



**YOUTH FOR CHRIST**<sup>®</sup>  
DENVER AREA

Organizational  
Stewardship  
Handbook

Welcome to the Mission of Youth For Christ!

I want to commend you for your commitment to change the lives of teenagers through the message of Jesus Christ. There is no greater calling than this, and it is my goal to empower and release you in this ministry.

### Why Organizational Stewardship?

I have chosen to title this the "Organizational Stewardship Handbook" in order to call you to Biblical stewardship of the mission of Youth For Christ through this organization called Denver Area Youth For Christ. (DAYFC) Our prayer is that we will be counted faithful by those who follow us.



Serving Him Together,

Ken Allen  
Executive Director

### What is Organizational Stewardship?

Organizational stewardship is about, faithfully and actively living out our calling to this mission and being a part of something that is bigger than any of us or our own personal call.

My expectations are that we:

- Work hard, as unto the Lord, to advance and protect this mission.
- Work interdependently with the staff, ministry partners, and volunteers who God has called, in order to fulfill the mission of reaching lost youth with the Gospel.
- Serve together and use all that God gives us to the very best of our ability for His glory.

We are all a part of the body, serving an important and specific function. Without each part, the body is not complete. Our goal is always to bring glory and honor to God as we fulfill our mission together.

Again, welcome to the worldwide family of Youth For Christ, as well as the team here in Denver. I trust you will always feel an "open door and open heart" atmosphere here. If there is something you don't understand or feel should be reconsidered, please talk to me about them. My door is always open.

### OUR MOTTO

Faithfully pursuing the kid God places in front of me  
in order to reveal the love of Christ.



## OUR MISSION, VISION, AND CORE VALUES

Organizational stewardship of our mission and vision also includes the way in which we operate as a ministry and as a team. We have chosen these core values carefully. They define who we are. Each is an aspect of how we strive to relate to each other and how we want to be known individually and corporately.

### YFC NATIONAL MISSION STATEMENT

YFC reaches young people everywhere, working together with the local church and other likeminded partners to raise up lifelong followers of Jesus who lead by their godliness in lifestyle, devotion to the Word of God and prayer, passion for sharing the love of Christ, and commitment to social involvement.



### DAYFC VISION STATEMENT

As part of the Body of Christ, our vision is to see every young person in every school, institution, and neighborhood in the Denver area have the opportunity to make an informed decision to become a follower of Jesus Christ and to be equipped on their path of life-long discipleship.

## CORE VALUES

Our core values require a foundation of trust. Our primary trust is in God who called each of us to this mission. It is He who sustains us, provides for us, and accomplishes His will through us. Because we trust God, we choose to trust each other. We believe the best of each other. We bear one another's burdens. We consider the other as more important than ourselves. When trust is damaged, we move quickly to reconciliation, refusing to hold a grievance against another, and offering grace and forgiveness freely, just as we have been given grace and forgiveness by God.

Building on a foundation of trust in God and each other, as a missional community of staff, ministry partners, and volunteers, we will operate as part of the Body of Christ in a way that brings honor and glory to God, striving to exhibiting these values in all that we do:

CHRIST-LIKENESS

EXCELLENCE

ABIDING in Christ

COMMUNITY

PASSION

these core values are the basis for everything that follows. The policies, procedures, and documents contained in this handbook are for the purpose of stewarding the various ways in which we function, as a missional community, in fulfilling the mission and vision of YFC in Denver.

The staff covenant below summarizes our commitment to our mission, vision, and each other.

### DENVER AREA YFC STAFF COVENANT

As a team, we covenant together to fulfill our Mission and Vision as follows:

Called by Jesus to contribute to the mission of Denver Area YFC,

I will work interdependently with the team Jesus calls

so that we all may become increasingly faithful to Jesus.

### STATEMENT OF FAITH

All DAYFC staff, volunteers and board members must affirm our Statement of Faith and exclusive claims of allegiance that Jesus Christ makes upon everyone who would follow Him as Christians. With that understanding, they agree with and adhere to the Statement of Faith as one of Denver Area Youth For Christ's leaders, entrusted to advance the DAYFC mission.

1. We believe the Bible to be the inspired, the only infallible, authoritative Word of God.
2. We believe that there is one God, eternally existent in three persons: Father, Son and Holy Spirit.
3. We believe in the deity of our Lord Jesus Christ, in His virgin birth, in His sinless life, in His miracles, in His vicarious and atoning death through His shed blood, in His bodily resurrection, in His ascension to the right hand of the Father, and in His personal return in power and glory.
4. We believe that for the salvation of lost and sinful people regeneration by the Holy Spirit is absolutely essential.
5. We believe in the present ministry of the Holy Spirit by whose indwelling the Christian is enabled to live a godly life.
6. We believe in the resurrection of both the saved and the lost; they that are saved unto the resurrection of life and they that are lost unto the resurrection of damnation.
7. We believe in the spiritual unity of believers in Christ.

### YFC FIVE ESSENTIALS

In our ministry, all of Youth For Christ is guided by five essential guiding lights that we believe lead to sustainable and fruitful ministry at over 2000 YFC Ministry Sites across the nation.

Widespread Prayer

Loving Relationships

Faithful Bible Teaching

Collaborative Community Strategy

Adults Who Empower

### UNIFIED FOCUS

AS A PART OF THE MOVEMENT OF YFC IN THE UNITED STATES, KNOWING THAT THIS VISION IS GOD-SIZED, OUR FOCUS IS TO RECRUIT, TRAIN, AND MOBILIZE MORE AND BETTER (STAFF, VOLUNTEER, AND STUDENT) LEADERS IN AUTHENTIC, CHRIST-SHARING RELATIONSHIPS WITH UNSAVED YOUTH.

# HISTORY

## DENVER AREA YOUTH FOR CHRIST

Established on May 17, 1951, DAYFC has a rich history of effective youth evangelism. We often hear from people who have great memories of the Saturday night rallies as well as those who were impacted by Campus Life and Youth Guidance.

DAYFC was among the first of the YFC chapters to establish Youth Guidance ministry, and it has been one of the leading chapters in ministering to troubled teens ever since. In the 70's and 80's, Denver Area YFC had one of the largest Campus Life ministries in the country. Sadly, due to financial and effectiveness struggles in the mid-90's, the decision was made to discontinue Campus Life. In 2010, Campus Life ministry was re-established.

YFC in Denver also led the way in establishing Teen Parents ministry which thrived for many years. Teen Parents was discontinued in 2008 due to financial constraints, and re-established in 2013 under the name Parent Life.

Throughout our history, many paid staff, ministry partners, and volunteers have faithfully pursued teens with the life-changing message of Jesus Christ. Rallies, wilderness trips, camps, counseling, Scream In The Dark and City Life have all played a part. In over 65 years of thriving ministry and financial struggles, we have remained true to the mission of reaching youth for Christ. We will continue to be faithful to that mission, by God's grace, as long as there are young people who need to hear the Good News of salvation through faith in His Son.

# STRUCTURE

## YFC International aka: yfci

A worldwide Christian movement working with young people around the globe. Motivated by our own faith we give young people everywhere the opportunity to be followers of Jesus Christ.

## YFC USA

is one of over 100 chartered nations of YFC international. They are also known as the National Service Center. They are the chartering organization for all YFC Chapters in the United States.

## YFC Chapters

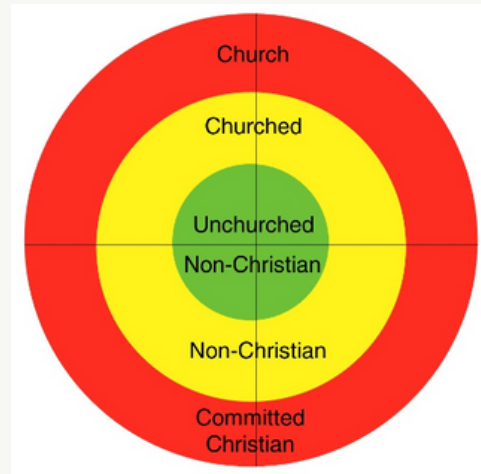
DAYFC is one of over 140 chapters that steward the trust imparted to us through the international YFC movement.



