



HR Policies and Code of Business Conduct

and

Performance Management Training



HR Policies and Code of Business Conduct



Introduction

- Development of New Policy Manual
 - Group of HR professionals from across the organization
 - Reviewed every policy to determine if they were meeting the organization's needs (6-8 months)
 - After lengthy discussions, some of the policies were revised for further approval



Introduction

- Development of New Policy Manual (cont'd)
 - Revisions sent to multiple HR directors and some line managers
 - Final review and approval of key policy changes by HRC
- Additional and continual input on the Policies is welcome

Key Differences with former HR Policies and Procedures



- Tone

- Policies and Code of Business Conduct is more about principles than rules

- Length

- “Procedures” have been removed

- Look

- Modified look
- Document is more conversational

1 THE CHURCH AS AN EMPLOYER

The Church of Jesus Christ of Latter-day Saints ("the Church") does not have employees. In reality, those who "work for the Church" actually work for corporate entities such as Corporation of the President of The Church of Jesus Christ of Latter-day Saints or Corporation of the Presiding Bishop of The Church of Jesus Christ of Latter-day Saints. Operating affiliated entities exist domestically and internationally as the needs of the Church and local laws require. For simplicity, throughout the balance of this document, the Church's operating entities will be referred to collectively as "the Church" or as "the Employer."

1.1 EEO Statement

Only members of The Church of Jesus Christ of Latter-day Saints who are worthy of a temple recommend will be considered for employment. Employment is limited to those persons who believe in and live the teachings of the Church. Except for this requirement, which is allowed by federal statute, the Church is an equal opportunity employer and does not discriminate in its employment decisions on any basis that would be a violation of national, federal, state, or local law. Qualified applicants will be considered for employment, and employees will be considered for advancement or other job related benefits, without regard to race, national origin, color, gender, marital status, age, or disability. The Church will make reasonable accommodations for qualified individuals with known disabilities, unless doing so would result in an undue hardship.

1.2 Highest Level of Integrity and Performance

Every Church employee must act at all times, whether at or away from work, in a manner consistent with the highest levels of integrity and performance. As these Policies and Code of Conduct are implemented, employees must not look for exceptions, but rather seek ways they can go the extra mile in conforming to the principles set out herein.

After-hours conduct

Employees represent the Church at all times – not just during business hours. Consequently, employees are expected to conduct themselves at all times in a manner consistent with temple recommend standards. After hours conduct which is detrimental to the reputation of the Church, whether or not resulting in loss of a temple recommend, and may result in work related discipline, including termination.

Only temple recommend worthy members of The Church of Jesus Christ of Latter-day Saints will be considered for employment. Qualified applicants will be considered for employment and promotion without regard to race, national origin, color, gender, marital status, age, or disability.

Employees represent the Church at all times – not just during business hours

Key Differences with former HR Policies and Procedures



- Modified Policies
 - No limit on sick leave accruals
 - True Letters of Recommendation can be written
 - Must be signed by last supervisor
 - HR Rep to provide assistance
 - Must be factual and truthful
 - Educational Reimbursement Policy
 - Reimbursement does not have to be for a job related degree
 - Up to \$5,250.00 per calendar year

Key Differences with former HR Policies and Procedures



- Modified Policies (cont'd)
 - Suspension w/o pay is available as a disciplinary option
 - Full calendar day increments (Not part days)
 - Must be for major infractions
 - Harassment, violence in the workplace, inappropriate language, worthiness issues, etc...
 - Exempt and non-exempt employees
 - Employee appeal process

Key Differences with former HR Policies and Procedures



- Eliminated Policies
 - Probationary period for new hires
 - Sent wrong message
 - Temple Ordinance worker leave
 - Not widely used, created inequality, work schedule
 - Confidential portion of employee's HR file
 - Supervisors need to be circumspect of what goes in file

Key Differences with former HR Policies and Procedures



•Policy Application

- Line management, with assistance of HR, makes the call on interpreting the policies
- HR Department will no longer function as the “policy police”
 - HR more of an advisory role
- If Policies need revision, let us know
- Dress code example

