

**2014-2015
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INTRODUCTION

Landmark School provides an educational environment in which students, faculty and staff work together in a spirit of goodwill, stressing mutual cooperation and consideration. Members of the Landmark community are committed to maintaining a positive learning and living environment in which friendliness and caring are consistently evident.

Landmark has developed a highly structured academic and residential program designed in large part to encourage students to understand and accept the need for such structure and to stretch toward fulfilling their maximum potential. It is in the interest of promoting a structured environment for staff as well as students that this Handbook is prepared as an informational guide describing the School's policies, procedures, and benefits, including the expectations and responsibilities of its employees.

Because the School's policies, procedures and benefits change over time, the School reserves the right to change, revise, supplement or eliminate any of the policies, procedures and/or benefits described herein other than the "at will" policy described below. Updated supplements will be distributed by email when a policy is revised or new material is added. The Handbook's on-line format will allow you to always locate an up to date copy of the Handbook. The policies and practices contained within this Handbook supersede any policies or practices previously issued by the School, excluding benefit Summary Plan Descriptions, which describe the benefits offered by the School in greater detail than in this Handbook. If there is any inconsistency between the descriptions contained in this Handbook and/or the School's formal insurance plans or contracts, such plans or contracts take precedence. In addition, individual policies, procedures and benefit Summary Plan Descriptions may be distributed outside of the Handbook itself to cover subjects in detail.

Similarly, this Handbook is intended to be in compliance with relevant employment laws in effect on the date of publication, but cannot anticipate future changes in the law or regulations governing schools. It is the School's intent to be in full compliance with all federal and state employment laws at all times. If you have any questions about your employment, please do not hesitate to visit the Human Resources Manager.

While employees can generally look to this Handbook for guidance about their employment, no handbook can anticipate every situation or answer every question. The School maintains the flexibility to deal with situations not directly covered in the Handbook. One of the School's goals is to treat employees fairly, and there may be situations in which the administration will provide individualized consideration.

Nothing in this Handbook creates any contractual obligation between the School and any of its employees. It is not a contract, and it does not create contractual rights and obligations except to the extent that provisions of this Handbook are

incorporated into individual employment letters of agreement. Employees with employment letters of agreement should look first to those letters for the precise terms and conditions of their employment. To the extent that there are any inconsistencies between the employment letter and the Handbook, the terms of the employment letter shall govern. Employment at the School is employment at will, subject to termination at the will of the School or at the will of the employee at any time and for any lawful reason, or for no reason.

You are required to read this Handbook carefully. Your knowledge of its contents will be assumed. If you have any questions, the Human Resources Manager will be glad to answer them.

LANDMARK SCHOOL HISTORY

Landmark School was founded in 1971 by Charles “Chad” Drake with the goal of educating students whose reading, writing, spelling, and mathematical skills did not match their thinking and problem-solving capacities.

Most called these children dyslexic or learning-disabled. Chad saw their promise, and called them bright and capable.

We opened our doors with 40 students and a small group of teachers on one campus in Prides Crossing, Massachusetts. Since then, Landmark has grown to 450 students on two North Shore campuses, and a faculty and staff of more than 300.

Today we are recognized internationally as a leader in the field of language-based learning disabilities.

LANDMARK SCHOOL MISSION AND GOAL

Landmark School’s mission is to enable and empower students with language-based learning disabilities (LBLD) to reach their educational and social potential through an exemplary School program complemented by outreach and training, assessment and research.

GOAL

Landmark School’s goal is to be the leading non-profit center for the education and study of children and adolescents with language-based learning disabilities.

EMPLOYMENT POLICIES

Equal Employment Opportunity

Landmark School, an equal opportunity employer, reaffirms its long-standing policy of non-discriminatory hiring and employment practices. The School affirms that it does not discriminate in hiring or any aspect of employment on the basis of

race, color, creed, sex, sexual orientation, gender identity, marital status, religious preference, national origin, ancestry, age, disability, genetic information, veteran/military status, participation in any group insurance plan, receipt of free medical care, or any other characteristic protected by law.

Job Postings

Landmark posts all positions internally and advertises in local and national publications as need dictates.

Employment Applications

Applicants for teaching positions should submit a written application to the Campus Head or Department Head. In addition to the written application, teaching applicants are asked to provide a resume, a written personal statement, three written references, permission for the School to contact each of the references, official transcripts and evidence of certification(s) including but not limited to a current First Aid certification card and a completed Criminal Offender Record Information (CORI) form. A personal interview will be scheduled based on a review of this information.

Applicants for other positions may submit a resume and cover letter or complete an employment application.

In addition, applicants may be asked to take skills tests that the School deems appropriate to the position for which they are applying.

References, Background Checks (CORI) and Health Requirements

All applicants invited to campus for an interview will be asked to complete an application giving Landmark School permission to contact each of their references as well as their most recent employer, conduct a CORI investigation and, if required for the position, have a physical exam.

Any person offered employment at Landmark School must complete a Massachusetts Criminal Offender Record Information (CORI) form as part of his or her application process and agrees to reapply for a further CORI investigation every three years thereafter. A current form of identification is required to go along with the CORI application. A SORI (Sex Offender Registry Information) will also be done on each new hire. No employee will be allowed unsupervised contact with children until a satisfactory completion of the CORI investigation. An unsatisfactory CORI may result in withdrawal of the job offer.

New employees will be asked to provide documentation of a negative tuberculin screening test. If necessary, a TB test will be administered free of charge. A person offered employment may be required to have a physical exam.

A current driver's license must be provided so Landmark may complete a Registry of Motor Vehicle (RMV) driving record request. An unsatisfactory record may result in withdrawal of the job offer.

CORI POLICY

Landmark School requires Criminal Offender Record Information (**CORI**) checks as part of a general background check for employment. CORI checks on current employees will be conducted every three years.

Current employees are required to immediately report post-hire criminal convictions to the Headmaster.

Information obtained through the three year CORI check for current employees may affect the employee's ability to remain on staff depending on the relevance of the information contained on the CORI.

I. Authorization

CORI checks will only be conducted as authorized by CHSB (Criminal History Systems Board). All applicants for employment must fill out a CORI application and include a picture of identification (driver's license, etc)

II. Training

Applicants' and employees' CORI records will only be viewed and considered by administrators who are specifically authorized by the CHSB to view CORI information.

III. Disqualification

Unless otherwise provided by law, a criminal record will **not** automatically disqualify an individual from employment at Landmark School. Rather, the School will make determinations of suitability based on CORI checks consistent with this policy and any applicable law or regulations.

IV. Confirmation of Identity

When the School requests and receives an applicant's or employee's criminal record from CHSB, Landmark School's HR Manager will closely compare the record provided by CHSB with the information on the CORI request form and any other identifying information provided by the applicant or employee in question, to ensure the record relates to the applicant or employee.

V. Notification

If Landmark School is inclined to make an adverse employment decision based on the results of a CORI check, the applicant or employee will be notified immediately. The applicant or employee shall be: a) provided with a copy of the criminal record that Landmark School received from CHSB; b) advised of the part(s) of the record that make the individual unsuitable for the position, and c) given an opportunity to dispute the accuracy and relevance of the CORI record.

VI. Challenge

Applicants or employees who wish to challenge the accuracy of their CORI record shall be provided a copy of CHSB's Information Concerning the Process for Correcting a Criminal Record.

VII. Determining Suitability

Factors considered in determining suitability may include, but are not be limited to the following:

- (a) Relevance of the crime to the position sought;
- (b) The nature of the work to be performed;
- (c) Time since the conviction;
- (d) Age of the candidate at the time of the offense;
- (e) Seriousness and specific circumstances of the offense;
- (f) The number of offenses;
- (g) Whether the applicant has pending charges;
- (h) Any relevant evidence of rehabilitation or lack thereof; and
- (i) Any other relevant information, including information submitted by the candidate or requested by the hiring authority

VIII. Timeliness

If the School decides to take an adverse employment action against an applicant or employee because of his or her CORI record, the Headmaster will notify the applicant or employee of the School's decision and the basis of the decision in a timely manner.

FINGERPRINTING

On January 10, 2013, Governor Deval Patrick signed into law G.L. Chapter 459 of the Acts of 2012, An Act Relative to Background Checks. The new law requires all newly hired school employees to submit to national fingerprint-based criminal background checks in addition to state CORI checks. Under c. 459, the individual employee or prospective employee is responsible for the cost of the national criminal background check.

For more information, please see the below link.

<http://www.mass.gov/edu/2013newsupdates/frequently-asked-questions-regarding-background-checks.html>

Consistent with all HR policies all information will remain confidential and only reviewed by those with applicable authorizations.

Steps for fingerprinting:

Go to the online registration website at <http://www.identogo.com/FP/Massachusetts.aspx> or by calling the MorphoTrust USA Massachusetts Customer Service Center at 866-349-8130.

Please refer to the following Registration Guide for details for completing the online process (copy and paste into your browser).

<http://www.l1enrollment.com/state/forms/ma/5323798140bf9.pdf>

Currently, there is a MorphoTrust USA IndentoGo™ enrollment center located in Beverly at 4 Enon Street in Beverly. The fingerprinting booth is located in the back of the Mathnasium Center.

- The cost is \$55 for employees that hold a DESE license and \$35 for those who hold positions that do not require a DESE license.
- The provider ID for High School and Administration is 00300920. The provider ID for the Elementary/Middle School is 01660810.

ALL applicants will be required to present an acceptable form of identification at the time of fingerprint capture at a MorphoTrust USA IndentoGo™ Center.

Form I-9 Compliance

In compliance with the Immigration and Control Act of 1986, updated on April 3, 2009, Landmark School only hires American citizens and authorized aliens. New employees must complete an Employment Verification Form (I-9) within their first three days of employment and provide two forms of acceptable identification to prove their eligibility for employment in the United States.

New Employee Forms

New employees will be required to complete necessary state and federal tax forms and the Form I-9, within three days of employment, in order to be placed on the payroll. A full summary of paperwork to be completed upon hire is available in the Business Office.

Applicant Travel Expenses

Landmark will not reimburse the applicant for expenses involved in the application process unless otherwise agreed to at the time the interview is arranged.

Employment Appointments

Appointments to employment positions are confirmed by a Letter of Agreement from the Campus Head for Faculty appointments (Category A), by the Head of School for Administrative appointments (Category B) and by the Department Head for all other appointments (Category C) following receipt of a completed employment application and all pre-hire background check information. The Letter of Agreement includes the employee's date of employment, the initial compensation package, their job title and other pertinent information.

Terms of employment vary and will be explained to each new employee as part of the hiring process. While all employees are employees at-will who are subject to termination at the will of the School or at the will of the employee at any time and for any lawful reason, or for no reason, without prior notice, the Landmark community relies on and values having professional employees, including Faculty, work for the full Academic Year for which they are hired.

Sudden resignations cause considerable disruption to the program, to the students, to other teachers and to the day-to-day operation of the School. Faculty who terminate their employment during the Academic Year may not receive a reference from the School. Salaried employees are expected to give one month's notice of their intention to resign from the School, and hourly employees are asked to give two weeks' notice. Information related to terminating employment is discussed in more detail elsewhere in this Handbook.

Employee Categories and Length of Appointment

Each employee's Letter of Agreement will specify the employment category to which his or her position is assigned, A, B or C. The Letter will also assign the employee to a length of appointment: a 12 month position, an 11 month position, a 10 month position, a position in which the assigned months are related to work load which can range from 10.5 to 12 months, or a summer-only position as summarized in Appendix A.

Apportionment of Educational Personnel

Landmark recognizes that each individual program has a separate identity. The administration will make every effort to accommodate the personal teaching preferences of each new or returning faculty member with regard to age of student, curricular areas and campus/program. However, due to rolling admission and fluctuating enrollment from year to year, transfers from one program to another may be necessary. We hope faculty will gracefully accept the need for flexibility in this regard. If such transfers are necessary, they will be made taking seniority into account, when operationally feasible, and will be announced as soon as possible.

Pay Procedures

Landmark School's standard pay period is by-weekly. Employees will be paid every other Thursday. If a pay falls on a holiday, paychecks will be distributed on the last working day prior to the holiday.

With your paycheck you receive a statement showing gross income as well as mandatory and requested deductions and reductions. While it is the School's policy to pay employees accurately, it is your responsibility to check your statement for accuracy. If you believe there is an error in your paycheck, please visit the Business Office at your earliest convenience.