## OUR MISSION FIELD

There are over 31,000 young people between the ages of 11 and 19 in the Denver metropolitan area, and according to many studies, only 30% (approximately) attend a church service any given week. This means there are a whole lot of teens not being reached with the Gospel, and that is our mission field.

### THE RIGHT TEEN



Non-Christian, Unchurched 11 to 19 year olds

YFC has consistently pursued “unsaved” and “unchurched” young people. Often reaching into segments of youth culture where churches and other organizations are not. Those are the young people to whom God has called us!

As an evangelistic mission to young people, we deliberately focus on unsaved kids who are unchurched. That is our call as an organization. We focus on and pursue the kids who “nobody else” is reaching.

In order to fulfill our mission, we must focus our efforts on the center circle: the non-Christian, unchurched 11 to 19 year-old teenager. As we do that, we will also reach those who are not in the center circle and that is great! However, if we do not aim at the bull’s eye, we will only hit it by accident.

## **SPIRITUAL RESPONSIBILITIES**

The overriding religious purpose and mission of Denver Area Youth For Christ is to communicate and introduce the Gospel of Jesus Christ to young people and their families, and to make, educate, and encourage life-long disciples of the Lord Jesus Christ. Therefore, it is very important that you as an employee in the movement of Youth For Christ be recognized as an associate minister of the Gospel.

As an employee of Youth For Christ and an associate minister of the Gospel, YFC expects all employees to:

- Seek God's guidance and wisdom, through prayer and meditation, for the organization as a whole as well as for specific ministry initiatives.
- Participate and lead regular times of prayer, devotion, and worship as a regular aspect of your role within YFC.
- Teach and preach from the Holy Bible at YFC staff meetings, conferences, camps, and events.

Additionally, YFC employees may be commissioned or licensed as a minister of the Gospel through the established YFC process, and/or ordained by an outside body recognized by YFC. As such, the following additional responsibilities of a spiritual nature will apply to this position:

- Perform sacramental functions such as the taking of communion and leading times of corporate prayer, confession, and praise.
- Perform and lead religious ceremonies such as weddings, baptism, and funerals when called upon by staff and other members of the YFC community.

## **LIVING THE LIFE OF A LEADER**

There are certain leadership traits that are important to serving in this ministry..

Note: YFC USA has created a document called "Living the Life of a Leader" which must be read and signed by each staff person on a yearly basis. That document is available from your supervisor, and it will be provided to you each year as part of our annual chartering process.

# POLICIES AND PROCEDURES

## PURPOSE

1. To provide all employees with detailed policies and procedures of the organization.
2. To ensure that all employees are treated equally and fairly.
3. To avoid the possibility of any confusion or misunderstandings regarding personnel policies and procedures.
4. To provide a “bottom line guide” for management and staff alike.

Revisions of this policy guide may take place in the future through action by the Board of Directors at any time. You will be informed of any changes and have access to them. This edition replaces all previously issued editions.

## EMPLOYMENT

The Board of Directors employs the Executive Director. The Executive Director is charged with the responsibility of hiring, promoting, and dismissing all employees. The Board of Directors shall implement all personnel policies through the Executive Director.

DAYFC staff are considered “at will” employees. The plans, policies, and procedures described here are not necessarily conditions of employment. DAYFC reserves the right to modify, revoke, suspend, terminate, or change any or all such plans, policies, or procedures in whole or in part, at any time with or without notice. The language used in the handbook is not intended to create, nor is it considered to constitute, a contract between DAYFC and any of its employees. Employment with Denver Area Youth For Christ is voluntary and terminable “at will” with or without cause.

## EQUAL EMPLOYMENT OPPORTUNITY

DAYFC is dedicated to the principles of equal employment opportunity. We prohibit unlawful discrimination against applicants or employees on the basis of age 40 and over, race, sex, color, national origin, disability, genetic information, or any other status protected by any federal, state, or local law applicable to DAYFC. This prohibition includes unlawful harassment based on any of these protected classes. Unlawful harassment includes verbal or physical conduct which has the purpose or effect of substantially interfering with an individual’s work performance or creating an intimidating, hostile, or offensive work environment. This policy applies to all employees, including managers, supervisors, co-workers, and non-employees such as volunteers, customers, clients, vendors, consultants, etc.

However, as a religious nonprofit organization, DAYFC incorporates within each employee role, the requirement to model, teach, share, and live the faith. The relationship between DAYFC’s mission and each of its employees is its lifeblood and as such does at all times and in all instances reserve the right to make employment decisions based upon a person’s religious beliefs, personal character, and lifestyle which are not consistent with our understanding of the Bible or with our overall goals and requirements for Christian ministry.

Denver Area Youth For Christ will make reasonable accommodation for qualified individuals with known disabilities unless doing so would result in an undue hardship to the company or be a direct threat to others or themselves. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

Denver Area Youth For Christ prohibits retaliation against any employee for filing a complaint under this policy or for assisting in a complaint investigation. If you believe there has been a violation of our EEO or retaliation standard, please follow the complaint procedure outlined below.



## SEXUAL HARASSMENT

Denver Area Youth For Christ strongly opposes sexual harassment and inappropriate sexual conduct. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, when:

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

All employees are expected to conduct themselves in a Christian, professional, and businesslike manner at all times. Inappropriate sexual conduct is expressly prohibited by this policy. Such conduct includes, but is not limited to, sexually implicit or explicit communications whether in:

- Written form, such as cartoons, posters, calendars, notes, letters, email.
- Verbal form, such as comments, jokes, foul, or obscene language of a sexual nature, gossiping, or questions about another's sex life, or repeated unwanted requests for dates.
- Physical gestures and other nonverbal behavior, such as unwelcome touching, grabbing, fondling, kissing, massaging, and brushing up against another's body.

## EEO/SEXUAL HARASSMENT COMPLAINT PROCEDURE

If you believe there has been a violation of the EEO policy or harassment based on the protected classes outlined above, including sexual harassment, please use the following complaint procedure. Denver Area Youth For Christ expects employees to make a timely complaint to enable the organization to promptly investigate and correct any behavior which may be in violation of this policy.

- Report the incident to your supervisor who will promptly investigate the matter and take appropriate corrective action. Your complaint will be as confidential as practicable.
- If you feel you cannot go to your supervisor with your complaint, you should report the incident to the DAYFC designated Human Resources Representative.
- If you cannot approach either your supervisor or HR representative with your concern, or otherwise desire to make an anonymous report regarding sexual misconduct, harassment, fraud, or other violations, you can do so through the professional reporting service, Praesidium. To file an anonymous report through Praesidium, call 1-888-607-SAFE or email [SAFE@praesidiuminc.com](mailto:SAFE@praesidiuminc.com). You will be taken through a step-by-step process identifying the nature of your concern, and a report will be forwarded to the appropriate person at Denver Area YFC, whereupon an investigation into the concern or incident will be initiated.

If Denver Area Youth For Christ determines that an employee's behavior is in violation of this policy, appropriate disciplinary action will be taken against the offending employee, up to and including termination of employment.

Denver Area Youth For Christ prohibits retaliation against an employee for filing a complaint under this policy or for assisting in a complaint investigation. If you perceive retaliation for making a complaint or your participation in the investigation, please follow the complaint procedure outlined above. The situation will be promptly investigated.

## ASSOCIATION OF CHURCHES

YFC USA is recognized as a 501c3 Association of Churches in the United States under the IRS code. DAYFC is a chartered member of YFC USA, and, as such, is a member of that Association of Churches. Accordingly, all employees of DAYFC are considered Associate Ministers of the Gospel.

The DAYFC Board of Directors, by resolution, has exempted DAYFC from the Fair Labor Standards Act (FLSA) regulations under the “ministerial exemption.” Under the “ministerial exemption,” DAYFC is not required to pay overtime to any employee in any staff category for hours worked in excess of 40 hours per week.