3 MAINTAINING THE EMPLOYMENT RELATIONSHIP

3.1 Dress and grooming standards

Employees are expected to dress modestly and in a conservative, professional manner. Extreme clothing of any kind or style should be avoided. Shoes should be in good repair and shined. Soft-sided, athletic or similar shoes, regardless of color, should be avoided. Clothing should be clean, well cared for, and neatly pressed. The fit and style of clothing for both men and women should be modest. The following guidelines should be followed:

WOMEN

- Skirts or dresses of at least knee-length (Skirts with immodest slits are inappropriate)
- Nylon hosiery
- Casual sandals or "flip-flops" are not acceptable
- Pants, pantsuits, and split skirts are not acceptable

MEN

- Ties, suits or sports coats, and dress slacks
- White or light-colored dress shirts
- Suit or sports coat should be worn when leaving the department area. (When leaving the building on a hot day, removal of a suit coat is appropriate)
- Casual pants (such as Dockers®) are not acceptable

In situations where dress standards may need to be modified for modesty, safety, health or other work related reasons, individual departments may submit modified guidelines to the Human Resource Department for approval.

Extreme hair styles are not acceptable. Hair should be clean and neatly combed. Beards and sideburns below the earlobes are not acceptable. Mustaches, where worn, should be neatly trimmed and should not extend beyond the corners of the mouth. Men's hair length should be above the collar.

High standards of personal hygiene and cleanliness are expected. Cologne and perfumes should be used sparingly, with sensitivity to allergies of co-workers.

Employees are expected to dress modestly and in a conservative, professional manner, consistent with the customs and standards of the country in which they work.



Dress and Grooming Standards - Examples

- Good examples





Review of Key Policies

• Pornography

- Use of employer's equipment to view or access pornography is strictly prohibited
- Grounds for immediate dismissal
- Use away from work may lead to work place action



Review of Key Policies

- Overtime
 - 40 hr week vs. 8 hr day



Review of Key Policies

- Overtime

- 40 hr week vs. 8 hr day

- Hours worked

- Annual leave – do not count as “hours worked” for overtime

- Sick leave – do not count as “hours worked” for overtime

- Holiday pay – counts as “hours worked” for overtime

- Church work week

- Saturday to Friday



Review of Key Policies

- **Overtime** (cont'd)
 - Do not shift hours from week to week
 - Report actual hours worked, not average hours
 - Do not change hours without employee's knowledge
 - Supervisor may adjust scheduled work time to avoid overtime



Review of Key Policies

- Call back and On-call for non-exempt employees
 - Call back: return to work site at a time other than regularly scheduled shift
 - Three hour rule
 - On-call: we do not pay for “on-call” time
 - We pay if employee is called and actually works
 - Telephone calls: we pay for time spent on telephone to resolve the question



Review of Key Policies

- Paid Leave

Policy 3.13:

“Regular attendance is an essential function of each of Employer’s jobs. . . . Employees who are absent from work and fail to notify their supervisors will be subject to corrective action. Employees who have been absent three consecutive days without notifying their supervisor will be considered to have voluntarily resigned.”

Fully benefited employees are eligible for a variety of paid leaves to enable them to manage personal and family life issues.



Review of Key Policies

- Leave without Pay

- Available for:

- Extended illness
 - Personal reasons
 - Employer reasons

- Approvals

- Department managing director
 - Generally only for outstanding performing employees



Review of Key Policies

•Employee Appeal Process

- Significant Adverse Employment Actions (*involuntary termination, suspension, formal probation, performance evaluations, involuntary demotion, transfer to lower grade*)
 - To department managing director (within 7 days and in writing)
 - To managing director of Human Resource Department
 - To General Authority
 - Not necessarily include a personal visit
- Other workplace concerns
 - To supervisor
 - To division director (temple recorder)



Policy Roll Out and Employee Training

- Managers and supervisors have been introduced to the Policies
- Each supervisor to train all employees in his/her work group
- Each employee will know where the complete policies can be accessed in the document library
- Each employee (FT & PT) to sign Acknowledgement form
- Deadline = July 1

**Acknowledgment Regarding Human Resource Policies and Code
of Business Conduct**

Employee's Name (First, Middle, Last)

Department

Employee ID Number

Employee's Acknowledgment:

As an employee of the Corporation of the Presiding Bishop of The Church of Jesus Christ of Latter-day Saints or of the Corporation of the President of The Church of Jesus Christ of Latter-day Saints (jointly referred to as "Employer"), I confirm my understanding and agreement with the following:

1. Employer has prepared its Human Resource Policies and Code of Business Conduct ("Policies") as a guide for policies, benefits, and general information to assist me during my employment.
2. I have been instructed regarding the Policies and how to read and/or review the Policies. I understand that I have an obligation to do so. If I have questions regarding application of the Policies, I may resolve those questions by contacting either my supervisor or my department HR representative.
3. I may review the Policies and make a copy, if I desire, by accessing Employer's intranet site. The Policies may be accessed from the Human Resource Department page, and are found in the HRD document library. If my work location does not have intranet access, I may review the Policies on a CD available from my supervisor. I also may contact my department HR representative to obtain a copy (either printed or electronic) of the Policies.
4. The Policies are part of the terms and conditions of my employment. I agree to abide by the Policies.
5. Neither these Policies nor any statement by a manager or supervisor may be construed in any manner to create a contract of employment or to modify the "at will" nature of my employment relationship, as explained in the Policies, § 2.1.
6. Employer reserves the right to make changes to the Policies, either in content or application, as Employer in its sole discretion deems appropriate. Such changes, if made, will be communicated by general announcement to all employees and by changes to the Policies available on Employer's intranet document library. Once included in the copy of the Policies which is available on the intranet, any changes will be of the same force and effect as the original.
7. Nothing in the Policies may be deemed to modify the at-will nature of my employment.

Employee's signature:

Date:

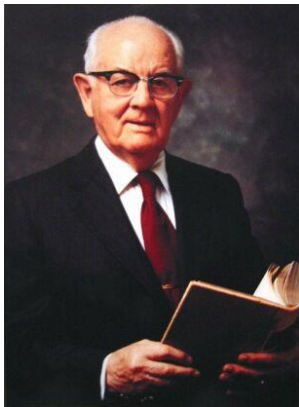


Performance Management and Development

*Business Case for Change, Process,
Tools, and Implementation*



“I find myself hungering and thirsting for just one word of appreciation or of honest evaluation from my superiors and my peers. I want no praise; I want no flattery; I am seeking only to know if what I gave was acceptable.”



President Spencer W. Kimball



Performance Management Training Goals

Provide process, tools and training that will:

1. Align individual goals with division and department purpose.
2. Provide quarterly opportunities for feedback, regular coaching, annual planning, and a year end review.
3. Measure actual performance.
4. Provide a tool that awards merit increases based upon performance, and not on employees position in the annual increase matrix.

HR Strategy Committee Areas of Focus





Current Performance Management System:

- Once-a-year event. Feedback is irregular.
- Generally viewed as a negative experience.
- Requires little thought or preparation.
- Driven by the annual merit cycle.
- “Meets Expectations” considered sub-performance.
- Merit increases are affected by non-performance issues.
- Merit increases are significantly driven by the Central Human Resource Department.



Towers Perrin (consulting group)



High performing companies:

- Link employee goals to organizational goals/strategy.
- Develop and communicate clear definitions of performance.
- Differentiate rewards for high performers.
- Performance feedback is ongoing throughout the year.
- Provide performance management training for supervisors.



Questions committee asked themselves...

- Is our current performance management system effective?
- Does it motivate employees to improve their performance?
- Does it align individual goals with corporate purpose?
- Does it differentiate rewards for high performers?
- Does it empower employees?
- Is there a better way?





Key Improvements in the New System

- Regular performance discussions between leader and employee.
- No more labels (“Meets,” “Exceeds,” etc.).
- No more matrix charts.
- Results oriented.
- Pay for performance.
- Process is owned by management.
- Adaptable by management to meet unique needs.
- The employee goals are aligned to division and department purpose and goals.







"I have reviewed the new process and I am excited about the direction we are headed with our Performance Management System. I am sure you will find the changes refreshing. As managers, this is our process. We own it. It is a tool that assists us in taking care of the best interest of our employees. It should work for us, instead of us working for it."

Thomas E. Coburn
Managing Director, Temple Dept.



