as a regular employee. During or after the conclusion of your initial assessment period, your manager may meet with you to assess your performance and provide feedback to date. You are not eligible for vacation pay during the initial assessment period.

Changes in Personal Information

It is your responsibility to promptly notify the Institute of any changes in personal information. Personal mailing addresses, telephone numbers, numbers and names of dependents, individuals to be contacted in the event of an emergency, educational accomplishments, or other such status reports should be accurate and current at all times. If any of your personal information has changed, please contact the Financial and Administrative Manager. to provide updated information.

Performance Management

Performance management is an on-going, year-round process and you should welcome and encourage regular feedback from your manager.

The performance management process should provide each employee feedback regarding their progress, areas for improvement, and objectives or goals for future work performance. Positive feedback does not guarantee increases in salary, promotions or continued employment. Salary increases and promotions are solely within the discretion of the Institute and depend upon many factors in addition to performance; and, as stated elsewhere in this Handbook, employment at the Institute is at-will.

Performance Issues

Because employee conduct is a reflection on the Institute, it is vital that employees observe the highest standards of performance and behavior. Performance, conduct or demeanor that is unsatisfactory may, at the discretion of the Institute, result in a verbal or written warning, suspension or termination. In certain circumstances, a single act of misconduct may result in disciplinary action up to and including immediate termination.

WORKING AT THE INSTITUTE

Hours

Regular working hours are 40 hours per week, generally from 9:30 a.m. to 5:30 p.m. The Institute understands that not all the work performed by employees of the Institute lends itself to neat time divisions. Some employees may be asked, or request, to work alternative schedules on a regular or sporadic basis depending on Institute and staff needs. Such flexible schedules must be approved by your manager, as well as the COO or President.

Attendance

Regular attendance and punctuality is an essential job function of all positions at the Institute. While we recognize the need for you to be off the job for a variety of reasons, unauthorized absenteeism and lateness are disruptive to the needs of the Department and place an unfair burden on other employees. Therefore your job at the Institute may be jeopardized by absenteeism or tardiness, and by patterned absenteeism, e.g., calling in sick before or after weekends, holidays, or scheduled days off.

Working Remotely

The Institute recognizes that sometimes, it may be more productive for an employee to work remotely, *i.e.*, work from home or from another off-site location. We generally limit this behavior as a means to galvanize our team and promote staff collaboration, but we do support remote working arrangements as a viable work arrangement in cases when such arrangements meet operational or other specific needs. Remote working arrangements may not be suitable or feasible in every circumstance or for every position. Each request to work remotely will be evaluated on a case-by-case basis.

An employee who is interested in working remotely must submit a request to his or her manager. To be eligible for consideration, the requesting employee must have a satisfactory performance and conduct record. The decision to approve remote work may be withdrawn or changed at any time, and employees cannot work remotely without prior approval from their manager.

Upon approval of a remote working request, the employee must indicate as such on the Institute's "Out of Office / OOO" shared online calendar.

Severe Weather

In the event of severely inclement weather, power blackout or transit strike, you are expected to make a very strong effort to arrive at work on time, or as soon thereafter as conditions permit. To determine whether the Institute has closed due to severely inclement weather, check your e-mail.

Notification of Absence

As a general rule, if you will be absent for any reason, you must notify your manager prior to 9:30am ET on the workday that you will be absent. Please send a copy of this email to the Finance and Administrative Manager. You must also indicate your absence on the Institute's "Out of Office / OOO" shared online calendar.

If you do not report for work and your absence cannot reasonably be excused under the guidelines of this policy, you will be charged a vacation day and may be subject to disciplinary action, up to and including termination.

If the Institute does not hear from you for more than one day, your manager will reach out to you to determine the reason for and expected length of your absence. Except in unusual circumstances, if you are absent for three (3) consecutive days without communicating with your manager about your absence, the reason for it, and the expected date of return, the Institute may consider your failure to communicate a resignation from your position.

Punctuality

You are expected to be at your assigned work area at the beginning of your workday unless you are authorized to work off-site by your manager. This includes returning punctually from all breaks. If you are running late and expect to be late, you should notify your manager. Repeated unexcused tardiness or absence may result in discipline, up to and including termination.

Safety and Health

The Institute recognizes that safety, loss prevention, and the well being of employees are critical to the overall mission of the Institute. All employees and contractors must comply with applicable safety regulations and operational guidelines. The following guidelines apply:

- Understand how equipment works before using it; when in doubt, discuss with a manager.
- Report all injuries to a manager and seek first aid regardless of how minor.
- Know whom to notify for assistance in case of emergency.
- Do not bring any guns or other weapons into the workplace or to work-related events.
- If you have a concern that any employee or visitor may engage in any violent behavior in the workplace or at a work-related event, report your concern to the COO.
- Promptly report any injury or vehicular accident connected to the Institute business.
- Report any unsafe conditions, equipment or practices to COO for investigation and correction.
- Know where the emergency exits are in the event of fire and know the location and use of emergency equipment, as well as fire evacuation procedures.
- Exercise maximum care and good judgment at all times to prevent accidents and injuries.
- Observe all safety rules and regulations at all times.
- Notify a manager before the beginning of the workday of any medication that may cause drowsiness or other side effects that could lead to injury.