### **EMPLOYEE STATUS AND PAYROLL PROCESSES**

**Exempt:** Exempt leaders are paid on a salaried basis and are not eligible to receive overtime pay. Direct ministry positions that do not meet the Fair Labor Standards Act (FLSA) minimum salary threshold for exempt status may still be classified as exempt under the Ministerial Exception doctrine.

**Nonexempt:** Nonexempt leaders are paid on an hourly basis and are eligible to receive overtime pay for overtime hours worked.

All nonexempt leaders are required to complete accurate weekly time reports through Paychex Flex showing all time worked. These records are used to calculate regular, and overtime pay.

It is the nonexempt leaders’ responsibility to approve their timecard in Paychex Flex at the end of each week. Your timecard should reflect your actual hours worked, excluding meal periods. Time off benefits are submitted through Paychex Flex (or your local timekeeping system) and approved by your supervisor. This action will result in the timecard being updated with approved time off requests.

Failure to submit your timecards on a weekly basis may result in delayed payment. Supervisors are responsible for approving the nonexempt leaders’ timecard on Monday for the previous week.

All exempt leaders are required to enter requested paid time off through Paychex Flex, (or your local timekeeping system) before the time is actually taken.

### **DETERMINATION OF WAGES**

Denver Area Youth For Christ seeks to provide a fair and consistent salary structure for our staff. Salaries and hourly wages will be determined by the Board of Directors in consultation with the Executive Director.

**Regular, Full-Time:** Leaders who are not in a temporary status, work a minimum of 30 hours weekly and maintain continuous employment status. Full Time leaders are eligible for the benefits package and are subject to the terms, conditions, and limitations of each benefit.

**Regular, Part-Time:** Leaders who are not in a temporary status, who are regularly scheduled to work fewer than 30 hours weekly and maintain continuous employment status. Part-time employees, depending on hours, are eligible for some benefits and are subject to the terms, conditions, and limitations of each benefit program.

**Temporary Full-Time/Part-Time:** Leaders who are hired as interim replacements to temporarily supplement the workforce or to assist in the completion of a specific project and who are temporarily scheduled to work YFC’s full-time schedule or part-time schedule for a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status. Temporary employees may be eligible for benefits, but only as required by law.

**OFFICE HOURS** Our expectation is that you work a righteous workday

The lights are on in the Denver office, Monday through Friday, from 8am to 5pm MT. Leaders often work outside of the “standard” workday, but working overtime for extended periods of time indicates a fundamental failure in planning or communication. If this happens, it is a sign that something needs to be reevaluated and corrected. We value maintaining a healthy balance between work and family and the rest of the important stuff in life. If something is out of whack, be sure to bring it to your supervisors’ attention.

### **Ministry Leaders**

We understand that ministry often occurs outside of the regular 8–5 workday. Ministry leaders are expected to work their scheduled hours, as directed by their supervisor. Supervisors are afforded flexibility to manage team hours in a way that best serves the needs of the mission and the kids that we serve.

## **HOUSING ALLOWANCES FOR ORDAINED STAFF**

This benefit is available to ordained, licensed, or commissioned ministers who work full-time for Denver Area Youth For Christ. This is requested and approved annually by the Board of Directors. The employee is solely responsible for declaring the amount of the housing allowance in accordance to current IRS guidelines. Worksheets, manuals, and updates via the internet are available to assist in determining the proper amount. You may see the designated HR Director for a sample worksheet.

A written request must be submitted annually to the Executive Director for a specific portion of your salary to be set aside as housing allowance, along with the confirming documents supporting your qualification from your church or denomination. The Board of Directors will approve your request on an annual basis and place such record of approval in the minutes of the meeting so you will have proof to present to the IRS if requested.

## **SPEAKING ENGAGEMENTS AND HONORARIA**

DAYFC encourages staff to pursue opportunities to minister outside the local YFC organization, in consideration of time, energy, and focus. Accountability is required to make sure staff remain balanced in their ministry, home, and church life.

- Speaking opportunities need to be approved by the staff person’s supervisor before being accepted.
- All honoraria for services rendered by DAYFC staff while representing DAYFC or serving during DAYFC work time will be turned into DAYFC and credited to the staff person’s ministry support goal.
- Honoraria for speaking engagements not related to DAYFC may be kept by the staff and considered a benefit to the scope of influence of DAYFC. The approval of the Executive Director is required prior to a staff member’s acceptance of these speaking engagements. Depending on the time involved and circumstances, the staff member may be required to use PTO hours accrued for these opportunities. This will be determined in consultation with the Executive Director.

There is also a Ministry Leave policy, where full-time ministry staff are allowed to have up to two weeks paid ministry leave within a 2-year span of time for use on an extended ministry opportunity either in YFC or outside of YFC. (Eg. Serving as an advisor for the annual YFC Institute training conference or as a counselor at YFC Camp.) Ministry leave must be approved by the Executive Director, and the preparation time must occur outside of job hours. If an honorarium is involved with this opportunity, it can be kept by the staff and considered a benefit to the scope of influence of DAYFC.

## REIMBURSABLE EXPENSES

Denver Area YFC ministry staff are provided reimbursement for general ministry expenses. This includes expenses with young people, volunteers, community contacts, or donors when the meeting is specifically connected to you furthering the ministry of YFC. Employees in categories 5, 6, 7, 8 & 9 can request reimbursement for out-of-pocket ministry expenses on a twice monthly basis. Generally, employees in categories 1,2,3, & 4 should not incur out-of-pocket expenses. On the occasion these expenses are incurred, the same policies apply. Examples include staff parties, cards, supplies, and in-house trainings.

Expenses must be approved by your supervisor and must not exceed the budgeted amount for your ministry site. DAYFC uses a payroll expense reimbursement plan. See the Accounting Admin for details.

Approved expenses are listed below:

- Supplies and ministry resources
- Meals, snacks, etc. purchased in conjunction with ministry with youth
- Admission to athletic or other events when spending time with youth
- Ministry, snacks, and materials in conjunction with ministry with volunteers
- Meals, snacks, parking, small gifts, thank you cards, etc. purchased in conjunction with fundraising appointments or ministry to donors, volunteers, youth, parents of youth, or church partners
- Books and materials for young people or for personal use to help you in your ministry
- Minor office expenses (Most office supplies should be requested and purchased by the Office Manager.)
- Other expenses as approved by your supervisor
- Cell phone expense up to \$50 monthly (See Cell Phone reimbursement policy)

Non-approved, non-reimbursable expenses include:

- Alcoholic beverages
- Automobile maintenance, or repairs
- Equipment such as computers and peripherals, sound equipment etc.
- Anything costing over \$100 without prior approval of your supervisor

Expenses which require pre-approval include:

- Any expense over \$100
- Equipment such as computers and peripherals, sound equipment, etc.
- Additional conferences and training
- Teen scholarships for trips and events
- Special youth events, trips, etc.
- Anything not listed above

## PERSONAL CREDIT CARDS

DAYFC ministry staff are encouraged to use a personal credit card for reimbursable ministry and travel expenses. If a staff person does not have a personal credit card that can be used for reimbursable expenses, they can request with their supervisor that other arrangements be made. Any such request should be made at least two weeks in advance of incurring any expenses.

## CELL PHONE REIMBURSEMENT POLICY

DAYFC provides limited, partial reimbursement for ministry staff cell phone usage costs as follows:

1. \$50/month for full-time ministry staff and \$25/month for part-time ministry staff.
2. A copy of the actual phone bill showing the actual monthly cost of data, and payment received, must be submitted in the month it is received. For "shared" plans, only the actual charges of the bill related to the staffs phone will be reimbursed.
3. The request and copy of bill are submitted through ExpenseWire, for supervisor approval. No reimbursements will be "made up" for bills not submitted in the month they are received.