Performance Management Process

Align → **Feedback** → **Review** → **Rewards**

Align Department,
Division, and
employee initiatives
and key results

Quarterly
Results
Discussion

Annual
Results
Review

Annual
Merit Increase

Planning Tool



INDIVIDUAL WORK PLAN - 2006

Alignment to my Department and Division Purpose

Employee Name

Position

Department/Location

My Department Purpose Statement:

Ensure that the temple ordinances are kept pure, recorded accurately and made available to worthy Church members by:

- Planning and preparing for new temples, and maintaining them at standards established by the First Presidency
- Providing necessary instruction and training materials
- Overseeing temple operations as directed by the First Presidency
- Encouraging patron participation in temple ordinances by providing patrons a positive and uplifting experience each time they visit

My Division Purpose and Initiatives:

My Individual Initiatives and Expected Results / Metrics:

Metrics / Results:

Department Purpose

Division Purpose

Individual Goals and Initiatives

Alignment



Individual Work Plan Form

- Individual goals and initiatives are developed by the employee under the direction of the manager.
- The Individual Work Plan becomes the final year end evaluation worksheet at the end of the annual review cycle.
- Management owns this process. Let us know if you find a better way to make this form work for you.
- Copies of the Individual Work Plan are kept by the employee and the manager, and reviewed regularly throughout the year. This form is used as a resource when developing Quarterly Result Discussions.



Feedback Tool

QUARTERLY RESULTS DISCUSSION

Alignment to my Department and Division Purpose

Employee Name	Position	Department/Location	Date
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Expected Results

Initiatives and Goals transferred from the Individual Work Plan

Accomplishments:	Improvement (specific ideas to improve my performance):
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“Here’s what I’ve accomplished...”

“Here’s where I can do more ...”

Obstacles I face (information, resources, other):	Help Needed (what do I need from my leader to succeed):
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Problem Solving and Planning

Action Items Employee (by when):	Action Items Manager (by when):
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Feedback

QUARTERLY RESULTS DISCUSSION *Alignment to my Department and Division Purpose*

Employee Name	Position	Department/Location	Date
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Expected Results

Initiatives and Goals transferred from the Individual Work Plan

Accomplishments:	Improvement (specific ideas to improve my performance):
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“Here’s where I see you ...”

“Here’s where I see you can even do more ...”

Obstacles I face (information, resources, other):	Help Needed (what do I need from my leader to succeed):
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Action Items Employee (by when):	Action Items Manager (by when):
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Action Items with Time Frame (completed by employee and manager)



Quarterly Results Discussion

- Employee and manager take joint accountability for the discussion, including...
 - Accomplishments
 - Improvements needed
 - Obstacles employee faces
 - Help employee needs from leader
- Action items are noted for both leader and employee.
- Quarterly Review sheets do not become a part of the permanent employee file, but act as a resource and documentation for the year-end review.





Annual Recognition and Results Review

Before Year-End Discussion Meeting:

- Manager & employee separately review Employee's Work Plan for the past year.
- Employee lists accomplishments for the past year.
- Manager lists employee's accomplishments for past year and lists needed improvements.

Set up Time for Year-End Review



During Year-End Discussion Meeting:

- Mutually evaluate accomplishments and improvements needed.
- Discuss any developmental needs for further professional growth.
- Complete the documentation.



INDIVIDUAL WORK PLAN - 2006

Alignment to my Department and Division Purpose

Employee Name

Position

Department/Location

My Department Purpose Statement:

My Division Purpose and Initiatives:

My Individual Initiatives and Expected Results / Metrics:

Metrics / Results:

Initiatives and Results Rating:

The Year End Review

**Initiative
Results**

**Overall
Results**



Annual Results Review

After Year-End Discussion Meeting:

- Managers prepare for Annual Merit Increase process.
- Training for New Merit Increase Process will take place during the 4th quarter.
 - You will manage the merit increase budget for your temple and determine the % of increase for each employee.
 - A software program is being developed that will help you manage the budget and merit increase process.
- Managers and employees prepare Individual Work Plan and begin new cycle.