You are encouraged to have your paychecks directly deposited to your bank account. To arrange for direct deposit, please visit the Human Resources Manager. You are responsible for keeping the Human Resources Manager informed if you close or change the bank account to which your paycheck is deposited.

Hours of Work

For non-exempt personnel, a regular work week will consist of 40 hours unless specific permission to work fewer hours has been approved by your supervisor or the Campus Head. Inasmuch as employees regularly use work hours to get a cup of coffee, use the restroom and take other short breaks for personal matters, with the exception of the Facilities Department, the School no longer offers employees formal breaks. A work week runs from Sunday to Saturday.

In accordance with state law, employees who work more than 6 hours in a day are required to have a 30 minute unpaid meal break.

High School Weekend Coverage 2014/2015

Position	Time (yrs)	Fri 3:15-11:30pm	Sat 9:30am-11:30pm	Sun AM 9:30am-4:30pm	Sun PM 4:30-10:30pm
Faculty	0 to 5	4	4	4	4
Faculty	6 to 10	4	3	3	4
Faculty	11 to 15	3	2	2	4
Faculty	16 up (under 50)	2	1	1	3
Faculty	16 up (over 50)	1	0	0	3
Faculty	65+	1	0	0	3
Mid Manager	0 to 5	3	2	2	3
Mid Manager	6 to 10	2	2	2	3
Mid Manager	11 to 15	2	1	1	3
Mid Manager	16 up (under 50)	1	0	0	3
Mid Manager	16 up (over 50)	1	0	0	2
Mid Manager	65+	1	0	0	3
Administrator	0 to 5	2	2	2	2
Administrator	6 to 10	1	1	1	2
Administrator	11 to 15	1	1	0	1
Administrator	16 up (under 50)	2	0	0	2
Administrator	16 up (over 50)	2	0	0	2

Meals

In order to increase opportunities for communication between employees and between employees and students, all employees are entitled to meals without charge when their duties require them to be on campus.

Employees and their families living on campus may take their meals on campus without charge during regular dining hall hours.

Meals are primarily available to meet the needs of students and employees. Occasionally, members of employees' families may join the employee for a meal. In such cases, the employee is asked to use reasonable discretion. Should this privilege be used to excess, the School reserves the right to assess applicable meal charges.

Exempt and Non-Exempt Employees

All employees are classified either as exempt or non-exempt as defined by the Fair Labor Standards Act.

Exempt - Positions with an exempt status are executive, administrative, professional, certain computer positions and certain teaching positions, as defined by law. Exempt employees receive a specific salary and do not receive overtime pay.

Non-exempt - All positions not included in the above categories are classified as non-exempt. These employees are required to maintain a record of their time worked each day and are paid overtime in excess of 40 hours worked per week. All overtime worked must be approved in advance by the employee's supervisor. Overtime is not intended to be used on a routine basis, but as required during peak work periods or unusual circumstances of a temporary nature. A workweek is defined as Sunday through Saturday. Vacation, holiday and sick time do not constitute hours worked for the purposes of computing overtime.

Staff Attendance

All employees are responsible for maintaining a good attendance record and reporting to work on time. Absences and lateness affect the successful completion of one's responsibilities. Excessive absences or repeated lateness may result in termination of employment.

Employees must notify their supervisor or Campus Attendance Coordinator in advance when possible - and in no case later than 30 minutes after their starting time - of their inability to report for work as scheduled. If a supervisor cannot be reached, employees should inform the secretary to the Campus Head as soon as possible that they will not be able to report for work. In providing this notification, employees should state the type of leave they are taking, such as sick leave or vacation, for their absence and an estimate, if possible, of when they will return to work.

A designee at each campus will maintain written records of employees' absences and tardiness, which will include the type of leave each employee is taking. These records will be submitted to the Human Resources Manager weekly.

Routine doctor and dentist appointments for academic personnel are to be made after 2:50 on non-residential care days or during vacation periods. Non-teaching employees should plan these appointments after their work hours and may make arrangements with their supervisors to make up lost time or use their sick time for the absence.

Teacher Absences

Teacher absences may be either expected or unexpected. The procedure for notifying the School and covering the absence is different for each. The steps to follow in each case, as well as some additional general information, follow:

Scheduled Absences

Expected absences are defined as absences for reasons such as personal days, religious holidays, or pre-approved School-sponsored activities such as professional workshops.

1. Obtain an "Scheduled Absence" form from Mrs. Zelenka (High School Campus) or Mrs. Bertolino (Elem/Middle School Campus).
2. Request signatures of approval as specified on the form.
3. Seek final approval from the Campus Head.
4. Sign the form and return it to the Campus Head.
5. Leave a copy of the approved form with the Attendance Coordinator together with lesson plans for the day or days of your absence.

Unscheduled Absences

Unexpected absences are defined as reasons such as sickness, a death in the family, an accident or other unplanned event. To facilitate the conducting of classes when unplanned absences may occur, teachers are expected to have lesson plans on file.

Specific procedures are in place at each campus to facilitate teacher absences and lesson planning. Copies of these procedures are distributed to all teachers and are available from the offices of the Academic Deans.

Absence Record

A record of absences will be kept which will include dates, duration, reason for absence, quality of lesson plans when applicable, and amount of advance notice. This information may be used in connection with performance evaluations.

Absences of More Than 5 Days

The Head of School may require satisfactory evidence of illness if an employee is absent more than 5 days or if the employee's attendance violates School policy. Employees who use Sick Leave/Personal Time to be absent from work may be eligible for leave under the School's Family and Medical Leave Act policy, or if not eligible for an FMLA leave, for a Parental Leave, if applicable. The employee may be required to submit appropriate certification in support of the FMLA and/or Parental Leave, as set forth in those policies. For example, an employee may be required to submit medical certification pertaining to the employee or specific family member if the employee is seeking FMLA leave for the employee's or family member's serious health condition. Please refer to the School's FMLA and Parental Leave policies for additional information.

Snow Day Policy

The following policies and procedures pertain to attendance at School on those days when classes are either delayed or called off altogether because of a snow storm or other weather conditions. These policies relate to all non-teaching employees except facilities employees.

Snow Day determinations will be made by the Head of School. Employees will receive an automated phone message if School is to be cancelled or if there is to be a delayed opening. Should an employee not receive a call and want to check on the status of School operations, they may check the School's web site or:

WBZ-radio	1030 AM
WBZ-TV	(Channel 4)
WCVB-TV	(Channel 5)
WHDH-TV	(Channel 7)

Overnight or Early Morning Snow Storms

If the start of classes is to be delayed, non-teaching employees will be expected to report for work at the communicated time. If classes have been cancelled for the entire day, non-teaching employees are expected to report for work later in the day.

Landmark does not wish to place any of its employees in a hazardous travel situation. However, it is not unusual, following a storm, for snow removal equipment and improved weather conditions to make safe travel possible later in the day. On such days, non-direct-service personnel will be expected to report for work if at least three hours of their normal workday remain. Those who do not wish to report to work may take personal or vacation time.

Non-direct-service personnel are defined as employees not delivering educational and assigned residential duty services directly to students. Facilities personnel responsible for campus snow removal are expected to be on the job as necessary.

Snowstorms Occurring During the Day

There may occur days of inclement weather on which Landmark will shorten the class day due to the lengthy travel needed by many day students. Some students, for example, must return to the South Shore or Metrowest communities.

On these occasions, the early release of day students generally necessitates the cancellation of classes of boarding students as well. With classes cancelled, it is not necessary for teachers to remain unless they are part of the residential coverage.

It is important to note that this cancellation procedure may begin when snow is forecast for later in the day, even though actual snow accumulation is very slight, due to the needs of transportation companies.

Non-faculty employees may receive permission to leave early from work if oncoming weather conditions present a clear hazard to travel even if the Head of School has not released teachers. Such early release may not be linked to whether or not classes have been cancelled. The decision to release non-faculty employees early will be made by the Head of School.

Initial Period of Evaluation

Teachers are evaluated by their supervisors throughout the course of their first year of employment in accordance with Massachusetts Department of Elementary and Secondary Education (DESE) policy (e.g. teachers by their academic advisor, department heads and residential supervisors).

The first three months of a new non-teaching employee's employment are considered an evaluation period. During this period, the employee's overall performance will be assessed by his or her supervisor. At the end of the three-month period, the supervisor will meet with the employee to evaluate job performance and will complete an evaluation form. Continued employment may be affected by this evaluation.

Performance Evaluations

The School believes that periodic performance evaluation is imperative for good employee development, strengthening individual skills, and general improvement of the School. Performance evaluation at Landmark School is intended to be positive in nature and should be viewed as an attempt to foster professional growth.

For teachers the evaluation process conforms with DESE requirements. It is the School's intention to conduct evaluations for non-academic employees on a regular basis.

Personnel Files and Records

1. Personnel files are maintained in the Business Office. These files include completed employment applications, other hiring-related documents (see employment process), performance evaluations, information on other employment-related actions (promotions, training course participation, disciplinary steps), and other relevant

job-related information or documents deemed essential by the School.

2. After making a written request, employees and former employees have the right to inspect and copy information contained in their files or records within five (5) business days. Under Statute, G.L. c. 149, S 52C, employees have the right of access to their files twice per year, unless information has been added to an employee's personnel file that may be used to negatively affect the employee's qualification for employment, promotion, transfer, or additional compensation. Individuals will be given access to their files only in the presence of the Human Resources Manager or the Chief Financial Officer and at a mutually convenient time and place.
3. No information in a personnel file will be disclosed to anyone outside the School without a signed consent from the employee or former employee specifically authorizing the release of the information, unless otherwise required by applicable law. The School reserves the right, however, to verify basic information such as employment status and job title, without notification to the individual involved.
4. Individuals who question the accuracy or completeness of information contained in their personnel file should bring such matters to the attention of the Head of School. The School will consider the employee's objections and may correct or remove erroneous or improper information. If the School decides to retain the disputed information in the file, the employee may place a brief statement in the record identifying the alleged errors or inaccuracies.
5. Each employee is responsible for informing the School of any changes in their personal information or educational credentials.

Professional Dress

Landmark employees shall dress professionally and in a manner appropriate to their specific function in the School community. Landmark's foremost consideration with respect to attire is a professional standard appropriate to role modeling for the young people whom the School educates. Inappropriate departures from this policy will be addressed by the employee's program director or immediate supervisor.

Work from Home

The School does not offer employees the option of working from home except in unusual circumstances, and then, only following Head of School approval.

Outside Employment

You may hold another position, as long as it is determined by the School that the outside job does not interfere with your duties for the School. Your position at Landmark School will be assumed to be your primary position. When accepting outside employment, you should avoid any situation that will adversely affect performance at the School, such as being too tired to perform effectively.

EMPLOYEE POLICIES

Introduction

Landmark's program is uniquely focused on intensive and individualized remediation of young people with special needs. In order to ensure the program's integrity, it is expected that all employees will apply the highest professional standards of conduct in all of their interactions with students. At all times, employees should exercise sound judgment, acting with discretion while maintaining appropriate professional distance.

The School expects its employees to establish themselves as appropriate role models and to stress clear, consistent expectations for student performance. Whether in one-to-one or group situations, employees are expected to balance structure and authority with empathy and compassion. Employees must be particularly sensitive to situations which may compromise effective working relationships between themselves and students.

Employee behavior with regard to students must be above suspicion; employees must be vigilant in assuring that their interactions with students remain professional. Unless an emergency is involved, employees shall not transport students in private vehicles. Students are not permitted in employee domiciles. Any exceptions must receive prior approval by the supervisor of the relevant activity. Interactions that can be misinterpreted by students as sexual advances must be avoided. Actions by students toward employees that could be so interpreted should be reported immediately by the employee involved to his or her Campus Head.

Romantic relationships between students and employees, or relationships that appear to be romantic or involve dating in any form, will be considered to be a breach of the employee's ethical and moral duties as an employee of this School community and will lead to the employee's termination. Landmark will investigate reports of inappropriate staff-student relationships or conduct following the procedures outlined in the School's Policy Against Discrimination, Harassment, Bullying, Hazing and Retaliation below.

Landmark School Code of Conduct

All members of the Landmark community are expected to contribute to a caring, respectful, and structured environment by demonstrating:

- Commitment to self-discovery, dignity, and growth.
- Respect for the feelings, efforts, and physical well-being of others.
- Commitment to a safe, clean, congenial, and productive living and learning environment.
- Honesty in academic endeavors and in all aspects of campus life.
- Respect for the privacy, property, and materials of all members of the Landmark community.