## **TRAVEL AND EXPENSES**

Employees are expected to exercise good business judgment with respect to all expenses. A good rule of thumb is to spend DAYFC funds as carefully and judiciously as you would your own (in fact, even more so). All expenses must be supported with required documentation (receipts), and the accounting for all expenses must be done promptly and accurately.

### **MAJOR TRAVEL AND EXPENSES**

Prior to any major travel and trips longer than 48 hours in duration, pre-trip approval needs to be granted by the Executive Director before any funds are spent.

All domestic air travel should be planned to achieve the purpose of the trip in the most practical manner with consideration given to both cost and convenience. Any frequent traveler awards or incentives offered are allowed to be kept by the employee for their benefit. When traveling on the road, if hotel accommodations are necessary, the standard of accommodation should be in keeping with the purpose of the trip. Again, the best rule of thumb is to make decisions as carefully and judiciously as you would if the expense was coming from your personal funds.

Tips should be reasonable and necessary, and follow local custom. Some examples of this are:

- Bellhops \$1.00 per bag
- Waiters 15%-20% of the bill
- Taxis 10%-15% of the fare – usually minimum of \$1.00
- Housekeeping \$1.00/person/day

Long-distance calls charged to your hotel room are not reimbursable.

Entertainment expenses are eligible for reimbursement if the entertainment is part of the travel. Personal entertainment choices are viewed as personal expense. In-room movies are always considered personal entertainment choices, and will not be approved for reimbursement. Consumption of alcohol is discouraged and no reimbursement will be made for alcoholic beverages. Cleaning and pressing services for laundry are only allowed when a traveler will be away from home base more than five days.

All expense requests for reimbursement must be submitted within 30 days of your return. Proper documentation including receipts, is expected to be submitted through ExpenseWire by the employee.

## **PURCHASES**

Any purchase or expense incurred outside of the above reimbursable expenses and travel expenses policies must be approved in advance by your supervisor and the Executive Director. No purchases of this kind will be approved with less than two weeks' notice and only in the case of demonstrated ministry need. Approval is solely at the discretion of the Executive Director and should follow normal office purchase procedures. Purchases of this kind, without prior approval, will not be reimbursed.

## **EMPLOYEE BENEFITS**

### **RETIREMENT**

DAYFC provides an optional Simple IRA retirement program for full-time employees. Employees may deduct up to the allowed amount from their pay. DAYFC will match up to a maximum of 3% of the employee's pay (excluding housing allowance) and contribute that directly to the employee's account. Details of the retirement program can be obtained from the DAYFC office.

### **MEDICAL/DENTAL INSURANCE COVERAGE**

Full time employees will be eligible on the first of the month coinciding with or following the completion of 30 days of continuous, full-time employment to be insured with medical and hospitalization insurance as provided under the DAYFC Group Health Plan, provided he/she meets eligibility and waiting period requirements as listed.

The DAYFC Group Health Plan is established as a full 100% participation plan. All full-time staff (employed 32 hours or more per week) who meet the following conditions are required to participate unless they are (1) covered under a COBRA plan through a previous employer, (2) are covered under a group plan through their spouse's employer, or (3) are covered under the former HMO ruling.

Denver Area Youth For Christ provides the following insurance for full-time employees:

- Single or Family employee health and hospitalization coverage (choice of premium or standard coverage)
- Single or Family employee dental coverage
- Health Savings Account (HSA) Eligible - The plan is HSA eligible which allows an employee to elect to deduct up to the allowed amount of pre-tax salary to be deposited in an HSA account in order to pay for out-of-pocket medical expenses. Details may be obtained from the DAYFC office.

In either or both cases, DAYFC covers a fixed dollar amount of the employee's premium(s). The remainder of the employee's premium(s) are deducted from the employee's paycheck twice a month.

Details of all coverages available can be obtained from the office. The employee's coverage terminates upon termination of employment or when the employee's employment category changes to a category other than full-time. Upon termination of employment, employees may apply to the insurance companies for an individual medical insurance policy. The application for a conversion policy must be made within 31 days of termination as explained in the insurance policies.

Denver Area Youth For Christ also provides the employer portion of FICA (when applicable), liability coverage for the ministry, and worker's compensation insurance.

### **PAID TIME OFF (PTO) POLICY**

PTO is defined as paid time away from work, and is granted to full-time employees only. Part-time employees are not entitled to PTO. You may use the time for vacation, sickness, funerals, or other purposes of your choosing.

### **ADMINISTRATION OF THE PTO POLICY**

The Executive Director is responsible for administration of the PTO policy. Exercising reasonable discretion, the ED may, in limited circumstances, make minor deviations from this policy in order to accomplish the purposes of this policy.



## Vacation

We provide paid vacation benefits to regular full-time and part-time leaders who are regularly scheduled to work 20 or more hours per week (on a pro rata schedule). Vacation accrues twice monthly, following the pay date. Regular full-time leaders who work 40 hours per week will accrue paid vacation in accordance with the following schedule (monthly totals should be rounded to the nearest whole day).

Years of Service	Accrued Hours per pay	Accrued Hours per year
0-2 years	3.34	80 Hours
3-4 years	5	120 Hours
5+ years	6.67	160 Hours

Regular full-time leaders who work 30 hours per week will accrue paid vacation in accordance with the following schedule (monthly totals should be rounded to the nearest whole day).

Years of Service	Accrued Hours per pay	Accrued Hours per year
0-2 years	2.5	60 Hours
3-4 years	3.75	90 Hours
5+ years	5	120 Hours

Regular part-time leaders who work 20 hours per week will accrue paid vacation in accordance with the following schedule (monthly totals should be rounded to the nearest whole day).

Years of Service	Accrued Hours per pay	Accrued Hours per year
0-2 years	1.67	40 Hours
3-4 years	2.5	60 Hours
10+ years	3.34	80 Hours

You will be fully vested in your accrued PTO after 90 days and may begin drawing on it. Leaders may borrow against their full annual accrual. Leaders whose employment terminates will be paid for unused, accrued vacation time. Vacation, Holiday, or Sick Time will not be counted in the computation of overtime.

You may request permission from the Executive Director (ED) to carry over up to 24 hours to the following year. Any unused PTO in excess of 24 hours at the end of a year will be forfeited. If you begin your employment in April, May, or June, you will be allowed to carry all of your PTO balance forward to the next year, but you may carryover no more than 24 hours at the end of that next year.

All time off is requested, approved, and recorded through Paychex Flex 2 weeks prior to planned time off.

Requests for PTO due to illness or family emergency must be accounted for and notice given to supervisors, Office Manager or the Executive Director as soon as possible. PTO must be recorded at the time it is incurred. To make up PTO it must be made up within a week after it is taken. Examples of non-vacation time off that should be recorded as PTO include illness, school functions, funerals, sick children, etc. If you work less than six hours in a day, you are required to record enough time to PTO to equal an 8-hour day.

## COMP TIME

Denver Area Youth For Christ does not have a comp time policy. Employees are encouraged and expected to maintain healthy, balanced work habits. In the unusual circumstance that an employee seeks PTO that he/she has not "banked," the employee may request such time from their department head.

**HOLIDAYS** DAYFC grants the following paid holidays for all full-time staff: If one or more of these days falls on a weekend, compensating days will be granted before or after the weekend. For part-time employees, when the office is closed, holidays that fall on a date that is a regularly scheduled work day, will be treated as a paid work day based on your average hours worked daily.

- New Years' Day
- Martin Luther King, Jr. Day
- Good Friday
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Day After Thanksgiving
- Christmas Eve
- Christmas Day
- New Years' Eve

## FAMILY MEDICAL LEAVE ACT OF 1993

Since Denver Area Youth For Christ employees do not qualify for FMLA (since there are not 50 employees within 75 miles), our intent is to honor the spirit of this legislation. The following list of leaves and absences attempts to do this. If there is a specific situation an employee wishes to be considered, a written request must be submitted to their supervisor with a minimum of 30 days' advanced notice when the leave is "foreseeable." The decision will be communicated back to the employee within 10 days of submitting the request.