If you are injured during working hours or while on the Institute premises you must report the incident immediately to your manager. Failure to report an injury may jeopardize your right to certain workers' compensation benefits.

Questions or concerns about health hazards should be directed to COO. Finally, if you believe you will require special assistance in the event of an emergency, please advise COO.

Alcohol and Drug Policy

The Institute has a vital interest in ensuring the health, well being and productivity of its employees and the protection of the Institute property, the Institute's reputation, and public trust. Consistent with this objective, the Institute maintains the following policy on alcohol and illegal drug use. Our goal is to maintain a productive work environment that is free from the effects of alcohol and illegal drugs.

Alcohol

Alcoholic beverages are permitted on the Institute's premises only when approved by the Institute, at an the Institute-approved business or social function, or a department approved social event. The use of alcoholic beverages on the Institute's premises is strictly prohibited at any other time.

In the event that you attend an Institute-sponsored activity at which alcohol beverages may be served or allowed, you are expected to conduct yourself in such a manner that does not represent a danger to yourself, to other employees, to the general public, or to the Institute's reputation.

Drug-free Workplace Policy

Consistent with the Institute's objective of maintaining a safe and productive work environment, the following policy must be followed by all employees of the Institute:

Prohibition of the unlawful use of controlled substances in the workplace:

The unlawful use, manufacture, sale, purchase, transfer, or possession of any illegal drug or controlled substance by an employee during working hours or while performing the Institute business or on the Institute premises or assignment is prohibited. "Illegal drug" means any drug that is not legally obtainable or that is legally obtainable but has not been legally obtained.

- **Fitness for Duty:** Employees are expected to be fit for duty and are prohibited from reporting to work or performing work while under the influence of alcohol or with a detectable level of prohibited drugs in their systems.
- **Off-Duty Conduct:** The unlawful use, possession, sale of any illegal drug or controlled substance off duty and off the Institute property by employees is not acceptable because it can affect on-the-job performance and safety concerns and have an impact on visitors, other employees, the public and the Institute's reputation.
- **Compliance as a Condition of Employment:** All employees are hereby advised that full compliance with this policy shall be a condition of employment at the Institute.
- **Sanctions for the Violation of Drug-Free Workplace:** Any employee who violates the drug-free workplace policy described above shall be subject to discipline up to and including immediate termination of employment.

Where there is a concern that employees are using illegal drugs while conducting business-related activities on or off the Institute premises the Institute may require immediate drug testing. The Institute may also require testing following an accident or mistake that occurs while conducting the Institute business where human error and judgment appear to have been contributing factors.

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Employees are expected to cooperate with the Institute's investigation of possible violations of this substance abuse policy. An employee's refusal to cooperate with an investigation conducted under this policy may result in disciplinary action, up to and including termination.

If you have questions or concerns about this policy or substance dependency or abuse, you are encouraged to discuss these matters with the COO.

The Institute will take such action as may be deemed necessary by the Institute to enforce the policy and its objectives, including but not limited to termination from employment and contacting law enforcement officials.

Smoking Policy

In compliance with smoke-free air legislation, and to ensure that all employees are provided with a healthy working environment, smoking is prohibited in all the Institute work areas. Report violations of this policy to the COO. No retaliatory action will be taken against any employee or applicant who exercises any right under the smoke-free air legislation, including reporting violations.

Appropriate Attire

The Institute is host to visitors from other countries, the academic community, and the business world. It is important for the Institute and its employees to demonstrate a professional approach to work. You should, therefore, dress in an appropriate manner that allows you and the Institute to feel comfortable with you meeting with anyone, including the Institute's Board of Governors, visitors, or donors. While appropriate attire may be casual in most instances, there may be times when more formal business attire is required. You will be notified when such occasions arise and are expected to dress accordingly.

Telephone Etiquette

The Institute's telephone systems are for use in conducting Institute business. All phone communication should be conducted in a businesslike manner at a sound volume that would not disturb other employees. While the Institute understands that employees may occasionally use Institute telephones to conduct personal calls, this should be kept to a minimum. Use of personal cell phones to conduct personal calls while on work time should also be kept to a minimum and conducted only when and where it will not interfere with Institute business.

Personal Property

You are responsible for your personal property and belongings. Despite precautions taken by the Institute, thefts do sometimes occur. You are advised not to bring large sums of cash, expensive articles, or sentimental belongings to work. You should keep your personal valuables with you at all times or locked in a safe place. Missing or found items should be reported immediately to the COO.

Work Areas

You are responsible for keeping your work area neat and orderly. You must immediately report anything that needs to be repaired or replaced to your manager.