This document is meant to assemble, clarify, and define behaviors and policies that apply to Landmark's general expectations of adult conduct. Most of these items are contained in the Policy & Procedure Manual, the Faculty Handbook, and Student Handbooks. From these resources, Landmark wishes to emphasize the following expectations:

- All employees must ensure that their interactions with members of the community are safe, healthy, positive, and respectful.
- All employees are expected to serve as role-models for our students at all times.
- Sexual activity between adults and students is prohibited. This activity includes, but is not limited to, actual physical conduct, unwelcome sexual advances, requests for sexual favors, and any other conduct of a sexual nature.
- Providing drugs or alcohol to students or using drugs or alcohol with students or while supervising students is prohibited.
- Employees shall not engage in conduct or behavior which is personally offensive or threatening or which has the effect of interfering with a student's life or learning, impairing morale, or creating an intimidating, hostile, or offensive living, learning or working environment.
- It is the responsibility, and in some cases a legal obligation, for all employees to report suspected violations of this Code or other Landmark Handbooks to their supervisor.
- Retaliation against any individual for reporting a violation or cooperating in an investigation will not be tolerated.

In summary, all Landmark School employees have a duty to provide a safe environment for their colleagues and for students by maintaining healthy relationships and appropriate personal boundaries and always putting the interests of students first. Employees should treat students and one another with respect and dignity and understand and recognize the imbalance of power between themselves and students.

Should an employee fail to uphold these expectations for personal conduct, Landmark's response may be a verbal warning; a written warning; activation of the on-review process; or, as a result of certain conduct, immediate termination of employment. Such determinations are made by appropriate administrators as noted in the Faculty Handbook.

Policy Against Hostile Work Environment, Discrimination, Harassment, Bullying, Hazing, and Retaliation

Students, faculty, staff members, and others connected with Landmark School should expect to be treated with respect and consideration. As a community enriched by its diversity, we recognize and celebrate differences in characteristics such as culture, race, age, ethnic origin, religion, gender, and sexual orientation.

A Hostile Work Environment is defined to include behavior that is:

Sexual in nature or occurs because of the person's gender; offensive to a reasonable individual; and severe or pervasive enough to adversely affect the person's work environment.

There are several components of the School's Policy Against Discrimination, Harassment, Bullying, Hazing, and Retaliation. Any form of discrimination is unacceptable at the School. The School prohibits any form of unlawful harassment by students, employees and visitors, including sexual harassment. Consistent with the School's Mission Statement, each student and employee has the right to attend a school, or work at a school, free of bullying and hazing. Furthermore, it is unlawful to retaliate against an individual for filing a complaint of unlawful discrimination or harassment based on protected status, for filing a complaint of bullying or hazing, or for cooperating in an investigation of such a complaint.

Discrimination

The School supports employees' and students' right to work and learn in an environment free from all forms of discrimination, including discrimination based on an individual's sex, race, color, creed, ancestry, national origin, age, religious preference, sexual orientation, marital status, disability, genetic information, veteran/military status, participation in any group insurance plan, receipt of free medical care, or any other category protected by applicable law. The School prohibits unlawful discrimination by and against any student, employee, faculty member, or other person, including visitors and vendors.

Harassment and Sexual Harassment

The School has a zero-tolerance harassment policy. Harassment is conduct that has the purpose or effect of unreasonably interfering with an individual's work or

learning performance by creating a hostile or offensive working or learning environment. Harassment seriously interferes with our goal of creating an atmosphere in which everyone is treated with respect and dignity, and will not be tolerated. Examples include verbal abuse or insult, demeaning jokes or innuendoes, gestures or physical contact and display or circulation of degrading pictures or materials. Harassment is not to be confused with honest and constructive criticism or a respectful and even energetic expression of differences of opinion; such behavior is of value to the goals of the School.

For purposes of this policy, “other harassment” is defined as verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of the individual’s race, color, gender, age, religion, national origin, ancestry, sexual orientation, disability, veteran status, military service, genetic information, participation in any group insurance plan, receipt of free medical care or any other characteristic protected by law, and that:

- has the purpose or effect of creating a hostile or offensive work or learning environment; or
- has the purpose or effect of unreasonably interfering with an individual’s work or learning performance.

Some examples of such harassment are using epithets or slurs or making jokes or pranks that focus on a protected characteristic, and circulating or displaying written or graphic material that denigrates or shows hostility or aversion toward a person or group because of a protected characteristic.

Sexual harassment is sexual behavior directed at individuals on the basis of gender or orientation that is not welcome, is offensive, affects morale and/or interferes with the victim’s ability to learn or work. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature will not be tolerated. In particular, sexual harassment includes any conduct when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of employment or education or otherwise is used as the basis for employment or education decisions affecting an individual; or such conduct has the purpose or effect of unreasonably interfering with an individual’s work or learning performance or creating a hostile or offensive working or learning environment.

Examples of inappropriate behavior that could be, or lead to, harassment include:

- Unwelcome sexual advances –whether they involve physical touching or not;
- Sexual epithets, jokes, written or verbal references to sexual conduct, gossip regarding one’s sex life, comment on an

individual's body, comment about an individual's sexual activity, deficiencies, or prowess;

- Displaying sexually suggestive objects, pictures, cartoons;
- Unwelcome leering, whistling, brushing against the body, sexual gestures suggestive or insulting comments;
- Inquiries into one's sexual experiences;
- Discussion of one's sexual activities;
- Uninvited pressure to participate in illegal activities such as smoking or the use of alcohol or drugs;
- Public display of explicitly offensive or demeaning materials, including electronic forms of communication; or
- Comments or actions demeaning to race, age, religion, ethnic origin, gender, or sexual orientation.

Bullying and Hazing

Consistent with the School's mission, which states that "Members of the Landmark community are committed to maintaining a positive learning and living environment in which friendliness and caring are consistently evident," each student has the right to attend a school free of bullying or hazing.

Bullying is strictly prohibited. Bullying occurs when a student is subjected to repeated unwelcome behavior, often as a result of an imbalance of power. A student is subjected to bullying when he or she is repeatedly the target of negative verbal or physical actions by one or more students or teachers. Bullying also includes "cyber bullying," which is the sending or posting of harmful and/or cruel text or images via the Internet, cell phones, chat rooms, email, instant messaging, or any other digital communication devices. (Please refer to the School's "Acceptable Use Policy" in the Employee Handbook and in the Student Handbook, as applicable.)

A student who experiences bullying should contact an adult. Students who witness another student being subjected to bullying should either intervene and attempt to stop the bullying, or report the incident to an adult. An employee, parent or guardian who learns or suspects that a student is being bullied should report such information to a School administrator or to the Head of School as soon as possible.

Hazing is a crime and is prohibited by law and by the School in any form that might be practiced by any School group, team, club, or organization. If hazing, as defined in Massachusetts General Laws, Chapter 269, Section 17 (see Student Handbook, page 32), has been practiced or condoned by any coach,

faculty advisor to any School club or organization, or any other employee, it will be dealt with by the School in addition to (and regardless of) any action taken by law enforcement officials.

Any employee who believes that another person has been, or may have been, the victim of hazing as defined in Massachusetts General Laws, Chapter 269, Section 17, and is at the scene where hazing has occurred, is required by law to report the crime to the Head of School or other appropriate School official who will be responsible for reporting it to appropriate law enforcement officials as soon as reasonably practicable to the extent that he or she can do so without danger or peril to himself or others.

Each year, students are required to acknowledge in writing that they have received a document summarizing the above law. The law is summarized in the Student Handbook and describes hazing as ...”any conduct or method of initiation into any student organization, whether on public or private property, which willfully or recklessly endangers the physical or mental health of any student or other person.” An employee who learns of student behavior that could be defined as hazing must report that information immediately to the Head of School or other appropriate School official.

Retaliation

Retaliation of any sort will not be permitted. No adverse employment action will be taken against any employee or student making a good faith report of alleged harassment. Any individual who is found to have engaged in retaliation against a student or employee for filing a complaint, or participating in the investigation of a complaint, may be subject to appropriate sanctions, up to and including dismissal from School or termination of employment.

Registering Complaints & Investigation of Complaints

This Policy sets forth the goal of promoting a workplace that is free of discrimination, harassment, bullying, hazing, and retaliation. The Policy is not designed or intended to limit the School's authority to discipline or take remedial action for workplace conduct which is deemed unacceptable.

Ideally, the subject of any discrimination, harassment, bullying, hazing, retaliation or unwanted behavior should let the offending person or persons know that he or she wants the behavior to stop. Say “no” firmly, do not apologize, and look directly at them with a straight face to give a clear message about how you feel. It is often difficult for people to address the offending person directly.

A person who feels that he or she has been subjected to any discrimination, harassment, bullying, hazing, retaliation or unwanted behavior, or believes that he or she has observed another employee or student being so subjected, is required to report that information immediately, verbally or in writing, to:

Dan Ahearn

Assistant Head of School

978-236-3203

Andrea Meade	Assistant Dean of Students	978-236-3243
Chris Murphy	High School Campus Head	978-236-3302
Rob Kahn	Elem/Mid School Campus Head	978-236-3111

You may also make a report to a supervisor or the Head of School. The Assistant Head is also available to discuss any concerns you may have and to provide information to you about this policy and its complaint process. A student or employee may report a complaint to any employee they feel comfortable addressing. That employee is then obligated to immediately report the matter to one of the persons listed above. Failure to do so will result in discipline.

Response to Complaints

Any reported incident will be promptly and thoroughly investigated as the particular circumstances warrant. Generally, an investigation will involve an interview with the individual making the complaint and interviews with persons identified as witnesses or otherwise having knowledge of the incident or conduct. While confidentiality cannot be guaranteed, all persons will be instructed to treat the investigation as confidential and not to discuss the allegations with other persons at the School, particularly those not involved in the incident or conduct. Also, all persons will be informed that retaliation against an individual who has complained in good faith is unlawful. The School will not tolerate any form of retaliation directed toward an individual who in good faith makes a complaint or participates or cooperates in an investigation. All persons involved in an investigation should understand that false or exaggerated accusations can be extremely damaging to innocent persons; therefore, all claims require the honest and full disclosure of facts by all involved persons. False accusations will not be tolerated and may lead to disciplinary action. Any supervisory employee to whom an employee brings a complaint of discrimination, harassment and/or retaliation and who fails to take appropriate action to resolve it, will also be disciplined.

Disciplinary Action

If, as a result of the investigation, it is determined that any employee engaged in conduct that either constitutes discrimination, harassment and/or retaliation, or otherwise violates the School's policies or rules of conduct, appropriate remedial or disciplinary action will be taken up to and including termination of employment. The School will take any additional action necessary to appropriately remedy the situation. The School will meet with the complaining employee or student to make certain that any improper conduct has stopped, and that there has been no discrimination or retaliatory action. Either party in the complaint may ask the Head of School for a review of the decision.

The Head of School will see that the Department of Children and Families is notified, if necessary.

Please note that while this policy sets forth our goal of promoting an environment that is free of discrimination, harassment, bullying, hazing or intimidation, and retaliation, the policy is not designed or intended to limit our authority to discipline or take remedial action for conduct which we deem unacceptable, regardless of whether that conduct satisfies the definitions above.

External Resources

While we expect that any employee who believes that he or she has been discriminated against, harassed or retaliated against will immediately bring the matter to the attention of supervisors, the Head of School and/or the Board of Trustees, employees also have the right to contact the Massachusetts Commission Against Discrimination (MCAD) and the Equal Employment Opportunity Commission (EEOC). These agencies can be contacted at the phone numbers and addresses listed below:

Massachusetts Commission Against Discrimination

One Ashburton Place, Room 601
Boston, MA 02108
617-994-6000

424 Dwight Street – Suite 220
Springfield, MA 01103
413-739-2145

455 Main Street, Room 101
Worcester, MA 01608
(508) 799-8010

800 Purchase Street, Room 501
New Bedford, MA 02740
(508) 990-2390

Equal Employment Opportunity Commission

475 JFK Federal Building
Government Center
Boston, MA 02203-0506
800-669-6820

If any employee needs further guidance on these procedures at any time, the Head of School and the Assistant Head of School are always available for advice and assistance.