### MATERNITY LEAVE

Employees with more than one year of service after the introductory period has ended will be granted maternity leave without pay for up to three months and will then be reinstated following her leave to her former position or one with similar responsibilities. In specific cases to be considered individually, maternity leave may be extended up to six months.

Written request for maternity leave should be made at least sixty days before the date which the leave is expected to begin. This written request should include a statement of intent regarding the employee's plans to return to work, expected date of return, and expected hours to be worked.

The employee's service anniversary date will remain the same. However, PTO hours will not accrue during the maternity leave. Holidays occurring during the maternity leave will not be paid.

The employee's insurance coverage will continue for a maximum of three months during the maternity leave. The baby is covered for the first thirty days of life under the mother's policy. If it is desired that the baby be covered on the DAYFC family plan, the employee must request that this be added before the end of coverage under the mother's policy.

The employee may work on an hourly basis during maternity leave. Any projects conducted must be with the approval of the employee's direct supervisor and should be conducted in the office. These assignments will be paid on an hourly basis corresponding to the employee's regular rate.

Upon the beginning of the maternity leave, the employee may use PTO hours earned to date. These may be taken in addition to the leave time, with leave beginning after PTO has been used. This does not include the days anticipated to be earned during the balance of the year.

If she is planning on returning to work before the normal six-week check-up, the employee, when ready to return to work, should present written approval from her doctor.

If the employee returns to work 32 hours or more per week on a regular basis, she will be considered a full-time employee. Therefore, PTO and insurance coverage would continue as before the leave.

## **INCLEMENT WEATHER ABSENCE**

Because weather patterns differ within the Denver Area, an inclement weather delay or closure will be determined based on the local school district in which the employee ministers or regularly works. Employees will be credited with a full day of service in the event of these closings or delays. Additional inclement weather days can be declared at the discretion of the Executive Director. In this case, if an inclement weather day is declared, employees will be communicated with. In all other cases, employees are expected to be involved in their normal schedule or responsibilities.

## **JURY DUTY**

Absence for Jury Duty will be afforded an employee called to serve on a jury. An hourly employee will be paid the difference between jury duty pay and his/her regular pay if jury pay is less. Salaried employees will be paid their regular salary while on Jury Duty. PTO hours will continue to accrue while on Jury Duty

## **EMERGENCY ABSENCE**

Emergency leave with pay may be granted to full-time employees by the Executive Director in the case of an event of emergency nature in the immediate family of the employee. This time will be considered part of PTO time.

## **BEREAVEMENT LEAVE**

Bereavement leave with pay may be granted to full-time employees by the Executive Director in the case of death in the immediate family of the employee. Up to three days' bereavement leave will be granted that will not count against PTO hours.

## **EDUCATION LEAVE**

Leave without pay may be granted for full-time study in a field related to the employee's ministry role. The employee must be employed for at least one year of continuous service after the 90 day introductory period to qualify for consideration.

## **MILITARY SERVICE**

A full-time employee who enters the Armed Forces as a result of draft by the Federal Government will be granted a leave of absence and will be reinstated following his/her separation from military service in his/her former position or one with similar responsibilities provided he/she applies for reinstatement within 90 days of separation.

Absence for Reserve Duty/Military Service will be granted to an employee called to serve as a reserve in the military. An hourly employee will be paid the difference between pay and his/her regular pay if the military pay is less. Salaried employees will be paid their regular salary prorated in proportion to their military pay.

# OFFICE PROCEDURES

## STAFF MEETINGS

Regular weekly and special staff meetings are mandatory for full-time staff, because they provide opportunities for communication, inspiration, and growth. Staff are strongly encouraged to limit any outside obligations or appointments which would interfere with regular attendance at staff meetings. Absences must be pre-approved by your supervisor. In most cases, staff meetings are scheduled with Leadership's input so as not to interfere with normal ministry work. Part-time staff should make arrangements with their supervisor to attend at least two regular meetings per month.

It is expected that all staff will be on-time to all meetings. Arriving, even a few minutes, late shows a lack of respect for the other members of the team. If you will be unavoidably delayed in arriving to a meeting, you should contact your supervisor and let him or her know.

Staff members are expected to be fully present and engaged in meetings. Texting, checking messages, social media use, and other distractions communicate disrespect and make the meeting less productive for everyone. Cell phones should be silenced and put away.

## OFFICE DECORUM

It is our desire to maintain an office atmosphere that is warm, inviting, businesslike, and mature. Good office etiquette is a pathway to greater productivity. We share common spaces with other Denver Area YFC staff and other occupants of the building. It is expected that you always leave an area cleaner and tidier than when you entered it to use it.

DAYFC does not contract with an outside vendor to regularly clean the office space, so it is the responsibility of all staff to pitch in to maintain a clean and attractive work environment. The Office Manager is responsible for keeping the needed supplies and cleaning products available for all to use. Staff are expected to keep their personal work space areas clean and attractive. Snow and garbage removal are provided. Certain tasks may be assigned to individual staff to help the office function more efficiently and productively.

There are usually 1 or 2 days each year where major cleaning, repair, and maintenance projects are tackled. These "work days" are a team activity with all staff expected to participate.

Damaged or broken equipment should be reported immediately to the Office Manager.

Staff using the building during non-office hours are responsible for the security of the building. The exterior doors must remain locked after hours. The last person to leave the building is responsible for turning off all lights and locking interior and exterior doors.

## TELEPHONE AND POSTAGE

Staff should keep the receiving and making of all personal telephone calls to a minimum. Friends and relatives should be discouraged from calling the office during regular working hours. Under no circumstances should an employee make or charge a long-distance call to the organization unless it is work-related. Necessary or unavoidable personal calls should be via your cell phone and not interrupt or distract from meetings or other staff's work.

Postage is available for regular ministry correspondence and shipping needs from the Office Manager. Determinations will be made as to the most appropriate and cost effective method of shipping. Mail and packages will normally be sent out via the building mail room.

## **CHILDREN IN THE OFFICE**

By no means is this policy intended to discourage spouses, children, and other family members from visiting employees during office hours. We encourage and look forward to such visits by your family. For this purpose, the definition of children is 16 years of age or younger.

We realize there are rare circumstances that necessitate employees bringing their children to the office. However, for the benefit of all concerned, we do request that other day care arrangements be made if at all possible. DAYFC provides a generous PTO policy to help provide time for extenuating circumstances, and we encourage you to use it when these situations arise.

If you believe circumstances warrant bringing your child to the office during the normal work day, we ask that you adhere to the following guidelines:

1. Permission to bring children to the office for more than one hour should be approved in advance by the Office Manager.
2. Do not bring a sick child to the office, since it could affect the health of other employees. The PTO policy allows you to use hours accrued to stay at home with your child.
3. You are expected to know where your child is at all times. It is preferable that your child remains in your office, or you are physically present with your child when they are in another part of the building.
4. For the benefit of other employees, please keep noise and distractions to a minimum.
5. Office machines/equipment (computers, phones, etc.) other than the ones assigned for your use are not to be operated by children. Proper supervision should be given even when children are using equipment assigned to you.
6. Complaints concerning children in the office should be made to the Office Manager.

## **INTERNET**

The internet is an integral tool in our ministry and wisdom in using it is a must. General access to computers and specifically to the internet has been provided for the benefit of the organization. Staff should keep the use of the internet for personal reasons to a minimum during regular working hours. Use of the internet must not disrupt the operation of the ministry nor interfere with your productivity. Colossians 3:23 is and should be our daily work motto, "working heartily unto the Lord."

To prevent computer viruses from being transmitted through the system, there should be no unauthorized downloading of any software or opening of unrecognized or suspicious emails or attachments. When in doubt, DON'T, and consult the person designated as the technology point person for our ministry.