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Institute common areas, including but not limited to the conference room and kitchen must be kept clean and orderly at all times. All staff are expected to remove their belongings and dispose of their waste in the proper receptacles after use of these spaces. All staff must wash their own dishes before the end of the workday and remove their food from the refrigerator before it goes bad.

In extreme instances, the Institute may require you, without prior notice and in the Institute's sole discretion, to submit to a search and inspection, including your possessions at work and your personal articles and effects (including but not limited to purses, briefcases, and packages). Accordingly, you should not have any expectation of privacy with regard to any items brought into the workplace.

Institute Property

All tangible and intangible property owned, leased, licensed or otherwise controlled by the Institute, or created by employees of the Institute, is considered the sole property of the Institute and is to be used for Institute business. "Institute property" includes, without limitation, real property such as buildings, office space and parking areas; office equipment such as workstations and their content, such as computers, telephones, blackberries, PDAs, fax machines, copy machines and postage meters; and work product, data and other information generated by Institute employees regardless of how recorded. Work product, data and other recorded information located in the workplace or existing within Institute-owned equipment shall be presumed to be Institute property and the Institute reserves the right to examine and/or copy any such information at any time in the absence of other written agreements. The Institute may at any time, in its sole discretion, inspect or search any Institute property.

Personal Posting Guidelines

With the exception of Institute-sponsored programs, solicitation of memberships, pledges, sales, or subscriptions by any staff member is prohibited during business hours and at all times in working areas.

Similarly, with the exception of material relating to Institute-sponsored programs, distribution of advertising material, handbills or other literature is prohibited on Institute property during working time, and at all times in working areas. Solicitation, distribution of literature, or trespassing on Institute property by non-employees is prohibited at all times.

Communications With the Media

Members of the media (individuals associated with newspapers, broadcasting, magazines and other forms of print and electronic publications) frequently contact the Institute requesting information. Because of the pervasive power of mass media, it is integral that all such communications be coordinated.

While positive press about the Institute and its business can enhance our mission, other press can be a negative and can raise significant legal and regulatory issues, or issues around our obligations to keep certain information confidential.

When speaking on behalf or in association with the Institute (at professional seminars, writing articles for publications, and similar activities) you should clear the opportunity and content in advance with the President or his designee. You may not communicate with the media (either on or off the record) as a representative of the Institute without the express permission of the President or his designee. Instead, refer the media to the Director of Communications, who will handle the matter on behalf of the Institute in an appropriately authorized manner.

In cases where you are speaking with the media in your personal capacity, and your employment relationship with the Institute is identified, you should be clear that your statements are not on behalf of the Institute.

Nothing in this Policy is intended to interfere with employees' rights under Section 7 of the National Labor Relations Act to engage in protected, concerted activity, and the policy shall not be enforced in such a manner as to violate the Act. In the event that you choose to communicate with the media regarding protected concerted activity (verbally or in writing) you must state that your opinion does not represent the views of the Institute.

INFORMATION TECHNOLOGY

The Institute's computer network, including its connection to the Internet, is for the conduct of Institute business.

Any unauthorized use of the Internet is not permitted. Unauthorized use includes, but is not limited to, engaging in computer "hacking" and other related activities; connecting, posting or downloading offensive material and unauthorized software; and disabling or compromising the security of information contained on the Institute's computers. In addition, the installation of unauthorized software is not permitted on any Institute issued device, unless otherwise approved by IT or the COO.

Any remote access to the Institute's network must be done in accordance with procedures approved by the Institute.

Anti-Virus, Anti-Malware and Remote Management software must be maintained on all Institute-issued computers. Employees must not disable or tamper with these software applications at any time.

The Institute will regularly back up all data that resides on Institute network. The Institute cannot guarantee the back up of any data that is stored locally on a laptop or desktop computer.

E-Mail and Voicemail

All electronic and voicemail communications systems and all messages generated on or handled by Institute communications systems, including back-up copies, are solely the property of the Institute. The Institute is committed to protecting the privacy of its employees. Nevertheless, in certain extreme circumstances, the Institute may, in its sole discretion, need to review, audit, intercept, access and disclose messages composed, sent, received or stored on its electronic communications systems, without further notice to or the permission of Institute employees. Only the Institute President or his designee can approve the accessing of an employee's electronic and voicemail data.