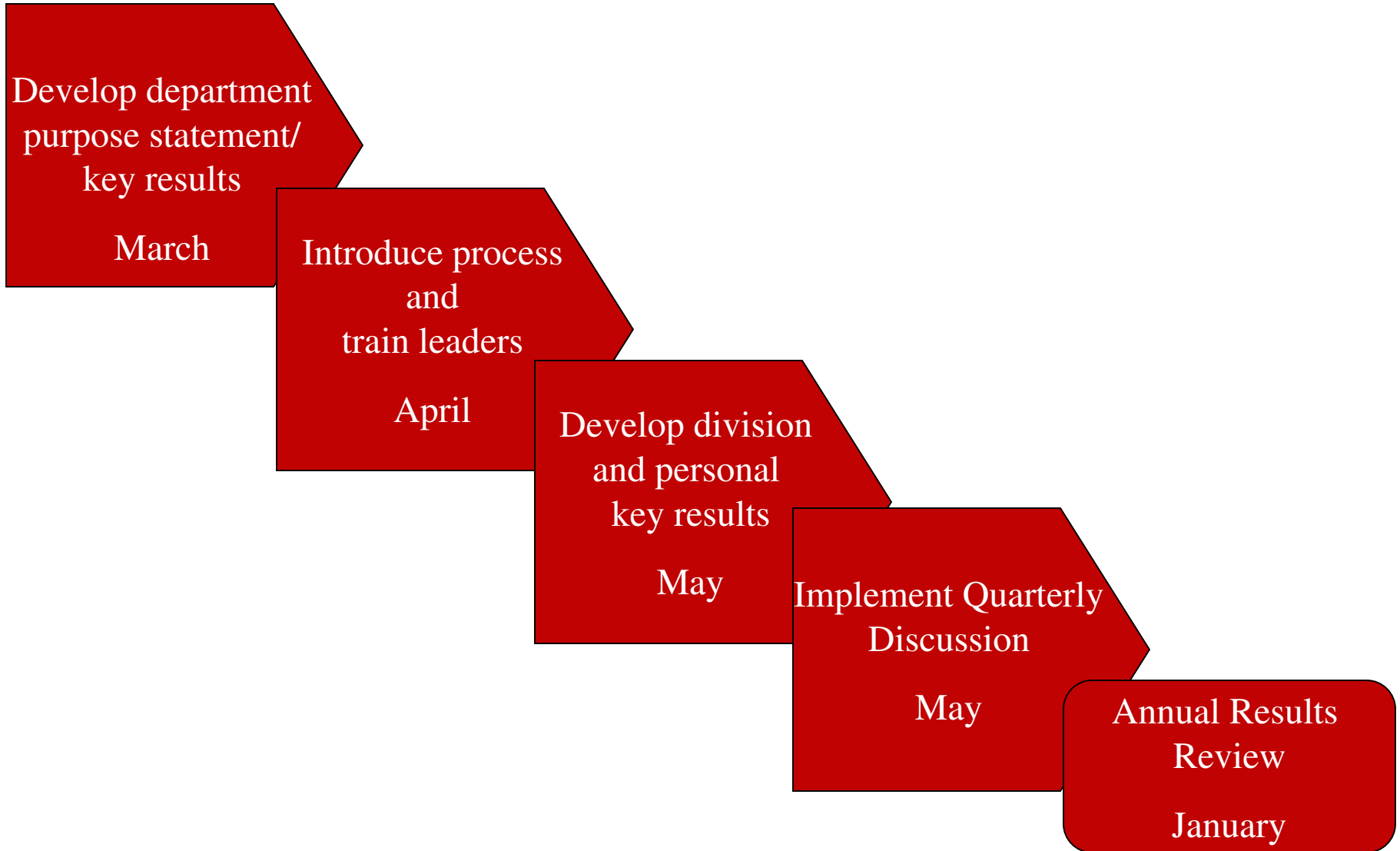


Key Implementation Points

- Performance Management is driven by principles of alignment, measurement, and feedback; not forms.
- Highly adaptable for management's specific needs.
- Managers lead training and implementation within temple.
- All employees will complete an Individual Work Plan by the end of May.
- Quarterly discussions should start no later than May. Regular feedback sessions should be ongoing.
- HR facilitates and assists when needed.
- Merit Increase training coming later this year.



Performance Management Timeline





Questions?