Whistleblower and Anti-Retaliation Policy

It is the duty of every member of the staff to speak up about genuine concerns in relation to criminal activity, breach of a legal obligation, miscarriage of justice, danger to health and safety or the environment and the cover-up of any of these in the workplace. This duty applies whether or not the information is confidential.

Landmark School is committed to ensuring that any staff concerns of this nature will be taken seriously and investigated. A disclosure to the School will be protected if the staff member has an honest and reasonable suspicion that the malpractice has occurred, is occurring or is likely to occur. Employees who raise concerns reasonably and responsibly will not be penalized in any way.

It is the responsibility of all directors, officers and employees to comply and to report violations or suspected violations in accordance with this Whistle Blowing policy.

Reporting

Employees should share their questions, concerns, suggestions or complaints with someone who can address them properly. In most cases, an employee's supervisor is in the best position to address an area of concern. However, if you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor's response, you are encouraged to speak with anyone in management whom you feel comfortable approaching. Supervisors and managers are required to report suspected violations to the Head of School, who has responsibility to investigate all reported violations.

Procedure and Training for Suspected Child Abuse or Neglect

Landmark's policy on child abuse and neglect helps employees recognize, report, and resolve any such cases and seeks to protect a student in an expeditious, sensitive, and appropriately confidential manner. Abuse means the non-accidental commission of any act against a child that causes or creates a substantial risk of physical, emotional, or serious injury to a child or the commission of a sex offense against a child or any sexual contact between a parent, caretaker, or any member of the Landmark community.

Neglect includes the failure by a caretaker either deliberately or through negligence or inability, to take actions necessary to provide a child with minimally adequate food, clothing, shelter, medical care, supervision, emotional stability and growth, and other essential care.

Abuse and neglect of individuals with disabilities who are over the age of 18 may be exhibited via the following indicators:

- Injuries, bruises, welts, burns, abrasions, cuts, lacerations, punctures, wounds, sprains, dislocations, fractures, broken bones, internal injuries, or signs of sexual abuse.
- Neglectful Conditions (related to living environment) or Action (by caretakers).

Any employee who suspects any abuse or neglect of a child or individual with a disability who is over 18 is required to verbally report this suspicion immediately to the Department of Children & Families (children) or the Disabled Persons Protection Commission (individuals over 18) or to the Head of School or Campus Head. If the staff member elects to verbally report to the Department of Children & Families or the Disabled Persons Protection Commission, he or she must also make a written report within 48 hours. If the staff member verbally reports to the Head of School or Campus Head, then the Head of School or Campus Head must immediately verbally notify the Department of Children & Families or the Disabled Persons Protection Commission followed by a written report within 48 hours. As required by DESE regulations, Landmark also shares these suspicions

pertaining to children with the Office for Child Care Services and the Department of Elementary & Secondary Education.

Employees may also confidentially share the suspicion of abuse or neglect with the child's case manager, a member of the counseling staff, and the Campus Head to determine whether follow up services should be arranged.

Whenever a report of abuse or neglect of a student under or over the age of eighteen is filed with the appropriate regulatory agency, the Director of Counseling Services will be notified. He/she will document the submission of the report, maintain an official record of the outcome, and provide follow up, and enter a final disposition of each reported case. This information will be kept in a confidential file in the counseling department's offices.

Confidentiality of Student and Parent Information

Landmark School employees will frequently encounter confidential information about students and their families. All employees are expected to show the highest regard for the privacy of each student and the School. Confidentiality is essential to a sound relationship with our students; it is also a legal and ethical matter of the utmost importance. All information related to students and their families should be treated in a confidential manner and should only be shared with other employees on a legitimate "need to know" basis.

All student records are kept in locked, secure locations. Guidelines around access are posted and in-service sessions are held in the Fall to inform faculty of procedures. Aside from the Registrar's staff, only personnel at the middle management level and above (case managers, department heads, and administrators) have access to the files. Other employees must have a legitimate need to review the file and be supervised by approved personnel before they are allowed to view any file. There is a sign-in/sign-out procedure for each use of the files. Parental requests for information, up to and including use of the entire file, are regulated by DESE procedures that include written notice and specific timelines.

Access to student records is restricted to eligible students and parents and authorized School personnel consistent with FERPA requirements. Access to student records by a third party is only authorized when specific, informed written consent is provided by an eligible student or parent. Consistent with this policy, it is essential that prior to School employees having conversations with service providers including psychologists, testers and other educational professionals, parents or guardians sign permission slips authorizing such discussions.

Landmark School Acceptable Use Policy for Technology Resources

Use of the School's computer network and email implies agreement with Landmark's Acceptable Use Policy as follows:

The timely use of employee mailboxes, electronic mail, and voice mail is essential. Please check your mailbox, e-mail, and voice mail at a minimum upon arrival and before departure each day. Make every effort to reply within 24 hours.

Appropriate Use of the Network

The School is committed to protecting its employees, business partners and itself from illegal or damaging actions by individuals, either knowingly or unknowingly, through the use of its computers, computer files, electronic mail, the Internet/Intranet and related systems, software, operating systems, storage media, network accounts, or other media made available by the School.

Computers and technology play a very important role at Landmark School. All users are reminded that the hardware and software which comprise the computing network, and the data on this network, are the property of Landmark School and that use of the School's network, and access to the Internet through that network, are privileges provided by the School to employees to aid in the performance of their duties consistent with the School's educational objectives. The rules concerning the appropriate use of the network may be more restrictive than those governing other forms of written communication. Limited personal use is permitted, provided that it is not excessive or inappropriate and does not interfere with the employee's duties to the School.

Security of Information Systems

Employees are responsible for ensuring that use of Landmark School's communication resources, especially those including Internet access and access to confidential, sensitive, or personal information, does not compromise the security of Landmark School's computer systems and networks or risk disclosure of such confidential, sensitive, or personal information. These duties include taking reasonable precautions to prevent intruders from accessing Landmark School's network (e.g., logging off of the network and securing the employee's laptop before leaving the office, and following all password and user authentication protocols). All material received on disk or other magnetic or optical medium and all material downloaded from the Internet or from computers and networks not belonging to Landmark School must be scanned for viruses and other destructive programs before being placed on the computer system. In addition, home computers and laptops may contain viruses; disks transferred from home computers or laptops to Landmark School's network must be scanned for viruses.

In the event that an employee is made aware of inappropriate use of the systems, including information security violations or the possible introduction of a virus, he or she should notify immediately the Network Administrator or Director of Information Technology.

Personal Information Security Policy

Landmark School recognizes the importance of maintaining the security of personal information and therefore complies with all laws regulating the retention of such information. For purposes of this policy, "personal information" is defined as a person's name (either the person's first and last names, or the person's first initial and last name) in combination with the person's Social Security number, driver's license or state-issued identification number, financial account number, or credit or debit card number. Personal information may be found in printed documents and hard files, and may also be collected, accessed and stored electronically. Personal information is covered by this policy whether it is printed or electronically stored.

Employees are required to take all reasonable measures to limit access to personal information, and to limit the collection or retention of personal information, to only what is reasonably necessary to accomplish the legitimate purpose for which the personal information is collected, stored or accessed. Further, employees are required to comply with all information security laws and regulations, and any other policies and programs adopted by Landmark School to comply with Landmark School's obligations to maintain the security of personal information.

Policy Responsibility

The Director of Technology has responsibility for ensuring adherence to the Landmark School's Electronic Communications and Other Technology Policy and Personal Information Security Policy. Any questions concerning these policies should be directed to them.

Social Networking and Other Electronic Communication Issues

Landmark School has the expectation that employees are not communicating or interacting with students via social networking sites and/or online gaming. There are inherent risks that one takes as an individual when communicating with students in this manner, including exposing the School to potential liability as well as potentially exposing oneself to personal liability for any information given or obtained outside of School norms. Employees are furthermore responsible for reporting to administrators any violations of School rules suggested by conversations, photographs, and videos seen on student web pages.

Landmark provides a School-based e-mail system and other mechanisms for School-sponsored electronic communication (e.g. blogs and other types of servers). Unless there is a compelling reason, the School expects that employees will only use these means for appropriate adult-student electronic communications. This also applies to not communicating with students via their personal mobile phones. To better protect students and adults, employees are expected to use the student's home phone number, as supplied by their parent(s) or guardian(s).

With respect to personal social networking, employees are directed not to accept students or alumni under the age of eighteen as "friends." Employees are urged to make sure that their personal social networking profiles are set to "private," thereby making it difficult for students, parents and others to access information about the employee's private life. Employees who consider creating an "Internet Presence" for personal and other reasons (blogging, personal web sites, etc.), are asked to consider carefully the potential impact of having students and their parents viewing it.

Usage Expectations

All users should respect the dignity of others and avoid any offensive or disruptive messages. Among those considered offensive are any messages that contain sexual implications, racial slurs, gender-specific comments, or any other comments that offensively address someone's age, sexual orientation, religious or political beliefs, national origin, or disability or other characteristic protected by applicable law.

Employees are not permitted to conduct any non-School related business activities using the School's computer system.

The School's technology resources shall not be used to send, receive, download or copy any copyrighted materials or similar materials without prior authorization. It is not acceptable to participate in accessing, printing, or distributing inappropriate or illegal materials. Inappropriate use includes, but is not limited to material that is profane or obscene (pornography), that advocates illegal acts, or that advocates violence or discrimination toward other people (hate literature). It is not acceptable to download any software off of the Internet. It is the employee's responsibility to honor all copyright laws involving text, images, sounds/music including MP3s, and video/movies.

Users should never assume that their work on the School's computer system is private. Files and messages that have been deleted by a user remain in the system until deleted by every user to whom they were sent or forwarded. (Even then, copies may remain on system backups). Similarly, users who browse the web should be aware that the network does keep track of the sites visited and pages browsed so employees should not assume that their web browsing is private. Network administrators reserve the right to access, monitor, review, and disclose all email and Internet use including incoming and outgoing messages and attachments, with or without notice. The School also reserves the right to track and monitor voice mail. The School will inspect the contents of computers, voice mail or electronic mail in its discretion, including but not limited to in the course of an investigation triggered by indications of unacceptable behavior or as necessary to locate needed information that is not more readily available by some other less intrusive means.

Password Policy

The purpose of having individual accounts and passwords is to provide security for one's own work and to provide access to appropriate software. Therefore, logging into others' accounts and/or changing their passwords are not acceptable.

Accountability

An employee who violates this policy or uses the electronic communication systems for improper or illegal purposes may be subject to discipline, up to and including termination. In addition, since the School's name is automatically connected with everything members of our community do over the Internet, users should remember that the School reserves the right to discipline employees who use the tool for any activity which is detrimental to the interests of the School.

Employee Behavior

Employees are expected to conduct themselves as "Good Citizens." Employees should be aware that violations of the following rules may result in discipline up to and including termination of employment. While employees should not expect that a progressive discipline system will be used, an employee who engages in one or more of the following behaviors (which list is not exhaustive) may be given a verbal warning, a written warning, suspension or termination of employment:

- Excessive absenteeism or tardiness
- Acceptable Use Policy violation
- Behavior disruptive or offensive to other employees or students
- Confidentiality: failure to maintain
- Criminal act committed in connection with job performance, or which victimizes or is abusive to a School employee, student, parent, vendor or visitor or may otherwise affect job performance or the School's reputation
- Dishonesty, including falsifying Landmark School records such as supplying false or misleading information related to your employment
- Drugs and/or alcohol: the use, sale, possession, distribution, or being under the influence of illegal drugs and/or alcohol at any time while conducting School business or while on School property
- Fighting or provocation to fighting
- Firearms: Possession of firearms, weapons or ammunition or any dangerous weapon anywhere on School property or while conducting School business
- Fraternalizing or having on-line relationships with students
- Gambling on School property or while conducting School business
- Handbook: violating any policy outlined in this Handbook or in other School publications distributed to employees
- Harassment: unlawful harassment, including that of a sexual nature, of any employee or student
- Instructions of a supervisor: failure to carry out; failure to notify supervisor of non-completion of assignment

- Insubordination
- Job performance: unsatisfactory including failure to maintain confidentiality
- Leaving the facility during scheduled work hours without notifying your supervisor
- Public laws and regulations pertaining to health and safety: failure to conform to the School rules concerning same
- Safety: unsafe act or practice that endangers life or property
- Sleeping on the job
- Smoking or using tobacco in an unauthorized area
- Telephone calls: making or receiving excessive calls during scheduled work hours
- Theft of, damage or destruction to, or unauthorized possession of the property of Landmark School, its students or employees
- Violation of the solicitation or distribution rules
- Workers' Compensation: failure to file a report of an accident or injury on campus within 24 hours of the incident
- Working for another employer or for your own business during scheduled work hours

The On Review Process for Employees

A supervisor may follow the On Review Process when useful for helping an employee improve his or her unacceptable work performance.