The following policies apply to all use by Institute employees of Institute email and voicemail systems:

- ▶ Only Institute employees and, occasionally, certain authorized independent contractors, may use the Institute's e-mail system. The Institute's electronic and voicemail communications systems generally should be used only for business activities. Incidental personal use is fine so long as it does not: (a) consume more than a minimal amount of resources, (b) interfere with staff productivity or the Institute's resources, (c) preempt any business activity, (d) solicit other employees; and (e) violate any other Institute policy.
- ▶ The Institute's electronic or voicemail communications may never be used to communicate insulting, disruptive, or offensive messages such as sexually explicit comments, cartoons, or jokes; unwelcome sexual propositions; ethnic, racial or other discriminatory slurs; or any other messages that can be construed to be harassment or disparagement of others in violation of our Equal Employment Policy and Procedure.
- ▶ Although e-mail and voicemail may appear to be a casual mode of communication, these messages are easily forwarded and shared with others, including those other than your intended audience. Therefore, you should treat these messages with the same degree of care that you would use in preparing letters and interoffice memoranda. You should never use Institute email or voicemail to

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transmit any message that you would not want a third party to read or hear. For example, you should not use the Institute's e-mail or voicemail to discuss personal information about yourself or others, to forward messages under circumstances likely to embarrass you or the Institute, or for emotional responses to business correspondence or work situations.

- ▶ Confidential or sensitive information should not be entrusted to e-mail or voicemail unless appropriate security measures have been taken. What constitutes appropriate security measures should be verified with a manager.
- ▶ Generally, personal Internet e-mail accounts that do not contain the Institute's email address (e.g., AOL, Yahoo, Hotmail, etc.) should not be used for sending or receiving e-mail relating to Institute business. However, we recognize that there may be certain situations where an alternative e-mail address in an academic or other organizational setting may be an appropriate e-mail forum for sending Institute related communications.
- ▶ Remote access users must take all appropriate security measures to safeguard Confidential Information.
- ▶ Notwithstanding the Institute's right to retrieve and review any e-mail or voicemail messages sent or received on our system when authorized by the President, such messages should be treated as confidential by individual employees and accessed only by the intended recipient. Employees who are not officially responsible for or assigned to conduct an internal investigation on behalf of the Institute may not attempt to gain access to messages of another employee without that employee's permission, and should alert the sender if the employee inadvertently receives a message intended for another recipient.
- ▶ All computer and voicemail passwords and codes must be disclosed to the Institute upon request; employees may not install encryption programs without turning over the encryption key to the employee's manager. Any exception to this requirement must receive prior written approval from the Institute.
- ▶ The e-mail system must not be used to send (upload) or receive (download) copyrighted materials (including software purchased by the employee for personal use), trade secrets, proprietary financial information, or similar materials without proper authorization.
- ▶ The Institute reserves the right to establish a standard signature file and/or disclaimer on all outgoing messages. There is no current mandatory email disclaimer.

Computer and Internet Use

Internet Policy

The Institute encourages the use of the Internet for approved business-related activities. However, the Internet must be used with appropriate caution to maintain the security and integrity of our internal systems and networks. All employees accessing the Internet via the Institute computer system must adhere to the following requirements:

- ▶ Internet access provided by the Institute should generally be confined to business purposes only. Incidental personal use of the Internet is permissible during non-working hours (i.e., breaks, lunch) so long as it does not consume more than a minimal amount of resources, interfere with staff productivity, preempt any business activity, or violate any other Institute policy
- ▶ Do not assume that messages sent via the Internet or via the Institute's Intranet are confidential. Anything sent through the Internet or the Institute Intranet passes through a number of different computer systems, all with different levels of security. The confidentiality of messages may be compromised at any point along the way, unless the messages are encrypted. Therefore, when communicating any proprietary or trade secret information, or highly sensitive information,

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employees are required to utilize Institute-approved communication tools (electronic or hard copy), and designate messages as “confidential” as necessitated by their content.

- ▶ Please use professional judgment in selecting Internet sites to be visited or accessed on behalf of the Institute and/or during Institute working hours (and using Institute computer property during non-working hours).
- ▶ You may not knowingly use the Institute Internet access to obtain Confidential Information or intellectual property belonging to anyone other than the Institute. If you inadvertently obtain such confidential information without their consent, do not use the information; instead, destroy it immediately.
- ▶ You may not disseminate or retransmit vulgar, obscene, threatening, intimidating, harassing, defamatory, libelous, or slanderous communications about persons inside or outside the Institute.
- ▶ The Institute reserves the right, but not the duty, to access, review, audit, disclose, or monitor, with or without notice, use of Internet, transmissions made via Internet, or electronic or voice stored information to support operational, maintenance, auditing, security, and investigative activities
- ▶ Institute employees are prohibited from establishing websites on behalf of the Institute without prior approval from the COO and are prohibited from using either the Institute’s internet access or Intranet to advertise or solicit for their outside personal business or on behalf of any entity other than the Institute.
- ▶ Unauthorized review, duplication, dissemination, removal, damage, or alteration of files, passwords, computer systems or programs, voicemail messages, or other Institute property, or improper use of information obtained by unauthorized means, may be grounds for disciplinary action, up to and including termination. In addition, portable media devices, including but not limited to cell phones, smartphones, mp3 players, iPods, iPads (and other tablets) and flash drives, must be used in strict compliance with this policy and all other company policies. Such devices may not be used for unauthorized download or storage of Institute data, software, or other information, particularly confidential or proprietary information.