Denver Area Youth For Christ maintains the right to observe any computer in the building or used in the building as to the appropriateness of the content viewed or used. Desktop and Laptop computers are provided by the organization for ministry use and are owned by DAYFC and subject to DAYFC oversight. We maintain a "zero tolerance" policy in this area. If content is found on computers or sites visited that are determined to be inappropriate or offensive, disciplinary action will commence immediately.

## **DAYFC EMAIL**

Because Denver Area Youth For Christ provides the email system to employees to help them with the performance of their job, it should be used for official Denver Area Youth For Christ business. Incidental and occasional personal use of email is permitted. However, employees should be aware that these messages will be treated the same as business messages, and subject to review and/or downloading by supervisory staff at any time without notice. Employees should have no expectation of privacy in regard to the use of email. Employees should use discretion when sending emails. Do not write anything in an email message that is inappropriate to say to others face-to-face. If content is found that is determined to be inappropriate or offensive, disciplinary action will commence immediately.

## **EQUIPMENT AND RESOURCE USE**

Photocopies, printing, phone service, postage, stationery, and associated office supplies are part of our daily ministry. In order to be good stewards of the resources we possess, staff are expected to help keep costs low by minimizing waste in the use of these resources.

Printing or copying in color should only be done when necessary. Black and white copies and printing are significantly less expensive than color and should be sufficient for most inner office work. Postage costs can be reduced by sending emails rather than letters.

Ministry equipment such as sound equipment, video projectors, banners, laptops, and any other portable equipment that leaves the office should be protected in proper cases and cared for as though it is your own. Any damage or malfunction should be reported to your supervisor.

## **SOFTWARE AND COPYRIGHT**

Use of DAYFC owned software must be in accordance with the applicable software agreements and licenses or as directed by the supervisory staff. Employees must not use DAYFC's technology resources to copy, retrieve, forward, or send copyrighted materials unless the employee has the author's permission.

## **UNAUTHORIZED USE**

Employees are not permitted to visit websites or send electronic mail which contains ethnic slurs, racial epithets, or anything that may be construed as harassment or disparagement of others based on their sex, race, national origin, age, disability, or religion. DAYFC reserves the right to determine when an employee is sending excessive or improper electronic mail or is spending excessive personal time on the Internet.

## **VOICEMAIL**

Employees are responsible to make certain their voicemail messages are reviewed in a timely fashion.

---

## **PRAYER REQUESTS**

Prayer is a vital part of Denver Area Youth For Christ and every Christian's walk. We count it a privilege to pray for each other, and know that prayers are powerful and effective. For the benefit of those we pray for, we must be careful to protect a person's privacy when determining how to communicate a prayer need. In order to do this, please consider two guidelines:

1. Before sharing a prayer request publicly, be sure you have proper permission.
2. "Less is best." It is a good idea that information published or distributed to supporters and prayer partners be generic in nature, not disclosing any details without specific consent.

Thank you for keeping these in mind as you share prayer requests, whether at DAYFC or your church. God knows the details of our lives and His Holy Spirit makes intercession for us. Let's keep praying for one another. "The prayer of the righteous is powerful and effective." James 5:16 (NIV)



## **PERSONAL CONDUCT**

Denver Area Youth For Christ adheres to a mainstream evangelical theology. In public meetings, emphasis is placed on doctrines which are basic to the evangelical faith. Our Statement of Faith (located in section 1) is the same as the National Association of Evangelicals. These basic doctrines must not be compromised.

It is the desire of DAYFC to set the highest level of personal standards and accountability with staff serving in our ministry. Our commitment as an organization is to create an environment for youth that is safe, nurturing, empowering, and which promotes growth and success for the youth who participate in our programs and the staff that lead them.

Identification with Denver Area Youth For Christ is a commitment to an interdependent team ministry. While each participant in the DAYFC ministry is an individual personality, with a unique calling and equipping, everyone must be conscious of the unity of the Body. The ministry is strengthened and enhanced by the collaboration of its team of workers. A critical and negative spirit cannot be part of any team effort.

Balanced living is a valued principle at DAYFC. The power for ministry comes out of the overflow of our personal relationship with Jesus Christ. It is imperative that all staff carefully monitor their lifestyles, making their spiritual growth a high priority. It is assumed that all staff will seek to bring their lives under the Lordship of Jesus Christ and the daily direction of the Holy Spirit and will exercise and model a "balanced life" principle by:

- Deepening spiritual and moral character through regular study of the Word of God, active prayer, participation in the life of a local church, and striving to make the practice of Sabbath a regular part of their life.
- Keeping the body physically fit through proper nourishment, exercise, and rest.
- Developing intellectual and creative skills. Being a life-long learner.
- Participating constructively in the life of one's family and community. Spending time and showing love, respect and concern for family while seeking to raise them as a Christ follower.

Since a stated purpose of DAYFC is to bring young people into a meaningful relationship with the local church, staff members are expected to identify and involve themselves and their families in the life of a church in their community. It is important that as individuals and as a staff we do not develop a critical attitude toward the church.

Staff are expected to be self-starters. We are to be good stewards of our time. We must be people who do exactly what we say we are going to do. We need to be punctual and reflect the kind of qualities that instill confidence so that people will know that they can count on DAYFC staff. We all need to learn to say "no" and to not make commitments that we can't keep.

We also need to work from an established set of written goals so that we can be more strategic and intentional in how we do our ministry. This will help us do only those specific tasks that contribute towards our stated goals and ignore and avoid those "good" things that detract us from the "great."

Lifestyle is the mirror of our faith. Because of the ministry we represent and the impressionable nature of young people, staff must exercise diligence in all aspects of their lives. While the Scriptures do not provide specific teaching regarding all social practices, they do advocate self-restraint and moderation. It is important for staff to conduct themselves as adults in the teenage world. Staff are responsible for making mature decisions, avoiding dangerous situations or activities, and for setting a positive example. With that in mind, staff are expected to practice sensitivity and discretion in the following:

1. Choice of television programs, music, movies, printed matter, computer/Internet usage, and the choice of organizations with which they associate.
2. Public use of tobacco or alcoholic beverages.
3. Dating of high school students by staff or volunteers is forbidden. Be wise with your contact, conversation, and conduct with members of the opposite sex. Whenever possible, males counsel with males, and females counsel with females. When counseling with the opposite sex, staff and volunteers are strongly encouraged to have a third member be present. Avoid at all costs being alone with a member of the opposite sex in a car, even in giving a short ride home.
4. Speech being kept above reproach. This includes off-color humor and racially/ethnically/gender-specific insensitive remarks.
5. Gambling. Because of the glorified nature of gambling and its appeal to young people, total abstinence from gambling is the preferred standard of this ministry. Under no circumstances should gambling or "gaming" be engaged with or in the presence of young people.
6. Involvement with pornography of any sort, whether through the Internet, printed materials, or movies/videos or any other format is prohibited and may result in removal from ministry or dismissal.
7. Personal appearance. All employees are expected to dress in such a way as to be both professional and modest. Every effort should be made to make dress and personal grooming acceptable to the youth culture while not being offensive to the church, business, or professional community. The rule of thumb should be to dress respectably according to the ministry assignment and schedule of the day.
8. Staff are encouraged to refrain from posting or publishing their opinions on political or other controversial issues on public websites, blogs, or social media.

To further clarify, a CODE OF CONDUCT has been established as follows:

1. Staff must abide by Biblical standards and adhere to the DAYFC Statement of Faith.
2. Youth will be treated with respect at all times.
3. Youth will be treated fairly regardless of race, sex, or age.
4. Staff will not discuss their personal sexual encounters with youth or, in any way, involve youth in their personal problems or issues.
5. Staff will not use or be under the influence of alcohol in the presence of youth or volunteers. Staff who choose to use alcohol, must do so with discretion and never in excess (drunk).
6. Staff will not use illegal drugs of any sort. In states where Marijuana is legal, staff will not use Marijuana in any form: the sale and use of marijuana is still a federal offense. Use of Marijuana or any illegal drug is grounds for immediate dismissal.
7. Staff will not have sexually oriented materials, including printed or internet pornography, in the presence of youth. Staff will abstain from all use of pornography.
8. Staff will not have secrets with youth.
9. Staff will dress conservatively and avoid wearing provocative and revealing attire including midriffs, tank tops, halter tops, short shorts, or short skirts.
10. Staff will not stare at or comment on a youth's body.
11. Staff will adhere to uniform standards of affection.
12. Staff will avoid affection that cannot be observed.