Issue Definition with the Review Team

The Head of School or Campus/Department Head will assemble a Review Team to define the issue(s) and determine if there is consensus that the On Review Process is appropriate. If so, the Review Team will establish the criteria and the timetable for the employee's performance improvement including specific goals and actions the employee is expected to address and/or accomplish while "On Review".

Communication with the Employee

Some or all of the Review Team members will meet with the employee to inform the employee of his or her performance failure, the expectations and timetable for improving his or her performance and the ramifications of his or her failure to meet the expectations of the Review Team. The employee will not be allowed legal (or other) representation at any "on Review" meetings.

Documentation

All aspects of this process, including the performance failure which led to the On Review process, the goals and timetable of the performance improvement plan, and the ramification of the employee's failure to meet the expectations of the

Review Team, should be documented in writing. A copy of this documentation will be given to the employee and placed in his or her personnel file.

Reevaluation

Near the end of the time allotted for performance improvement, the Review Team will evaluate the employee's performance and determine whether he or she has met the expectations of the On Review Process and what employment action, if any, will be recommended to the Head of School. One possible employment action is to continue the On Review Process. This information should be shared, in writing, with the employee within three days of the decision. A copy will be placed in the personnel file.

Grievance Procedures

Differences and disputes among employees and between an employee and his or her employer may arise on occasion. An employee who is dissatisfied with an aspect of his or her employment, or the interpretation or administration of personnel policies or procedures, is encouraged to resolve the grievance informally with his or her Campus/Department Head. When the complaint cannot be resolved on this level, a formal review using a three-step process may be initiated in order to seek a reasonable resolution in a fair and timely manner. No employee will be discriminated or retaliated against because he or she elects to use the grievance process.

The three-step process is as follows:

1. A grievance must be reported within 10 days of the event. The grievance will be discussed with the employee's Campus/Department Head no later than 5 working days following receipt of the report. If no satisfactory settlement is reached within these 5 working days, the employee may request a formal review of the case. The grievance is then presented, in writing, to the Head of School.
2. The Head of School will hold a conference within 5 working days of his receipt of the grievance. The conference will include the aggrieved employee and his or her Campus/Department Head. A written decision by the Head of School will be given to the employee within 3 working days of the conference. If the employee is dissatisfied with the decision, he or she may proceed to Step 3.
3. If the Head of School's decision is unsatisfactory to the employee, he or she may petition in writing that the grievance be placed before an ad hoc committee to rule on the grievance. The committee will consist of the Head of School as Chair, and four other members selected by the Chair (two from administration and two from the staff). No individual will participate on the committee if he or she has been involved in the grievance or if the aggrieved employee reasonably states a concern that the participation of such individual would be prejudicial. The aggrieved employee may be accompanied by one School employee for purposes of moral or informational support. Within 5

working days of the hearing, the Head of School will render the committee's decision to the employee. This decision is final.

Use of Drugs and Alcohol

The School is committed to maintaining a drug and alcohol-free environment for its students and employees in compliance with applicable state and federal laws. Accordingly, the use, possession, manufacture, distribution, dispensation, purchase and/or sale of alcohol or illegal drugs (which includes controlled substances), or the abuse of legal drugs or being under the influence of either illegal drugs or alcohol during School hours, on School property, on School business, or at School events, is prohibited and may result in termination.

This policy is not intended to bar employees from reasonable alcohol consumption when alcohol is served as part of a campus social event where students are not present. This policy is also not intended to govern the legal conduct of employees living in School-owned housing, so long as it is consistent with their required responsibilities.

Disabilities and Infectious Diseases Policy

The School is committed to the idea that education is the most effective way to battle the occurrence of infectious diseases and to combat the backlash against those suffering from disease and disabilities. The School intends to foster a viable, educational and working environment for students and employees and therefore:

1. Prohibits harassment of and discrimination against individuals affected by diseases or disabilities;
2. Promotes a policy of confidentiality regarding all medical information disclosed by students or employees;
3. Does not require testing for infectious diseases as a prerequisite for employment or condition of admission;
4. Will make reasonable accommodations for students or employees with disabilities or illness, provided that such accommodations do not impose undue hardship on the School's operations or alter the nature of the services that the School provides; and
5. Will allow students and employees to remain at School and to participate in School activities as long as the medical condition allows them to perform up to School standards and does not present a health or safety risk to others.

Smoke Free Workplace

In compliance with state law and in keeping with Landmark's policy to maintain a smoke-free environment, no tobacco or other smoking substances and products may be used by students, employees, or visitors at Landmark. This policy prohibits such smoking in all School vehicles, School buildings and facilities, Faculty housing both on and off campus, and on all School grounds, including grounds associated with Faculty housing. Further, no employee of the School may use tobacco or other smoking substances and products in the presence of students on or off School property.

Authorship Policy

The following policy applies to all materials written by Landmark School faculty and staff that are in the field of education, broadly defined. Such materials fall into the following categories:

Program Materials. This category includes pedagogical materials, broadly defined, in print, audiovisual, electronic, or any other medium, including but not limited to (i) curricular materials to be used in teaching, whether the class is for Landmark students, is part of Landmark's professional development program, or is available online to persons outside the Landmark community; (ii) student assessment materials; and (iii) computer software, Smartphone and tablet apps, and the like, designed primarily to assist the teaching or assessment process. This category also includes materials of an administrative nature such as internal studies and memoranda, anything written for posting on Landmark's website, and computer software, Smartphone and tablet apps, and the like, designed primarily to assist the administrative process. Data derived in whole or in part from Landmark activities, or from any analysis of Landmark activities, and materials that analyze or describe Landmark programs (collectively, "Internal Research Materials"), regardless of the purpose for which they are prepared, fall in this category.

Independent Scholarly Materials. This category includes books. It also includes materials suitable for publication, articles written for external publication in periodicals, and datasets that derive exclusively from research outside Landmark. Any materials subject to this Copyright Policy that do not clearly qualify as Independent Scholarly Materials will be deemed to be Program Materials.

Ownership will be allocated as follows. Please note that these rules apply regardless of whether the materials concerned are created on Landmark time or premises or using Landmark resources.

Copyright in all Program Materials will be owned by Landmark School. These materials are considered to be within the scope of the author's employment. However, if a faculty member who has written curricular materials leaves the school, he or she may continue to use such materials in his or her own classes taught at any other institution.

Copyright in all Independent Scholarly Materials will be owned by the author. However, Landmark School will be given the first opportunity to publish any book, booklet, app, or video. If it chooses to do so, the author and the school will enter into a written agreement granting Landmark School all necessary or advisable rights and providing a royalty to the author. If Landmark School does not notify the author that it wishes to publish a book or booklet within two months after being provided the author's final draft for review, the author will be free to have it published elsewhere with no payment to the school.

Landmark School will consider any request an employee may make for permission to use Internal Research Materials in his or her Independent Scholarly Materials, but the decision of the school as to whether to grant such permission will be final and binding. All such requests should be referred to the Assistant Head of School.

Pets

Landmark does not permit employee pets on campus. However, Residential Advisors and residents of non-dorms wishing to have a pet in School-owned housing may submit a formal petition to the Head of School and Residential Director. If approved, the employee assumes full responsibility for the care and conduct of, and any damage done by, the pet. Pets are not permitted in the work place during the workday. The School reserves the right to request immediate removal of any pet from its premises, should it become an irritant or health hazard to the School community. Any animal present without the Head of School's approval will be removed from campus immediately.

Pet owners are liable for the behavior of their pet(s). The School will not accept liability. Pet owners should check with their insurance agent to be sure they have liability coverage for any damage caused by their pet.

Dog owners must comply with local ordinances related to leash usage and vaccinations.

Solicitation and Distribution; Fundraising for Other Nonprofits

Non-Employees

In order to ensure a productive work environment, persons who are not employed by the School are prohibited from soliciting or distributing literature or other materials, for any purpose and at any time, within the School's premises or property.

Employees

The School recognizes that employees may have interests in events and organizations outside the workplace. In the event that non-work related activities interfere with an employee's ability to perform his or her job during the work day,

he or she is prohibited from soliciting or distributing literature or other materials regarding any non-work related activities during his or her work time and during the work time of the employee(s) being solicited or receiving the distribution.

Definitions for the Purposes of this Policy

(a) “Soliciting” includes approaching anyone for any of the following purposes: offering anything for sale, asking for donations, collecting funds, canvassing or seeking to promote, encouraging or discouraging (i) participation in or support for any organization, activity or event or (ii) membership in any organization. Handing out or delivering membership cards or applications for any organization is considered soliciting.

(b) “Distributing literature or other materials” includes handing out or delivering to anyone any literature or any other printed or written materials (except that handing out or delivering membership cards or applications for any organization is considered soliciting).

(c) “Work time” does not include meal periods, coffee breaks or rest periods or other specified periods during the work day when employees are properly not engaged in performing their work duties.

(d) “Work areas” includes School premises and property and any other location at which employees are performing work on behalf of the School.

Media Contact

If and when you are contacted by the media, please refer reporters to the Director of Communications and your Campus/Department Head. You should not feel obligated to answer any questions posed to you. A simple “no comment” to questions posed by reporters will allow you to avoid putting yourself in a situation in which you appear to be speaking on behalf of the School.

Cell Phone Policy

Please arrange to use your cell phone or a calling card for all long distance personal calls. Employees may use the campus phone system to make personal calls at cost. Cell phones should not be used for non-School-related calls during the work day. If you must keep your cell phone on, set it to “vibrate” to reduce the disruption to others.

Parking

Parking stickers are available at the Administration Building. Since parking at Landmark is limited, employees are asked to help ease congestion by observing the following:

- park your car between the painted lines so as not to take up two spaces;
- park only in employee-designated areas and not in the visitor parking lots, in fire lanes, in handicapped spaces, in areas designated for School-owned vehicles, such as vans and maintenance equipment, or on unpaved areas;
- although an extreme measure, Landmark reserves the right to tow, at the owner's expense, any vehicle in non-compliance with the above.

School Vehicles

The use of Landmark vehicles is essential to the health and safety of students and the smooth daily operation of the School. In order for these objectives to be met, employees must:

- submit their RMV driving record and a copy of their driver's license to the School upon hire and whenever so requested;
- report any loss of their driver's license to the Campus/Department Head immediately. The School will work with the employee to determine whether driving School vehicles is an essential element of his or her position and whether the School can accommodate the change in the employee's responsibilities;
- understand that loss of license as a result of a DUI will result in the employee not being permitted to drive other passengers for up to three years following the reissuance of the license;
- not drive any School vehicle for his or her personal use;
- use seat belts and enforce seat belt use when seat belts are available;
- not talk on a cell phone while driving. If a cell phone conversation is necessary, employees must pull to the side of the road to have the conversation;
- report any mechanical difficulties to the Dean of Students or the mechanics department without delay;
- observe load limitations;
- learn safe and efficient vehicle operation, be familiar with DESE regulations regarding the transportation of students, and attend training sessions as necessary;
- park and lock vehicles safely in the appropriate area when not in use; sign out and return keys; complete mileage form;
- instruct and monitor students' appropriate behavior in and treatment of vehicles (see residential training handbook);
- charge fuel and check oil and other fluid levels where the School maintains accounts; obtain receipts; and
- report and file documentation with the Business Office in case of School vehicle damage, staff accident, or motor vehicle violation.

Reimbursement of Travel Expenses

Employees will be reimbursed for reasonable personal expenses incurred while in the performance of School business. Employees using their own cars on

School business will be reimbursed on an administratively determined mileage basis. Receipts for additional expenses such as tolls, meals and parking should be submitted to the Business Office for reimbursement.

Personal Use of Landmark Equipment and Facilities

All employees are asked to use professional judgment in the personal use of photocopiers and other office equipment. Maintenance equipment cannot be borrowed for personal use.