Social Media Policy

The Institute maintains an Internet presence through a number of social media tools, and many Institute employees likewise maintain a personal Internet presence through social media. “Social Media” is an umbrella term for various forms of communication consisting of user-created text, audio and video published in a shared on-line environment, such as over the Internet or through mobile telephone networks. Examples of social media include, but are not limited to:

- Social Network Services – online communities of people who share interests/and or activities such as Facebook, WeChat, Google+, RenRen, NING, Myspace, etc.
- Blogs – short for weblog – a type of website with regular entries of commentary, descriptions of events, or other materials as Mashable.com, The Drudge Report, TMZ.com, and those created by Wordpress, etc.
- Micro-Blogs – brief text updates, photos or audio clips submitted in multiple ways such as text messaging, instant messaging (IM), e-mail, digital audit or the web, such as Twitter, Tumblr, Pintirest, etc..
- Texts – mobile phone messaging services, such as SMS (Short Message Service) and MMS (Multimedia Messaging Service).
- Internet Forums/Message Boards – online discussion sites, such as Yahoo! Message Boards.
- Podcasts – digital audio or video files available for download on the Internet, commercial applications such as Apple iTunes, etc.

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- Content Communities – audit, video, and photograph-sharing sites, such as YouTube, Flickr, Instagram and Twitpic.
- Wikis – a website that uses wiki software to allow multiple users, including website visitors, to create, modify, and organize web page content in a collaborative manner, such as Wikipedia.

These forms of social media have great communication potential, nearly unlimited duration and retention, and they often may be accessed by anyone around the world with access to the Internet. Within the social media sphere, as in other settings, the Institute has a legitimate business interest in protecting its name, confidential or proprietary information, trade secrets, copyrights, trademarks, business information and reputation. The Institute also wants to ensure that employees' personal use of social media does not result in a violation of our policies and procedures and that employee productivity is not compromised by using work time to access social media. We therefore expect that employees who maintain or contribute to blogs and social networking sites abide by the following guidelines:

Use of Social Media for Work Purposes

In the course of their employment, employees may be asked by the Institute to produce, edit, review or update content on or for different social media tools. In doing so, employees must adhere to the following:

- ▶ Employees are not permitted to publish Institute content in their capacity as Institute employees unless instructed or given permission to do so by the Director of Communications or his designee. Employees are not permitted to develop and implement the Institute social media tools without the approval of the Institute Communications Office.
- ▶ The Institute's policies regarding electronic devices, network resources, copyright, harassment and discrimination prevention and confidential information apply with equal force to all employee use of these tools. "Confidential Information" as defined is any sensitive or proprietary information, including, without limitation, personnel information, financial information, donor information, and information discussed by the governing board.
- ▶ Although many social media sites typically use an informal communication style, the Institute's social media tools are used for business purposes and, therefore, require the highest level of professionalism. Employees must exercise the same level of discretion, precision and judgment in developing or providing content for our social media tools as they would when completing any other task on behalf of the Institute. This includes ensuring the accuracy, truthfulness and appropriateness of all information provided.
- ▶ The Institute reserves the right, but not the duty, to monitor all information posted or appearing on these tools and technologies. Employees do not have any privacy right in and should not have any expectation of privacy with respect to information passing through or appearing on the Institute's electronic devices, network resources or technology tools. Materials that are created, sent, received, or stored through the Institute's electronic media systems or on the Institute's computers may be subject to monitoring and auditing.

Voluntary Use of Social Media Tools

Some employees may voluntarily choose to use or view social media tools outside the course of their employment and not at the instruction or request of the Institute. It is important to remember that what you do on your personal time sometimes relates to your Institute employment. Notably, employees are responsible for what they communicate in social media. Employees should remember that what they

publish might be available to be read by anyone (including other Institute staff, future employers and social acquaintances) for a long time. The following guidelines apply to such use of social media tools:

- ▶ Protect the Institute’s goodwill and business reputation. When using or viewing social media tools, employees may publish their association with the Institute and, in some cases, may decide to disclose personal information and images that become visible and available to the Institute, its employees, donors, and the public. Because this information reflects on the Institute as an organization, the Institute encourages employees to be vigilant in ensuring that only information that they deem appropriate is viewable by other parties and individuals. The Institute encourages employees to take advantage of user privacy settings and to adjust these settings accordingly when using these technologies. Simply put, if your intention is to disclose images, comments, and information only to personal friends, then you may wish to block all other parties’ access to that content.
- ▶ Respect intellectual property and confidential information. Employees using or viewing social media tools outside of their capacity as employees should be mindful to ensure that Institute intellectual property and confidential information is not compromised.
- ▶ Respect your colleagues and other Institute stakeholders. Employees should not post anything that their co-workers or Institute business partners, suppliers, donors or other stakeholders would find threatening, intimidating or offensive, including slurs, sexist comments, discriminatory comments, insults or obscenity. Employees should not post anything related to their co-workers, Institute business partners, suppliers, donors or other stakeholders without the written permission of such individuals or entities.