13. Staff will report concerns or complaints about DAYFC staff, volunteers, or youth to the Executive Director.
14. Staff who work at DAYFC may not have engaged in or been accused or convicted of child abuse, indecency with a child, or injury to a child. Staff shall not abuse youth in any way including the following:
  - Physical abuse: Hitting, spanking, shaking, slapping, unnecessary restraints
  - Verbal abuse: Degrade, threaten, curse
  - Sexual abuse: Inappropriate touch, exposing oneself, sexually oriented conversations
  - Mental abuse: Shaming, humiliation, cruelty
  - Neglect: Withholding food, water, shelter

## **WHISTLE BLOWER PROTECTION**

Denver Area Youth For Christ is committed to the highest possible standards of ethical, moral, and legal conduct. Consistent with this commitment, the goal of this policy is to provide an avenue for employees to raise concerns about suspected misconduct, dishonesty, and fraud, and to provide reassurance that they will be protected from retaliation or victimization for reporting or “whistle blowing” in good faith.

If you are or become aware of unethical or illegal conduct taking place at Denver Area Youth For Christ, including sexual impropriety, financial fraud, property theft, or any other misconduct warranting an investigation, you are encouraged to make a report immediately. Report to your immediate supervisor all relevant facts or evidence by which you became aware of the misconduct. If you cannot report to your immediate supervisor, you can report misconduct through Praesidium.

This process will also give you the option of making an anonymous report, and can be initiated by calling 1-888-607-SAFE. You can also report misconduct by emailing SAFE@PraesidiumInc.com. However you report, Denver Area Youth For Christ takes such reports seriously, and an investigation will be launched immediately - upon the completion of which appropriate disciplinary action will be taken.

## **OUTSIDE EMPLOYMENT**

Holding a second job for any full-time employee can zap employee energy and even create conflicts of interest. Any additional employment must be discussed and approved by the Executive Director. Full-time DAYFC work requirements will have precedence over any part-time employment elsewhere.

## **CONFLICT OF INTEREST**

No employee, having the power to purchase or to influence a purchase, should have an investment or involvement either material or otherwise in any company which furnishes goods or services to the organization, unless so identified in advance and the arrangements are approved at the appropriate level.

Employees may not sell DAYFC generated ideas or materials to outside publishers for personal profit or other considerations.

Employees may not make organizational decisions which generate personal profit unless there is prior approval at the appropriate level.

Employees declaring a potential conflict of interest are required to disclose these relationships in writing to the Board of Directors annually. This should include any and all of the following:

- Serving as an officer or director of a company which contracts to provide goods or services to DAYFC
- Acting as a consultant to an organization which either receives funds from or contributes money to DAYFC
- Serving in any capacity in another entity with which DAYFC transacts business
- The staff person or a member from their family having a financial interest in, or receiving remuneration or income from, an organization with which DAYFC has ministry or financial dealings with
- The staff person or a member from their family having received, during the previous 12 months, a gift or loan (excluding gifts under \$25 or business lunches) from a source with which DAYFC has ministry or financial dealings
- Any potential conflicts of interest that might arise in the foreseeable future

## **PERSONAL AUTOMOBILE COVERAGE**

When a personal car is used to perform DAYFC functions, the employee must have a copy of their car insurance and the limits of coverage on file with the Office Manager. It is the employee's responsibility to keep this record up to date. All vehicles must be covered by the following minimum limits:

Bodily injury liability \$100,000/\$300,000  
Physical damage liability \$50,000  
Medical Payments \$1,000/\$10,000

If staff are required to get increased levels of driver certification to operate a larger vehicle to transport teens (bus, mini-bus, etc.), the cost of this certification is allowable for reimbursement by DAYFC to the employee.

## **CELL PHONE USE WHILE DRIVING**

While driving during Denver Area Youth For Christ business, employees must drive safely and use discretion if using a cell phone. Texting while driving is prohibited. Employees are responsible for following state laws regarding cell phone usage while driving.

## **ALCOHOL AND DRUGS**

Alert and rational behavior is required for the safe and adequate performance of job duties. Working after the apparent use of alcohol, a controlled substance or abuse of any other substance is prohibited. The possession, purchase, or consumption (use) or sale of a controlled substance or alcohol on Youth For Christ premises or while conducting Denver Area Youth For Christ business is prohibited.

## **ANTI-VIOLENCE**

Our goal is to strive to maintain a work environment free from intimidation, threats, or violent acts. This includes, but is not limited to, intimidating, threatening, or hostile behaviors, physical abuse, vandalism, carrying weapons (whether concealed or not) on to Youth For Christ property, or any other act, which, in management's opinion, is inappropriate to the workplace. In addition, bizarre or offensive comments regarding violent events and/or behavior are not tolerated. Except in cases of emergency, employees are expected to contact Human Resources if they believe there is a serious threat to the safety and health of themselves or others. Employees should directly contact proper law enforcement authorities if they believe there is a serious threat to the safety and health of themselves or others.

## **SAFETY/REPORTING OF INJURY**

Denver Area Youth For Christ is committed to providing a safe work environment for employees, and every individual employee can help contribute to this effort. Always be alert to safety hazards, situations, or circumstances which could potentially cause an accident or injury. Report any unsafe practices or conditions to your supervisor immediately, so that preventative action can be taken. Your responsible attention to the conditions of your personal workspace, as well as common areas such as hallways and meeting rooms, may prevent an unnecessary injury and contribute to the safety of all employees and guests.

If you are injured on the job, you must report the incident immediately to your supervisor. Your supervisor will complete and send an incident report to the Risk Management Department ([riskmanagement@yfc.net](mailto:riskmanagement@yfc.net)). If an injured employee needs immediate emergency medical treatment, he or she should be taken to the nearest hospital emergency room. After the emergency is over, the employee and supervisor should follow-up with the Risk Management Department for the next steps on filing a claim.

Please also reference the Safety Standards Manual. You will be required to read and sign an acknowledgement of having read this manual. You may see the designated HR Representative for a copy of this manual.

## EMPLOYEE REVIEW AND DEVELOPMENT

Evaluation of the employee's performance by his or her supervisor should be a continuous process. Supervisor's should hold informal oral evaluations with each employee on an ongoing basis.

In addition to informal evaluation, an annual formal employee performance review shall also occur. The purpose of this review is to:

1. Provide the supervisor with the opportunity to formally evaluate the employee's performance of the specified duties, as well as the details of the job description.
2. To provide the supervisor with the opportunity to discuss his or her evaluation of performance with the employee.
3. Provide the employee with the opportunity to formally discuss his or her performance evaluation and job description with his or her supervisor.

A summary of the annual employee performance review shall be put in writing, and both the employee and the supervisor must sign off on the summary before it is considered complete.

## GRIEVANCE PROCESS

If an individual staff member has a grievance with an issue related to the ministry at DAYFC, the following procedure is established in order to resolve the issue:

- Talk about it with your immediate supervisor. Explain your concern and ask them for counsel.
- If your supervisor is someone other than the Executive Director, you and your supervisor should talk about it with the Executive Director (if applicable). If the supervisor decides not to accompany you, you can still go to the Executive Director.
- If your grievance is with your immediate supervisor or the Executive Director, you may talk about it with another member of the leadership team. The same hierarchical process as described below will follow.
- If you believe you still have not been heard in a compassionate and understanding manner, or are not satisfied with the process or answers, you may inform the Executive Director of your desire to meet with members of the Board of Directors. The Executive Director will arrange for this hearing, and will also have the option of being present in the meeting.
- The smaller group of Board members has the option of being the final decision of the matter, or referring the matter to the entire Board of Directors for their consideration and appropriate action.