Visitors on Campus

We are committed to having our campus be a safe place for students and adults. Employees should be attentive to the presence of visitors on campus and should not hesitate to address visitors directly. People visiting the School are encouraged to call ahead to make appointments. We ask all visitors to report to the receptionist, sign in, and obtain a visitor identification badge at the front office upon their arrival. Employees should converse with visitors who do not have an identification badge displayed and discern whether they have legitimate business on campus. In the event that you are uncomfortable with a visitor, do not hesitate to call x2000 to speak with the receptionist or (9)-911 if you feel a member of the community is at risk.

Prevention of Violence in the Workplace

The School aims to create a workplace free from violence, threats of violence, harassment, intimidation, and other disruptive behavior. Employees play a major role in the School's efforts by complying with this policy, contributing to a respectful atmosphere, treating all threats seriously, and reporting incidents immediately. The School treats reports of threatening behavior or violence seriously and will take appropriate action in response and may search any area or property, including personal property, in order to investigate reports of workplace violence.

EMPLOYEE BENEFITS

Landmark is pleased to be able to offer its employees a complete employment benefit package. Benefits that you are eligible for begin on the date specified in your letter of agreement. What follows is only a general introduction to the School's benefits. Written information and Summary Plan Descriptions on some of the following benefits are available in the Business Office. In order to ensure

that you are taking full advantage of the employee benefit program, it is important that you take the time to acquaint yourself with the benefits available to you and that you complete all necessary forms in a timely manner. Please visit the Human Resources Manager to learn more about specific benefits.

Benefit Eligibility

Except where noted, employees who work 27 or more hours per week, 20 hours for teaching faculty, are eligible to participate in Landmark's benefits program. Full time employees, those budgeted to work 40 hours a week, receive a premium benefit determined and published annually by the School. Part time eligible employees, those budgeted to work less than 40 hours a week but more than the hours listed above, pay a prorated percentage of the premium benefit (e.g.; a half-time employee will receive only one-half of the premium or cost benefit provided by the School to a full time employee). The premium cost to the employee will vary depending upon the cost of the plan selected by the employee.

Seasonal Employees

Seasonal employees are not eligible for benefits. If employed for more than 90 days, benefits must be offered if they meet the eligibility requirements.

Medical Insurance

Landmark offers two health plans.

One plan is called **BCBS HMO Blue New England \$1,000/\$2,000 Deductible**. There is a \$1,000 deductible per person (\$1,000 for individuals, \$2,000 for two-party and families). The first half of the deductible is being funded through an HRA (health reimbursement account) by Landmark (\$500 for individuals and \$1,000 for two-party and families). The HRA is administered through HRC Total Solutions.

The second plan is called **BCBS Preferred Blue PPO \$1,500/\$3,000 Saver HSA Plan**. This plan is a high deductible plan. You do not need a PCP (Primary Care Physician) and no referrals are needed. With this plan, you are eligible to open up an HSA (health savings account) to pay for healthcare expenses with tax-free funds. You must pay your full deductible before services are covered.

The plan year runs from June 1 to May 31.

Enrollment: All eligible employees may enroll within 30 days of employment. You may also enter the plan during the open enrollment period in April each year for coverage effective June 1. Should you experience a change in family status mid-year, such as the birth of a child or the unemployment of a spouse, please visit

the Human Resources Manager within 30 days of the event to see if you can enter the plan mid-year or add or remove a family member.

Premiums: Employees pay their medical insurance premiums through salary reduction through the School's Cafeteria Plan described below. Coverage is provided for the pay period in which the reduction occurs. Information on the School's contribution to medical insurance is provided to employees each spring in advance of the June 1 Plan Year. Landmark will pay a predetermined amount for each of the three tiers. In those instances where both spouses of a married couple are full-time employees of Landmark, the School will pay a predetermined amount of the two-party or family plan premium. If either of the spouses is a part-time employee, the School's premium contribution will be prorated.

Detailed information on the Plan, the Summary Plan Description and Health Reimbursement Account procedures are available in the Business Office. Additional information is available at www.bluecrossma.com and at www.hrcts.com. Each employee should study the information carefully to be sure he or she understands the scope of the coverage.

Massachusetts Health Care Reform Act/Health Insurance Marketplace

In 2007, Massachusetts enacted the Massachusetts Health Care Reform Act to provide health care coverage to all residents of MA. Under this law, all MA residents over age 18 must have health insurance. With few exceptions, adults must be able to show that they have health insurance or they will lose the tax benefit of their personal exemption on their MA income tax return and may incur future penalties. You or your family may be eligible for subsidized coverage; please visit the Health Insurance Marketplace at <https://www.healthcare.gov>.

As a result of the Massachusetts Health Care Reform Act, and the Patient and Affordable Care Act (PPACA) signed into law March 23, 2010, medical coverage for dependents is available through age 26 regardless of whether or not they are full-time students. An eligible dependent does not have to be a claimant on the parents' federal tax return in order to qualify.

The School does not discriminate against employees based on their participation in the School's health insurance plan, their receipt of free medical care from the Commonwealth of Massachusetts, or their disclosure of information regarding their participation or receipt of free medical care.

Dental Insurance

Landmark offers two dental plans.

The first option is called Blue Cross Blue Shield Dental Blue program 2 (High Option). The plan runs from June 1 to May 31. There is a deductible of \$50 for individual and \$150 for two-party and family. The calendar year max is set at

\$2,000. Orthodontics is covered at 50% to age 19. There is a \$2,000 separate LIFETIME max for this. BCBS also has a Maximum Rollover benefit, which is automatic. This benefit allows you to roll over a portion of your unused spending to increase your maximum benefit limit next year and beyond. It does not apply to the orthodontics max. This Maximum Rollover benefit is calculated on our plan year (June to May). To take advantage of this automatic benefit, you must receive at least one cleaning or oral exam in the plan year and your claims must not exceed \$500 per plan year. If you meet these requirements, then \$350 will be added to your calendar year max for the next year (the maximum rollover allowed is capped at \$1,000).

The second option is called Blue Cross Blue Shield Dental Blue program 1 (Low Option). The plan runs from June 1 to May 31. There is a deductible of \$50 for individual and \$150 for two-party and family. The calendar year max is set at \$1,000. Orthodontics are not covered under this plan. Type III (major Services) is not covered under this plan. BCBS also has a Maximum Rollover benefit, which is automatic. This benefit allows you to roll over a portion of your unused spending to increase your maximum benefit limit next year and beyond. It does not apply to the orthodontics max. This Maximum Rollover benefit is calculated on our plan year (June to May). To take advantage of this automatic benefit, you must receive at least one cleaning or oral exam in the plan year and your claims must not exceed \$500 per plan year. If you meet these requirements, then \$350 will be added to your calendar year max for the next year (the maximum rollover allowed is capped at \$1,000).

Enrollment: All eligible employees may enroll when they begin employment. You may also enter the plan during the open enrollment period in April each year for coverage effective June 1. Should you experience a change in family status mid-year, such as the birth of a child or the unemployment of a spouse, please visit the Business Office within 30 days of the event to see if you can enter the plan mid-year or add or remove a family member.

Premiums: Employees pay their dental insurance premiums through salary reduction through the School's Cafeteria Plan described below. Coverage is provided for the pay period in which the reduction occurs. Information on the School's contribution to dental insurance is provided to employees each spring in advance of the June 1 Plan Year. Landmark will pay a predetermined amount for each of the three tiers. In those instances where both spouses of a married couple are full-time employees of Landmark, the School will pay a predetermined amount of the two-party or family plan premium. If either of the spouses is a part-time employee, the School's premium contribution will be prorated.

Detailed information on the Plan and the Summary Plan Description are available from the Human Resources Manager. Additional information is available at www.bluecrossma.com. Each employee should study the information carefully to be sure he or she understands the scope of the coverage.

Vision Insurance (voluntary)

Description: Landmark School offers vision insurance through Vision Services Plan. The School offers individual, two-party and family options for this Plan. Landmark does not contribute to this Plan.

Enrollment: All eligible employees may enroll when they begin employment. You may also enter the plan during the open enrollment period in April each year for coverage effective June 1. Should you experience a change in family status mid-year, such as the birth of a child or the unemployment of a spouse, please visit Human Resources within 30 days of the event to see if you can enter the plan mid-year or add or remove a family member.

Premiums: Employees pay their vision insurance premiums through salary reduction through the School's Cafeteria Plan described below. Coverage is provided for the pay period in which the reduction occurs.

Detailed information on the Plan and the Summary Plan Description are available from the Human Resources Manager. Additional information is available at www.vsp.com. Each employee should study the information carefully to be sure he or she understands the scope of the coverage.

CAFETERIA PLANS

Flexible Spending Account

Description: The School's Flexible Spending Account Plan allows employees to set aside a portion of their salary to pay for qualified uninsured medical expenses (including co-payments at the physician's office and at the pharmacy, eyeglasses, chiropractic care, and orthodontia. These expenses are "out of pocket" expenses not covered by another reimbursement or insurance plan. Uninsured health care expenses in a Flexible Spending Account are managed by Landmark School, in a tax-subsidized manner, thereby reducing the cost of these expenses to the employee. You should be aware that participation in this plan may reduce your potential Social Security benefits. The portion of salary set aside, through salary reduction, for FSA Plan expenses is not included in your gross income for federal, state or FICA taxes. To the extent funds are not used in the Plan Year, July 1 through June 30, they can be carried over for use in the following 2.5 months, until September 15. In all cases, claims must be filed by September 30 following the end of the June 30 Plan Year. It is important to note any unused funds revert to Landmark School after the end of the Plan Year extension. The Uninsured Health Care Expenses portion of the Plan is administered by HRC Total Solutions. A participant may mail or fax eligible receipts to HRC Total Solutions to be deducted from these reserved funds for reimbursement or they may use the HRC Total Solutions MasterCard debit card, which functions as a credit card. This card can be presented at a participating health care merchant for direct payment and eliminate the need for initial cash outlay for health care expenses. However, IRS regulations stipulate that receipts be available for substantiation for all of these debit card transactions. For more information, please read the Plan document, Summary Plan Description and various HRC Total Solutions brochures, including those which identify approved

over-the-counter purchases, available from the Human Resources Manager and at <http://hrcts.com>. There is a 30 day deadline to enroll in the FSA plan each plan year.

Health Savings Account (HSA)

An HSA is an account that reimburses employees for specific health care expenses. HSAs can be funded by the BCBS company member, an employer or anyone else. The money contributed to your HSA belongs to you and can be used to cover eligible current or future medical expenses. If the HSA meets rules under the Internal Revenue Code, contributions, earnings and withdrawals for eligible expenses are not subject to federal income taxes or employment taxes. For more information about qualifying expenses and the HSA regulation, Section 213(d) of the IRS Tax Code, visit the IRS website.

Medical, Dental and Vision Insurance Premiums

The School, at your request, will reduce your salary by the amount of your premium costs and expends that amount through the Cafeteria Plan on the employee's behalf to pay the employee's portion of the cost of his or her School insurance. This accounting device saves the employee taxes on their insurance premiums. Participation in this portion of the Cafeteria Plan is mandatory for employees.

Dependent Care Expenses

Employees enroll in the Plan and choose how much money they want to contribute to their Dependent Care Spending Account by completing a salary reduction agreement based on their anticipated unreimbursed childcare expenses for the period remaining in the Plan Year (July to June). The School reduces the employee's salary by the agreed amount each pay period. Once the amount is selected for the Plan year, it cannot be changed unless there is a change in the employee's family status.

The Dependent Care portion of the Plan is administered by the School.

Landmark School Retirement Plans

School Contributions

The Landmark School Retirement Plan is a 401(k) Plan. Landmark contributes to the Plan on your behalf once you have completed one year of service and have worked at least 1,000 hours in that year. Participation in the Plan is mandatory. The contribution is currently equal to 4% of your pay but is subject to change at the discretion of the Board of Trustees. The School deposits its contributions into the Plan annually. Information on the available investments is available from the Human Resources Manager.

Employee Contributions

- A. All continuing employees who want to invest additional pre-tax money into federal and state tax-deferred retirement savings may make regular contributions into this Plan. The maximum allowable contributions are determined by federal law. These contributions are deposited after each payroll.
- B. After one year of service, employees who are budgeted to work 1000 hours or more a year, will receive from the School a matching contribution of up to 1% of their monthly salary for each month they contribute up to 1% or more of their salary. These contributions are deposited after each payroll.

Investment Options

Participants in this Plan may manage their accounts by allocating their funds to a variety of investment options available under the Plan.