VACATION AND LEAVE

Vacation

It is the Institute's policy to grant vacation with pay to employees consistent with the terms of their offer letter. No employee will be paid salary in lieu of vacation. Effective as of April 1, 2013, if you do not use all your vacation days during a calendar year, you may, with the prior approval of your manager and the COO, carry over up to 3 accrued unused vacation days to a subsequent year to the extent provided below. If you have not accrued vacation, you cannot borrow vacation time.

All vacation schedules must be approved by your manager. Upon approval, the employee must indicate vacation time on the Institute's "Out-Of-Office / OOO" shared online calendar. The Institute maintains records of vacation time taken and amounts of approved carried over vacation.

Eligibility for Vacation

Full-time employees who have completed the service requirements indicated below as of January 1 of any year will accrue vacation time during that calendar year as shown. Employees accrue vacation time starting the first day of their employment, but cannot use it until having been with the Institute for three months. Part-time employees shall receive such benefits on a pro-rata basis:

<u>Length of Service</u>	<u>Vacation</u>
Up to 5 Years	15 Days – accrues pro rata monthly
5+ to 15 Years	20 Days – accrues pro rata monthly
15+ Years	25 Days – accrues pro rata monthly

Vacation Scheduling

All vacations must be approved by your manager. While every attempt will be made to schedule vacations as requested, coverage requirements at the Institute will be taken into consideration. If a recognized holiday falls during your vacation, the recognized holiday will not count as a vacation day.

Vacation Upon Termination

If you terminate from employment, you will be paid for a maximum of 28 accrued and unused vacation days, unless you voluntarily resign without providing the requisite 30 days written transition notice described in the Resignation policy or you are terminated for poor performance or misconduct.

Holidays

All full-time and part-time employees are eligible for 9 paid holidays per year as follows:

New Year's Day	January
Martin Luther King Day	January
President's Day	February
Memorial Day	May
Independence Day	July
Labor Day	September
Thanksgiving	November
Day after Thanksgiving	November
Christmas	December

Jury and Witness Duty

The Institute recognizes that jury duty and witness service are important civic responsibilities. If you are called to serve on a jury or are subpoenaed to serve as a witness in a proceeding in which you have no personal financial interest, you will be granted time off. Absent unusual circumstances, which will be handled on a case-by-case basis, the Institute will continue your salary during the active period of jury duty. You are also permitted to retain the allowance received from the court for such service. To the extent that there is any statutory requirement for payment by the Institute, the Institute will provide such payment. You are required to report to work on days when you are released from jury duty or when sessions are postponed.

The Institute will continue to provide health insurance benefits for the term of the jury duty absence. In addition, vacation days and holiday benefits will continue to accrue during jury duty leave.

If summoned for jury or witness duty, you must submit to your manager a copy of the jury summons to serve or subpoena as soon as it is received. In addition, proof of service must be submitted to your manager when the period of jury duty is completed.

Voting Leave

If you do not have sufficient time outside of your working hours to vote in local, state or federal elections, you may take up to two hours off to vote. If you have four consecutive hours either between the opening of the polls and the beginning of your working hours, or between the end of your working hours and the closing of the polls, you are considered to have sufficient time outside of working hours to vote.

Absence From Work Due to Medical Reasons

From time to time employees may be absent from work due to physical or mental illness, disability, need for preventive medical care or personal injury. The Institute provides each employee with up to seven (7) sick days per year, pro-rated for part-time employees. Sick days may be used due to illness or injury as well as for your own scheduled or unscheduled doctors' visits. If you anticipate being out for more than four hours for illness or a doctor's appointment, you should take a sick day.

In addition to using sick days for your own medical needs, you may take up to five (5) sick days to care for a family member needing medical care, due to the closure of a place of business because of a public health emergency or to care for a child whose school or caregiver is closed due to a public health emergency. The Institute has the discretion to offer additional sick time in unusual circumstances.

Medical Verification

The Institute reserves the right to require a doctor's note after the third consecutive day of absence. The Institute also reserves the right to request medical verification in the event that an employee develops a pattern of absenteeism at the discretion your manager.

Unpaid Leave of Absence

The Institute's standard policy is not to grant requests for unpaid leaves of absence except in unusual circumstances and only when all paid time off has been exhausted. Any request for a leave of absence without pay must be submitted in writing and will be reviewed on a case-by-case basis by the COO. The decision to approve or disapprove may be based on the circumstances, the length of your employment, the length of time requested, your job performance, attendance and punctuality record, the reasons for the leave, the effect your absence will have on the work in the department and the expectation that you will return to work when the leave expires. If an unpaid leave of absence is approved, vacation and sick time will not accrue during the unpaid leave and you will have to make arrangements with your manager to pay for your health coverage during the unpaid leave.

