



POLICY ON WORK CONDUCT

Version: 1

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Responsible Office: People & Culture

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1. PURPOSE

The purpose of this Policy is to provide guidance to managers and Staff of examples of conduct that can be the basis for disciplinary action, including verbal and written warnings, performance improvement plans, unpaid suspensions, or termination of employment. This Policy supplements and does not replace any of the Policies referenced below.

2. SCOPE

This Policy applies to all CARE USA offices, including Country Offices, Regional Offices, Field and Sub-Offices, and Headquarters. All Staff (employees (full-time, part-time, and temporary), interns, and volunteers) are responsible for following and upholding this Policy.

3. POLICY STATEMENT

CARE USA is committed to maintaining a productive and safe work environment that assures compliance with applicable laws and organizational policies and procedures and protects the rights and well-being of all employees consistent with our core values. CARE will take disciplinary action up to and including termination against Staff who do not perform consistently with these standards and requirements.

4. POLICY DETAILS

4.1. Work Conduct

Staff are expected to perform their job duties and responsibilities in a manner that reflects the highest ethical and professional standards of conduct and performance.

Engaging in the following actions or violating other CARE USA policies during the performance of their duties or while on CARE property will subject employees to corrective action, up to and including termination of employment:

- Violation of CARE USA's Core Values Commitment;
- Failure to comply with any CARE policy or practice;
- A manager's failure to appropriately report the knowledge of wrongful conduct or violation of CARE policy whether received as a complaint or otherwise known by the manager;
- Failure or unwillingness to satisfactorily perform one's job duties as determined by CARE in its sole discretion;
- Interference with the performance of other employees;
- Insubordination, including, but not limited to, repeated refusal to follow work-related instructions;

- Unexcused absence(s) or excessive tardiness (excluding legally-protected tardiness and absences);
- Disclosure of confidential information to any unauthorized persons;
- Any act of dishonesty;
- Allegations of policy violations made in bad faith or that are known to be false;
- Fraud, undisclosed conflicts of interest, or theft;
- Falsification of application, timekeeping records, or other CARE USA-related documents;
- Damage to or unauthorized use of CARE USA property or equipment;
- Bringing disrespect to or otherwise damaging the good name of CARE, including verbally, orally, in writing, or via social or other online media;
- Violation or disregard of safety, health, fire, security or employment regulations;
- Disruption to the workplace, fighting, violent or threatening behavior, or attempting bodily injury to another or any violation of CARE USA's Staff Safety Policy;
- Possession of unauthorized weapons on CARE property;
- Using or possessing illegal drugs or inhalants, or misusing prescription medication;
- Drinking alcohol while working; provided, however, reasonable consumption of alcoholic beverages on CARE premises is permitted at CARE-sponsored events where alcohol is served;
- Felony conviction for the illegal use, sale or possession of drugs or other serious crime;
- Accessing, displaying, or transmitting offensive and/or pornographic material on any CARE-provided electronic device (*e.g.*, computer, phone, tablet) at any time or on any personal electronic device on a CARE network or in the workplace.
- Discrimination, harassment, or mistreatment in violation of CARE USA's Policy Against Discrimination and Policy Against Harassment, including bullying, abuse of authority, verbal or emotional abuse, unwelcome physical contact or abuse, or sexual harassment.
- Harassment or mistreatment of CARE beneficiaries, including without limitation conduct that is prohibited by the CARE International Policy on Protection from Sexual Exploitation and Abuse and Child Protection;
- Retaliation of Staff who report wrongful conduct or participate in CARE-initiated investigations; or
- Discourteous or unprofessional behavior to donors, beneficiaries, partners, or other employees.

By providing these examples, CARE USA is not restricting in any way its discretion to discipline employees or terminate the employment relationship at-will for any other reason. Employees needing clarification of a specific issue related to these standards should seek clarification from People & Culture or their manager.

4.2. Corrective Action Protocols

CARE seeks to resolve conduct and performance problems in the most informal and positive manner possible, such as through counseling, coaching, additional training, or supervision.

Each manager is responsible for implementing corrective action with respect to his or her Staff, including assuring that Staff rights are protected and that appropriate action is taken when circumstances warrant. It is therefore advisable that managers consult with the appropriate Generalist in People & Culture prior to the implementation of any corrective action.

One tool available to staff is the Performance Improvement Plan (PIP), which endeavors to give an employee with performance deficiencies the opportunity to succeed. It may be used to address the

failure to meet specific goals or work-conduct concerns. People & Culture assists with the management of the PIP process and maintains PIP templates.

The following actions are also available to managers to correct performance deficiencies or conduct with the goals of preventing a recurrence of problems and equipping an employee for continued and conforming service to the organization.

- **Written Warning:** This protocol documents discussions between a manager and employee who fails to meet performance or behavioral expectations. This action can be everything from informal emails between the manager to more formal write-ups, memos, or letters. A PIP may also serve as a written warning when a manager determines the PIP has not resulted in sustained improvement.
- **Final Written Warning or Suspension:** This protocol documents discussions between a manager and employee who continues to fail to meet performance or behavioral expectations after receiving a written warning. This action includes disciplinary or investigative suspension that may provide for the temporarily removal of a Staff member from the workplace for serious misconduct pending further investigation. Before a Staff member is suspended, the manager must consult with the appropriate Generalist within People & Culture to discuss the circumstances.
- **Termination:** Terminations usually occur after written warnings are issued to Staff continuing to fail to meet performance or behavioral expectations. Terminations must be reviewed by the appropriate Generalist within People & Culture prior to the action.

CARE intends the above corrective-actions to be progressive. However, depending on the situation, managers are permitted to repeat, omit, or skip an action or employ any other corrective action not specifically listed above. At all times CARE reserves the right to effect immediate termination of employment if such action is deemed necessary in accordance with policy or local law. All corrective actions are determined on a case-by-case basis by individual entities, departments, and units and by People & Culture.

4.3. Confidentiality

CARE staff should not expect that any corrective action or the rationale supporting an employment decision will be kept confidential. While CARE will endeavor to keep such information confidential on a need-to-know basis, CARE retains the sole discretion to determine whether to disclose such information, and the content of such disclosure, including such considerations as compliance with donor requests/requirements and/or applicable law, and/or an effort to ensure that the conduct at issue is not repeated.

5. PROCEDURES

The procedures for this Policy are set forth herein or within guidelines utilized by People & Culture, or as may be specifically provided in any relevant policy, procedure or practice.

6. RESPONSIBILITIES

All Staff (employees (full-time, part-time, and temporary), interns, and volunteers) of every CARE USA office (Country Offices, Regional Offices, Field and Sub-Offices, and Headquarters) are responsible for understanding, following and upholding this Policy.

People & Culture, with the assistance of the Office of General Counsel, are responsible for the administration and enforcement of this Policy.

7. REFERENCES AND ASSOCIATED POLICIES

- CARE USA Core Values Commitment
- CARE USA Employee Handbook
- CARE USA Policy Against Discrimination
- CARE USA Policy Against Harassment
- CARE International Policy on Protection from Sexual Exploitation and Abuse and Child Protection
- CARE International Policy on Fraud and Corruption
- CARE USA Policy on Reporting Wrongful Conduct and Investigations
- CARE USA Anti-Terrorism Policy
- CARE USA Policy on Conflicts of Interest
- CARE USA Policy on Staff Safety
- Any local policy or procedure relating to employee conduct as found in any Country Office Employment Manual