Loan Feature

In addition, this Plan offers employees a loan feature. Under certain circumstances, employees may borrow up to 50% of their vested 401(k) account balance. Expenses incurred in taking such a loan will be the employee's responsibility. Loans have a cap of \$50,000 and have a \$12.50 quarterly fee.

Access to Funds

Over the course of 6 years, employees become progressively "vested" in the Plan. This means that employees own the value of the vested portion of the School's contributions to their account with full vesting after 6 years. (15% the first year-30%-45%-60%-80%-100%). Contributions made by employees are immediately vested at 100%.

The employee's contributions will remain with Great West Retirement Services until the employee retires or terminates employment, at which time the employee has a variety of ways to access those funds which have vested or keep them invested.

Information

For more information and to learn about the investment decisions you will make, please read the Plan Document, Summary Plan Description and various Great West brochures available in the Business Office or visit www.gwrs.com. You can also access your Great West account on-line to view activity, check account balances and change investment options and allocations. The Plan's Summary

Annual Report is sent to participants annually. The Fee Disclosure document is sent to participants annually. Please see the Human Resources Manager if you have any questions.

Life Insurance

Description: All employees who work at least 30 hours per week are covered by School-provided group term life insurance, with accidental death and dismemberment protection, in an amount equal to their annual contracted salary. The amount of coverage decreases after the age of 70. Landmark pays 100% of the cost of this coverage.

Workers' Compensation

If you are injured at work, no matter how minor the injury may seem, you MUST immediately report the incident to your Supervisor or if he or she is not available, to the Human Resources Manager and to the School nurse. In life-threatening situations, (9) 911 should be called. You will be required to complete and deliver to the Human Resources Manager an incident report form within 24 hours of your accident. You may be required to complete Family and Medical Leave Act leave (FMLA) paperwork when you begin receiving benefits. Under Massachusetts Workers' Compensation Law, all "reasonable and necessary" medical expenses that relate to your work-related injury or illness will be paid. If you have been unable to work for six (6) or more days as a result of your work-related injury or illness, you are entitled to substitute wages. If you are totally disabled, you will receive 60% of your average weekly gross wages up to a maximum as allowed by law. If an employee is found to be under the influence at the time of injury, benefits will be denied.

The first five days of absence under Workers' Compensation are unpaid. The employee may elect to use accrued sick time, vacation or personal days to remain in paid status with benefits for those five days. Similarly, the employee may opt to use accrued sick time, vacation and personal days to make up the difference between the 60% wage replacement paid by law and his or her full salary, with benefits, for any applicable FMLA leave period. Wages paid by Workers Compensation are not taxable.

If your physician or workers' compensation caseworker determines that you are capable of working, but only on a limited basis, the School may offer you a temporary "light duty" assignment.

Short Term Disability

Eligibility: All employees who work 30 hours or more per week.

Description: If an employee is unable to work due to illness or injury, he or she may be eligible for short-term disability payments after being out from work for 14 calendar days. Such payments are conditional upon the furnishing of

documentation from the employee's physician to US Able Life indicating that the employee's health condition precludes the employee from performing his or her duties. You may also be required to complete Family and Medical Leave Act leave (FMLA) paperwork. The short-term disability payment will be 60% of the employee's salary up to a maximum of \$1000 a week. This income will be taxable income to the employee. Such payments will continue for up to 90 days as long as the employee is unable to work, after which the employee may be eligible for long term disability payments. The cost of this insurance is paid by Landmark School.

Long Term Disability

Eligibility: All employees who work 30 hours or more per week.

Description: In the event of an illness or injury, following 90 calendar days of either partial or total disability, the employee will receive 60% of their final salary up to a maximum of \$6000 a month. Such payments are conditional upon the furnishing of documentation from the employee's physician to US Able Life indicating that the employee's health condition precludes the employee from performing his or her duties. You may also be required to complete Family and Medical Leave Act leave (FMLA) paperwork. This income will be taxable income to the employee. Payments under the plan, or from the Social Security Administration, will continue as described in the plan as long as the employee remains disabled and requires the regular attendance of a physician. The cost of this insurance is paid by Landmark School.

For more information please read the Plan Document, Summary Plan Description and information available from the Human Resources Manager.

Personal Insurance Coverage

The School does not carry property insurance on the personal belongings located in employee offices and on-campus housing. It does not cover insurance to protect your belongings when you are traveling on behalf of the School. Employees should consider purchasing coverage for any personal belongings they have brought to work or take on School-related travel. Faculty who live on-campus should work with their insurance agent to purchase the amount of property insurance and personal liability insurance that the agent thinks is appropriate.

Employees may purchase property, homeowner's, renters, liability, auto, watercraft, and other forms of personal insurance through Commerce Insurance Company at discounted rates. Payments are through payroll deductions. The program is administered through Hub International. For more information contact Mark Hubbard at mark.hubbard@hubinternational.com.

Credit Union

The Manchester Town Employees Federal Credit Union is available to all employees and their family members. For more information, please see the Human Resources Manager, or call the Credit Union at 978-526-7742.

Day Care: The "Tot Spot"

Landmark operates a state-approved, professionally-staffed day care center for its employees and families in surrounding communities. Conveniently situated at the High School Campus, the program provides play and learning activities for children 15 months to five years of age. The Tot Spot is open from 7:30 a.m. to 4:30 p.m. and operates five days a week, 50 weeks a year. A full day is eight hours. After that time, it is considered extended daycare. Further details are available through the Director by calling 978-236-3333.

It has been Landmark's policy to fill all vacancies at Tot Spot with community (i.e. non-employee) children soon after the center opens each September. However, in the interests of accommodating employees who anticipate placing a child upon his or her attainment of the age of 15 months, the School, upon application by an employee, will hold such a space until October 31 for a child who turns 15 months after September 1. If an employee wishes to reserve a space beyond January 31, tuition will have to be paid.

Employee Dependent Tuition Coverage

Full time employees who have worked for Landmark full time for three years may enroll their children in Landmark's programs after obtaining acceptance through prescribed admission procedures, and are entitled to a 50% discount on summer and academic year tuition as long as they remain full time employees of the School.

Professional Development Subsidy

While the professional development subsidy mainly supports the Simmons College/Landmark Special Needs Certification/Master's Degree Program, Landmark will review the requests of other employees to advance professionally through further education including course work, seminars, workshops and conferences. Participation in any other course, conference, seminar, workshop or organization which is required as a condition of employment will be reimbursed in full. The School will approve only professional development which has a relevant and direct benefit to its students. Proposals for other professional development

involving tuition reimbursement must be approved by the Campus Head or the Head of School, and may be granted on a pro rata basis related to the employee's percent of full time work. Tuition reimbursement may be a taxable event.

1. Tuition for any course in the Simmons College/Landmark Special Needs Certification/Master's Degree Program will be subsidized in its entirety by Landmark School. The Simmons Program represents the only subsidized program of professional study leading to special needs certification available to Landmark faculty. Landmark pays the employee's tuition directly to Simmons College.

Student teaching by Landmark employees is subject to Massachusetts Department of Elementary and Secondary Education (DESE) and Simmons College approval and must be requested and approved in writing at least one semester in advance. Employees who must student teach at an approved off-campus site will not be compensated by the School.

2. Certain other specialized personnel (e.g. speech pathologists, librarians) of whom the state also requires appropriate certification may be required to enroll in graduate programs. Their programs of study and levels of subsidization must be approved by the Head of School. These employees will receive tuition reimbursement for successfully completed courses.

3. Other education opportunities require prior approval of the employee's Campus Head or Head of School, subject to that program's budget for professional development. It is further understood that staff members may be asked to share knowledge and material gained from these experiences with those staff members who may express an interest and have not been able to participate.

Special Needs Certification, Waivers and Teacher Tests

All teaching faculty who have not achieved Special Needs Certification are required to both apply for a waiver of certification with the DESE and be enrolled in the aforementioned Simmons College graduate Special Needs Certification program, taking a sufficient number of courses per contract year to maintain their waived status. Faculty members who are not enrolled in this program and are not waived by the DESE may experience termination of employment. Exceptions to these requirements will be permitted only as state regulations allow, and must be approved by the Head of School.

Employees who complete the Special Needs Graduate Program and obtain Massachusetts Certification in Moderate Special Needs will receive a salary increase of \$5000.

All new teachers are required to take and pass the Massachusetts Education Licensure Tests (MTEs) administered by the DESE. Teachers enrolled in or taking courses in the Simmons Program must take and pass these tests prior to registering for their third Simmons course or withdraw from the Simmons

Program. New teachers not in the Simmons Program must also take the MTELEs and must retake them if they do not achieve a passing score. Landmark School reimburses faculty for the cost of taking the MTELEs required for certification in Moderate Special Needs.

LEAVE PLANS

Family and Medical Leave Act (FMLA) Leave

In accord with federal law, the School provides to eligible employees a leave of absence pursuant to the provisions under the Family and Medical Leave Act (FMLA).

Reasons for FMLA Leave

Eligible faculty and staff are able to use up to a total of 12 weeks of leave with proper medical or other documentation for the following types of absences:

- An employee's own serious health condition
- The serious health condition of an employee's immediate family member
- Caring for a newborn or newly-placed adopted child or foster child
- Qualifying exigency arising out of an employee's immediate family member who is a covered servicemember on covered active duty

Eligible faculty and staff who are immediate family members or next of kin of covered servicemembers are able to use up to a total of 26 weeks of leave during a single 12-month period to care for the servicemember with a serious illness or injury incurred or aggravated in the line of duty.

Eligible Employees

To be eligible, employees must have worked at least 1,250 hours in the 12 months preceding commencement of the leave. Employees returning from Uniformed Services Employment and Reemployment Rights Act (USERRA)-covered service are credited with hours of service that would have been performed but for the USERRA-covered service. FMLA runs on a "rolling" calendar year (or "look back" method). FMLA begins after three days out of work.

Protections of FMLA Leave

An employee returning to work following an FMLA leave will be able to return to the same job or an equivalent position. Any benefits, seniority, etc., in place immediately before the leave will be reinstated provided that the employee returns to work the first work day following the end date of the FMLA leave.

Parental leave, medical leave and family care leave, active military duty family leave and injured servicemember leaves are granted for the reasons provided in the federal Family and Medical Leave Act of 1993 as amended (FMLA) and are made available in accordance with, and subject to, the conditions provided under the FMLA. All references in this policy to "weeks" refer to work weeks. All types of leave under FMLA run concurrently.

Types of Leave Covered

Medical Leave

You will be granted up to twelve (12) weeks of leave if you are unable to work because of your own serious health condition (whether work-related or not). A serious health condition is defined as a condition that requires inpatient care at a hospital, hospice or residential medical care facility, including any period of incapacity or any subsequent treatment in connection with such inpatient care or a condition that requires continuing care by a licensed health care provider.

Family Care Leave

If you are needed to care for an immediate family member (meaning a spouse, child or parent) with a serious health condition, you will be granted family care leave of up to twelve (12) weeks. If you and your spouse both work for the School, you are jointly entitled to a combined total of twelve (12) weeks of family care leave, each to care for your own parent who has a serious health condition. A serious health condition is defined as a condition that requires inpatient care at a hospital, hospice or residential medical care facility, including any period of incapacity or any subsequent treatment in connection with such inpatient care or a condition that requires continuing care by a licensed health care provider.

Leave Related to Military Service

- (a) Qualifying Exigency Leave: Employees will be granted up to twelve (12) weeks of leave for a qualifying exigency arising out of the fact that:
- (i) a spouse, child or parent, as an active member of the regular Armed Forces, is deployed to a foreign country; or
 - (ii) a spouse, child or parent, as a member of the National Guard or Reserves, is deployed to a foreign country under a call or order to active duty.

Qualifying exigencies may include attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.

(b) Military Caregiver Leave: Under certain circumstances, employees may be granted up to twenty-six (26) weeks of leave in a single twelve (12) month period in order to care for a spouse, child, parent or next of kin who is a covered service member. A covered service member is:

- (i) a veteran who is undergoing treatment for a serious illness or injury incurred in the line of active duty and who was a member of the Armed Forces, including the National Guard or Reserves, within the five (5) years preceding the treatment; or
- (ii) a current member of the Armed Forces, including a member of the National Guard or Reserves, who has a serious injury or illness incurred in the line of duty during active duty that may render the service member medically unfit to perform his or her duties for which the service member is undergoing medical treatment, recuperation, or therapy; or is in outpatient status; or is on the temporary disability retired list.