Pregnancy Leave

Employees who have been with the Institute for at least twelve months and are pregnant may take up to eight weeks of paid Pregnancy Leave during a pregnancy and/or upon the birth of a child. Employees who have been employed less than twelve months are eligible for two weeks of paid Pregnancy Leave. Employees seeking such leave should advise their managers as soon as practicable when they will commence such leave and the duration of the leave. Pregnancy Leave may be followed by Parental Leave, as described below.

Parental Leave

In recognition that new parents may wish to take some time off work in connection with the birth, adoption or foster care placement of a child, the Institute offers paid Parental Leave to full-time employees. Parental Leave must be commenced the earlier of (i) within one month of the birth, adoption or placement, or (ii) immediately following Pregnancy Leave, and must be taken consecutively. In certain circumstances, when approved by the manager and COO, Parental Leave may be taken intermittently on a preapproved schedule.

Primary or Secondary Caretaker

The length of Parental Leave depends on whether the employee is the "Primary Caretaker" or a "Secondary Caretaker." A Primary Caretaker is a person who has primary responsibility for the child, meaning the other parent is not available to care for the child during the major portion of the day. A Secondary Caretaker is a person who is on leave while the other parent is also available to care for the child during the major portion of the day.

Duration of Paid Leave

Full-time employees will be granted up to four weeks of Parental Leave if they are the Primary Caretaker and three weeks of Parental Leave if they are the Secondary Caretaker. A full-time employee desiring Parental Leave must submit the request in writing to his/her manager and the COO.

Group health insurance coverage will be maintained during Parental Leave for up to 4 weeks.

Military Leave

If you perform service in the uniformed services you will be entitled to take an unpaid leave of absence. Please consult the COO for further information.

OTHER BENEFITS

Short-Term Disability

All employees who are unable to work due to a non-work related illness or injury for more than five consecutive business days may be eligible for New York State Disability Insurance. New York State Disability Insurance begins on the eighth calendar day (for which a New York State Disability Insurance claim has been filed and approved) and continues for a maximum of 26 weeks in any consecutive 52-week period.

A New York State disability claim form must be completed, which includes a physician's certification identifying the nature of the disability, the estimated time away from work and the estimated return to work date. A new form must be completed if the estimated return to work date is extended or the employee has not been cleared to return to work. The Finance and Administrative Manager will provide the appropriate state form.

Any employee eligible for New York State Disability Insurance is also eligible for a partial salary continuation benefit. The Institute will pay eligible employees sixty percent of their weekly salary up to a maximum of \$2,500 per week. This benefit begins on the eighth calendar day (for which a New York State Disability Insurance claim has been filed and approved) and continues for a maximum of 26 weeks in any consecutive 52-week period.

Before returning to work after a short-term disability, you are required to submit documentation from a licensed health professional stating that you are fit to return to work. If an accommodation is required, the documentation from your licensed health professional must indicate the type of accommodation and the duration needed.

These short-term disability benefits are salary supplements, and their payment does not mean that you will have a guarantee of return to employment at the Institute at the conclusion of the Short-Term Disability.

Long-Term Disability

After 180 days of continuous disability, coverage may begin under the Institute's Long-term Disability Benefit plan, which provides disabled employees a monthly benefit of the lesser of sixty percent of monthly earnings or \$10,000.

Workers' Compensation

Comprehensive workers' compensation insurance is provided at no cost to you. This insurance covers any injury or illness sustained in the course of employment that requires medical and/or hospital treatment. You are required to immediately report any accident or injury that occurs in the course of employment to your manager.

Health Coverage

The Institute provides health coverage to employees and their dependents. Currently, this coverage is fully paid by the Institute.

401(k) Plan

The Institute offers a 401(k) Plan. All employees working 40 or more hours per week are eligible to make tax-deferred voluntary contributions soon after joining the Institute. Please consult the summary plan description for further information.

Tuition Reimbursement

The Institute offers reimbursement for tuition costs to eligible employees to assist them in obtaining associate, baccalaureate, master's or doctoral degrees outside regular working hours. Eligible Employees may also receive tuition reimbursements for courses leading to a certification offered by an accredited college or other approved educational institution.

This policy is designed to promote employee self-improvement via outside educational activities for full-time Institute employees. It is not designed to reimburse employees for pre-existing educational costs, or for those employees who are fundamentally serving as students while employed at the Institute.

For a tuition reimbursement application, please contact Finance and Administrative Manager.

Flexible Spending Account and TransitChek

Employees are eligible to participate in the Institute's flexible spending program. Details of this program are subject to change over time.

Part-Time Employees

Part-time employees may be entitled to benefits on a pro-rata basis. Please contact the Finance and Administrative Manager for details.

LEAVING THE INSTITUTE

Termination Policy

The Institute appreciates our hardworking employees and the contributions you make to the Institute's success. Although we hope that our relationship with you will be long lasting and mutually rewarding, employment is at-will and the Institute reserves the right to terminate the employment relationship at any time and for any reason.