If another staff person complains to you when you are not his/her supervisor, you must ask him/her to follow the procedures above.

## HANDLING CONFLICT

Staff members need to remember that office decorum creates a public image of our ministry. Hostile disagreements, breaches of confidentiality, backbiting, and gossip weaken the effectiveness of DAYFC and dishonor God. Anything less than complete loyalty and unity within our ministry will make it impossible for God to work fully through DAYFC. Nothing is impossible for Him.

To be consistent with Scripture, an individual should go to the person and discuss any issue related to personal matters with a spirit of humility and charity.

Scripture references which offer guidance in this area are Galatians 5:7-9, 15-17; Titus 3:1-11; 2 Corinthians 6:3 and Ephesians 5:2-4, 6, 8, 15-16. If the issue cannot be resolved, both individuals shall seek the counsel of their supervisor(s) and, if necessary, the Executive Director.

### A note on handling conflict...

Be face to face. Never use email or text. Emails and texts are an emotion vacuum. They force the reader to interpret or decide the sender's intent and motives. The sender's intent and motives are often assumed to be whatever emotion the reader feels when reading. The sender's intent and motives may be projected based upon past interactions or patterns of behavior. Even if the reader accurately interprets the sender's intent and motives as negative, responding by email or text perpetuates and escalates the problem.

## DISCIPLINARY PROCEDURE

DAYFC is an at-will employer. Therefore, no contract of employment is signed, and there is no expressed or implied promise to terminate only for just cause. No person or committee is authorized to make such a promise on behalf of DAYFC. This policy is initiated only after discussion with the staff person in question.

Supervisors may initiate this policy for violations in the following areas:

1. Failure to meet job description requirements or failing to complete assignments on time.
2. Failure to comply with DAYFC personnel policies.
3. Failure to follow personal directives.
4. Inappropriate actions or any actions which compromise DAYFC's integrity or the safety of students, volunteers, or other staff, constitute a serious violation that must not be repeated.

The following system of levels is to be followed in sequential order. However, the Executive Director may, at his or her discretion, move to a level he/she deems appropriate in a particular situation. Supervisors implement levels 1 and 2 based upon the guidelines listed below. A supervisor, after discussion with his or her supervisor, may implement levels 3-5 when:

1. A staff person on probation commits his/her second violation.
2. Any staff person repeats a violation or inappropriate action, or
3. A staff person exhibits a consistent pattern of violations.

LEVEL 1 - Violation: Warning noted in personnel file  
Corrective action must be taken at supervisor's direction  
Another violation within 30 days requires staff person to move to level 2

LEVEL 2 - Probation: 30 Day probation period  
If staff commits two additional violations within 30 days, he or she receives:

- one-day mandatory leave with no pay
- renewed probation following leave

Supervisor may place staff person on level 3 in lieu of renewed probation.

LEVEL 3 - Reduction: Staff person receives reduction in responsibility, hours, and wages for a period of time deemed necessary by his or her supervisor.  
Any additional violation may require move to level 4 or level 5.

LEVEL 4 - Suspension: Unpaid mandatory leave for a period of time supervisor deems appropriate  
30-day probation renews upon staff person's return

LEVEL 5 - Termination: Staff person is released from employment

For any violation caused by inappropriate actions, the Executive Director has the authority to invoke immediate suspension of employment with pay. Upon written request, a meeting with the Executive Director and two members of the Board of Directors may be arranged within 7 days to give the employee an opportunity to explain their position and appeal their suspension. Based on this meeting, a recommendation will be made to the entire Board of Directors for action within 7 days. The employee may be invited to this meeting of the Board of Directors to make their appeal. The employee will be informed of the decision immediately following the meeting.



## TERMINATION AND RESIGNATION

DAYFC is an at-will employer. This means that an employee can be dismissed with or without cause at any time. This policy is written to assist in the proper timing of any staff changes and to avoid the interruption of the ongoing ministry. The Executive Director, with Board knowledge, is responsible for the hiring as well as the terminating of DAYFC employees.

- DAYFC will give the staff person a minimum of 2 weeks' notice prior to terminating his or her employment unless there is just cause for immediate termination.
- In the case of the resignation of a staff member, a 30 day verbal notice to the Executive Director is desired, with an official letter of resignation 2 weeks prior to leaving.
- PTO cannot be used in lieu of notice. Employees who resign without the required notice will forfeit their accrued PTO hours.

It is Denver Area YFC policy to conduct an exit interview with resigning and terminated employees to:

- ensure the consistent and equitable treatment of all employees
- receive suggestions for improving employment conditions
- review conversion of benefits and other pertinent employee benefit matters
- reclaim keys and other YFC property
- arrange for the distribution of final paychecks and expense reimbursements

## DISPERSAL OF FUNDS UPON LEAVING DAYFC

All funds donated to DAYFC fall under the authority and discretion of the Board of Directors. Funds designated for a specific ministry or specific staff person's financial support are ultimately under the authority of DAYFC's ministry.

Equipment purchased with designated missionary funds is the property of DAYFC, and unless specified otherwise, remains the property of DAYFC upon termination of employment or dismissal.

If a staff person who has raised personal financial support resigns their position with DAYFC for another ministry role within Youth For Christ where personal financial support raising is required, upon written request, DAYFC will consider the transfer of up to 80% of the remaining funds designated to their ministry support within 90 days to the new Youth For Christ ministry. Any transfer must be approved by the Executive Director and is dependent upon the organization's current cash flow. Under no circumstances will funds be transferred if the employee was terminated. No funds will be "paid" to the departing employee in the form of a bonus or severance package.

If a staff person who has raised personal financial support is leaving DAYFC for another ministry position outside of Youth For Christ where personal financial support raising is required, upon written request, DAYFC will consider the transfer of up to 50% of the remaining funds designated to their ministry support within 90 days to the new ministry. The new ministry must be evangelical in nature with a mission that comports with the YFC mission. Any transfer must be approved by the Executive Director and is dependent upon the organization's current cash flow. Under no circumstances will funds be transferred if the employee was terminated (provided the new ministry is organized and authorized to accept personal donations). No funds will be "paid" to the departing employee in the form of a bonus or severance package.

If a staff person who has raised personal financial support leaves DAYFC for a role in a secular organization or a ministry role where personal missionary support raising is not required, 100% of the funds remaining in the staff person's account will be transferred to the general ministry funds of DAYFC to help reach more young people.

# TOOLS AND SYSTEMS

## Microsoft Office 365

Microsoft Office 365 suite is used for email, office applications such as Word, Excel and PowerPoint and digital file management.

SharePoint is our collaborative digital file management tool and OneDrive is your individual digital file management tool. All files created for YFC should be created, stored, and shared via SharePoint or OneDrive.

## Salesforce

Salesforce is our primary Constituent Relationship System (CRM) and is used primarily for donor development. We use Salesforce to generate staff's monthly prayer letters.

## YFC Knowledge Base (through Salesforce)

The YFC Knowledge Base is our company intranet and serves as a website, communications channel, knowledge management tool, learning and collaboration platform.

Currently, it's home to:

- Processes Standards and Best Practices (PSBPs)
- Strategic Communications
- Chapter Progression Tool
- Ministry Outcomes
- YFC Leader (Volunteer and Staff Management)
- Leader Journey (Leader Formation)
- Event Resources
- Ministry Resources
- Curriculum
- 3Story

## Paychex Flex

Paychex Flex is our timekeeping and HR information management system. Employees can review check stubs, submit time off requests, access their W2 information and update information through a personal mobile app and web dashboard.

## Expensewire

Is the system we use to track expenses and submit receipts and mileage. There is an app you can download to expedite this process.

## The Standard

Our Retirement benefit provider. You can manage your account and check balances.

## RMA Report

This is a custom-built app that ministry staff use to track Relational Ministry Activities.

## IMPACT

Houses information on staff, volunteers, ministry sites. Data on RMAs is reported track on Impact.