Resignation

Resignation occurs when an employee voluntarily leaves the Institute, regardless of whether a written resignation has been submitted. If you decide to leave the Institute's employment for any reason, it is expected that you provide written notice of at least thirty (30) days. Vacation days may not be included in the thirty-day notice period. The last date of employment is the last day that you are actively at work. Employees are also expected to assist in the orderly transition of their responsibilities to others. This advance notice is required to process the resignation, transfer knowledge and files, and to select a replacement.

If you have repeated unexcused absences or you do not return from a leave of absence, the Institute will consider you to have resigned.

Return of Institute Property

Prior to your last day of work, your manager will collect and you must return all Institute property, including, without limitation, cell phones, PDAs, mobile devices, keys, security access cards, picture or other identification cards, Institute-issued credit cards, Institute manuals, computers, software, hardware, equipment, tools or any other Institute property.

Any debts owed by you to the Institute, such as repayment for damaged or lost property, personal charges assessed to an Institute-issued credit card, reimbursement for negative balances in Flexible Spending accounts, etc., must be repaid before your last day of employment, unless otherwise agreed between you and the Institute.

Failure to return Institute property as required by this policy may convert a resignation into a termination for cause, and may result in legal action by the Institute to recover the property, together with a request for reimbursement of all attorneys' fees expended in connection with such an action.

Vacation and Sick Time

Generally, you may not use vacation or personal time after notice of separation unless such time is specifically approved by your manager.

In addition, you will not receive payment for any sick time during the notice period that is not documented with a doctor's certificate. Unsupported absences will be treated as unexcused.

If you terminate from employment, you will be paid for all accrued and unused vacation days, unless you voluntarily resign without providing the requisite thirty days written notice described in the Resignation policy or you are terminated for misconduct.

Unused sick time will not be paid upon separation from employment under any circumstances.

Continuation of Benefits

If you leave the Institute, any medical and dental benefits will end on the last day of the month in which your employment terminates. All other benefits will end on your last day of employment.

Some benefits may be continued at your own expense if you so choose pursuant to federal COBRA requirements, and you will be notified in writing of the benefits that may be continued and of the terms, conditions, and limitations of such continuance.

If you are eligible for retirement or other vested benefits, you will be required to complete and submit a distribution form to the CFO.

Final Paycheck

Final pay upon termination consists of the salary due through and including the last day worked by the employee, together with pay in lieu of any accrued but unused vacation days that have not been forfeited. Final pay is directly deposited or mailed to you during the normal payroll cycle following your separation date.

Requests for Information

From time to time, the Institute may receive inquiries from third parties regarding current or former employees or interns. In an effort to protect and respect every member of the Institute community, you should refrain from providing information on your fellow employees or interns to any outside party, except as set forth in this policy. This clause is not intended to prohibit individuals whose views are solicited as part of professional evaluation process because of their credentials independent of the Institute from performing such evaluations.

All inquiries regarding current or former employees, interns, or independent contractors should be forwarded to The COO. The COO will normally verify an individual's dates of work, and position or positions held.

There may be times when a current or former employee or intern requests that additional reference information be provided to a prospective employer or other entity. The Institute retains the discretion to provide additional information if the individual requesting the reference completes an authorization and release permitting the disclosure. In these cases, the request should be forwarded to The COO so the appropriate authorization and release form can be completed. If you are contacted for reference information but do not believe you have sufficient information regarding the individual in question, you should still forward the request to The COO for response.

EMPLOYEE ACKNOWLEDGMENT

The employee handbook describes important information about the Institute and I understand that I should consult my manager regarding any questions I have about this handbook and/or any policies in it.

I have entered into my employment relationship with the Institute voluntarily and acknowledge that there is no specified length of employment. Accordingly, either the Institute or I can terminate the relationship at will, with or without cause or explanation at any time.

I understand that I may also be asked to sign other documents related to my employment with the Institute.

Since the information, policies, and benefits described herein are necessarily subject to change, I acknowledge that the Institute may make revisions to the handbook during the course of my employment. I acknowledge that the Institute may revise, supplement, or rescind any policies, procedures, or portions of the handbook at any time as it deems appropriate in its sole and absolute discretion, without prior notice to employees. I also understand that it is my responsibility to regularly review the handbook for any policy updates that may be issued.

In addition, I acknowledge that I have read and understand the Institute's policy governing equal employment, including the provisions regarding discrimination and unlawful harassment, and I am aware of the procedure for reporting and investigating any claims of discrimination or harassment.

I acknowledge that this handbook is not a contract of employment and does not in any way limit the Institute's right to terminate me at any time for any or no reason, so long as there is no violation of applicable law.

I have received the handbook, and I understand that it is my responsibility to read and comply with the policies contained in this handbook and any revisions made to it.

Agreed and accepted:

Print Name

Date

Signature