Leave Taken Intermittently

When medically necessary, you may take leave for any of the reasons listed above intermittently (that is, in blocks of time or by reducing your normal weekly or daily work schedule), rather than continuously, in accordance with the conditions provided for such intermittent leave under the FMLA. Intermittent leave is not available for the care of a healthy new child. If this type of leave would best meet the needs of the employee, it is important that the employee speak with the Human Resources Manager to specify his or her exact needs for medical care. Ideally, the employee will be able to schedule their absences at a time when the disruption to students may be reduced. The School may require the employee to either take the leave for a particular duration or transfer temporarily to an alternative position, with equivalent pay and benefits, better suited to accommodating recurring periods of leave. Landmark will make this decision while thoughtfully considering the balance between the employee's personal needs and the operational requirements of the School and the best interests of its students.

Parental Leave

Landmark School is firmly committed to protecting the rights of expectant mothers and complying with Title VII of the 1964 Civil Rights Act as amended by the Pregnancy Discrimination Act of 1978. Landmark School's policy is to treat employees affected by pregnancy, childbirth or related medical conditions in the same manner as other employees unable to work because of their physical condition in all employment aspects, including recruitment, hiring, training, promotion and benefits.

Further, Landmark School fully recognizes eligible employees' rights and responsibilities under the Family and Medical Leave Act, applicable state and local family leave laws, and the Americans with Disabilities Act.

Maternity Leave Act

The Massachusetts Maternity Leave Act (MMLA) requires employers to grant employees eight weeks of unpaid parental leave in connection with the birth or adoption of a child. If the employee is also eligible for twelve weeks of leave due to childbirth under the Family and Medical Leave Act (FMLA), the employee's MMLA and FMLA leave will run concurrently. The leave must start "right before or right after" the birth and not substantially after.

Pay for FMLA Maternity or Adoption or Foster Child Placement Leaves

There is a one year waiting period for maternity pay. A paid absence for childbirth is normally granted for the six week period following childbirth or adoption. The School will pay employees who give birth or adopt four weeks maternity pay. This pay begins on the date of the birth. This applies to all faculty and non-faculty employees. Employees who give birth may also apply for short-term disability (STD) pay in connection with the birth of a child if they are unable to work for medical reasons, either prior to, and/or following the birth of a child. Short-term disability allows for six weeks paid leave at 60% of pay. There is a 14 day non-paid waiting period for short-term disability. For periods during which an employee is not disabled from working, the remainder of parental leave under both MMLA and FMLA is unpaid. Medical certification is not required for this period. Unpaid leave for pregnancy and childbirth available through the FMLA or MMLA will be deemed to run concurrently with paid leave granted for these purposes.

Eligible employees who receive an adopted or foster child are eligible for 12 weeks of FMLA leave, four weeks to be paid and the remainder, unpaid.

Eligible employees whose spouse or partner gives birth are eligible for 12 weeks of unpaid FMLA leave and are able to use their accrued vacation and personal days to stay in paid status. Couples who are both employees of Landmark School received a total combined twelve weeks of leave.

Required Certifications

Employees seeking leave due to a family member's serious health condition will be required to submit a completed "Certification of Health Care Provider for Family Member's Serious Health Condition" form. Employees seeking FMLA

leave due to the employee's own serious health condition will be required to submit a completed "Certification of Health Care Provider for Employee's Serious Health Condition" form.

Benefits and Leaves

During an FMLA leave, the School will continue your participation in the School's medical and dental insurance plans and will continue to make its usual contributions to the premium costs of the plans, provided that you pay your share of the cost. You may continue participation in, or contributions to, other School benefit plans, to the extent provided under the terms of the applicable plans. If you fail to return to work at the School at the conclusion of an FMLA leave, you may be required to reimburse the School for any insurance payments made on your behalf during any unpaid portion of an FMLA leave. Sick leave, vacation, personal days and holidays will not accrue during the leave.

Requests for Leave – Employee Responsibilities

All requests for leave should be made in writing to the Campus/Department Head with a copy to the Human Resources Manager at least thirty (30) days in advance of the leave, stating the purpose of the leave. Employees may obtain copies of "Request for Leave" forms from the Human Resources Manager. If the need for the leave is not foreseeable, you are still required to notify the Human Resources Manager as soon as possible. The request should state the reason(s) for the requested leave, the anticipated length of the leave, the estimated date of return to work, and must be accompanied by appropriate certification, including certification of active military duty or certification from the health care provider in the case of Parental Disability Leave, Medical Leave, Family Care or Injured Servicemember Leave. The School may, in some instances, request second or third opinions or recertifications during the period of leave. Certification forms to be completed by a health care provider may be obtained from the Human Resources Manager. The School may also request that you report periodically on your status and intention to return to work.

If you believe that an absence would qualify for FMLA leave, you should notify the School as soon as possible, but in any event, not later than two (2) business days after returning to work from such absence.

Landmark School's Responsibilities

The School will inform an employee requesting leave whether the employee is eligible for FMLA leave. The notice will specify any additional information required, as well as the employee's rights and responsibilities. If the employee is not eligible for FMLA, the School will provide a reason for the ineligibility.

The School will inform an employee if leave will be designated as FMLA leave and the amount of leave counted against the employee's leave entitlement. If the School determines that the leave does not qualify as FMLA leave, the School will notify the employee.

Returning from Leave

Upon returning from FMLA leave that has not exceeded twelve (12) weeks, or twenty-six (26) weeks in the case of Injured Servicemember Leave or Injured Servicemember Leave combined with leave for any other purpose under the FMLA, you will be returned to the same position that you left when the leave began or to an equivalent position with equivalent pay, benefits and other terms and conditions of employment, in accordance with the conditions provided for such reinstatement under the FMLA. You will be reinstated without loss of employment rights or benefits that you had earned or accrued prior to the beginning of the leave, except to the extent such benefits were used or paid during the leave.

If you are returning from medical leave or from parental leave in conjunction with pregnancy or childbirth, you may be required to provide medical certification of your ability to return to work.

In circumstances where the employee wishes to return to the classroom mid-term, the Head of School may extend the leave in accordance with applicable rules and regulations. Leave taken for a period that ends with the School year and begins the next term is leave taken consecutively rather than intermittently. The period during the summer vacation, when the employee would not have been required to report for duty, is not counted against the employee's FMLA leave entitlement.

Termination of Employment

If you decide not to return to the School, you are requested to inform the School of that decision as soon as possible. The School may then end the leave and employment will terminate. However, to encourage you to inform the School as soon as possible that you will not be returning, the School will continue to contribute its premium contribution toward your health insurance benefits for as long as you remain eligible for FMLA leave.

If you fail to return to work at the end of an approved leave, the School may discharge you.

Duration of Leave

For all leaves except Injured Service member Leave, you are not entitled to a total of more than twelve (12) weeks of FMLA leave for all FMLA purposes per year, meaning a "rolling" twelve (12)-month period measured from the first day the employee takes any such leave. With respect to Injured Service member Leave only, the maximum duration of such leave is twenty-six (26) weeks during a single twelve (12) month period, measured from the first day an employee takes Injured Service member Leave and ending 12 months later, including the time spent on leave taken for any other reason(s) under the FMLA.

The School at its discretion, may extend or waive any limitation on the duration of any leave under this policy, including the limitation applicable to any twelve (12)-month period. Use of accrued sick leave, vacation and personal days does not extend the length of any leave; it only allows you to receive pay during periods of FMLA leave which would otherwise be without pay.

With the legalization of same-sex marriages in Massachusetts, the School will provide leave benefits to all legally married couples. In order to ensure that all legally married employees, regardless of their sexual orientation, receive equal benefits, the School will resolve the current inconsistencies between Massachusetts and federal leave laws by extending the maximum 12 weeks of FMLA leave per 12-month period to same-sex spouses.

Limitations on Leave

Use of FMLA leave for purposes other than as set forth by the FMLA is strictly prohibited and may result in disciplinary action, up to and including termination of employment. Employees on FMLA leave are prohibited from working for another employer while on leave, unless the employee has received prior written approval from the Campus Head and the employee's administrator.

Key Employees

Certain key employees may not be eligible to be returned to the same or a similar position upon returning from FMLA leave, if such denial is necessary to prevent substantial and grievous economic injury to the School. A key employee is a salaried employee who is among the highest paid ten percent (10%) of the employees employed by the School.

Unlawful Acts by Employers

The FMLA makes it unlawful for an employer to interfere with, restrain, or deny the exercise of any right provided under the FMLA; or to discharge or discriminate against any person for opposing any practice made unlawful by the FMLA or for involvement in any proceeding under or relating to the FMLA.

Enforcement of the FMLA

An employee may file a complaint with the U.S. Department of Labor or may bring a private lawsuit against an employer for claimed violations of the FMLA. The FMLA does not affect any federal or state law prohibiting discrimination, or supersede any state or local law or collective bargaining agreement which provides greater family or medical leave rights.

Small Necessities Leave Act (SNLA) Leave

Eligible employees may take up to 24 hours of unpaid leave annually in order to meet family obligations such as:

- participating in School activities for the employee's child such as parent-teacher conferences or interviewing for a child's new School,
- accompanying the employee's child to routine medical or dental appointments, or
- accompanying an elderly relative to routine dental or medical appointments or to appointments for other professional services related to the elder's care, such as interviewing at nursing or group homes.

Employees are eligible for small necessities leave if they have completed twelve (12) months of service prior to the commencement of leave, and have worked at least one thousand two hundred fifty (1,250) hours in the twelve (12) months prior to the commencement of leave.

To be eligible for the leave, employees must provide seven days' notice when leave is foreseeable. If the leave could not be anticipated, the employee must notify their supervisor or Campus/Department Head as soon as practicable.

The SNLA does not require the School to implement any new procedures. Staff and administrators eligible for SNLA leave currently receive vacation and personal days which may be used to receive pay for the above purposes as applicable. Faculty may ask their Campus Head for time away from class to attend to these obligations. Such requests should be made well in advance of the requested absence.

Sick Time

Eligible employees, who work 20 hours or more per week, accrue one sick day per month, prorated to length of their employment year (e.g. ten days for ten months). Employee who works a short-week (four days or less), will have their sick time pro-rated to the percentage of days worked per week. An absence from residential obligations on a weekly duty day will count as a .5 sick day and an absence from School and residential obligations will be counted as 1.5 sick days. Unused sick days in an employment year may be carried over for use in a subsequent year to a maximum of 20 to 24 days. Unearned sick time may not be taken, but accrued vacation time may be used once one's accrued sick time is exhausted. Landmark does not offer pay in lieu of sick time. Sick time is to be used for illness or injury or to care for ill family members. Absences of more than 15 consecutive calendar days may be eligible for short term disability coverage.

Employees who are absent from work may be eligible for leave under the School's Family and Medical Leave Act (FMLA) policy, or if not eligible for FMLA leave, for a Parental Leave, if applicable, as detailed above. The employee may

be required to submit appropriate certification in support of the FMLA and/or Parental Leave, as set forth in those policies. For example, an employee may be required to submit medical certification pertaining to the employee or specific family member if the employee is seeking FMLA leave for the employee's or family member's serious health condition.

Vacation

Employees are eligible for vacation based on their employment category and their years of service. Employees in Category A do not earn paid vacation. Employees in Categories B and C employed 20 hours or more per week but less than full time earn paid vacation at a rate equal to the percentage equivalent of their employment (e.g., a 10-month employee earns 5/6 or 83% of a full year's vacation benefit); those employed less than 20 hours per week do not earn paid vacation. Employees who work a short-week (four days or less, will have their vacation time pro-rated to the percentage of days worked each week). Vacation is accrued monthly, beginning July 1 each year, and may be taken in advance of accrual with the permission of an employee's Campus/Department Head or supervisor. Vacation days must be taken during the fiscal year ending June 30 or forfeited.

Faculty

The following employees in employment **Category A** have as their vacations the periods when School is not in session, including intersessions and summer, notwithstanding the requirements of specific jobs. All assigned work must be completed before a faculty member begins vacation.

Teaching Faculty	Guidance and Vocational Counselors
Academic Advisors	Psychological Services Staff
Department Heads	Speech Therapists
Deans of Students	Residential Team Leaders
Residential Advisors	Athletic Director
Full Time Residential Staff	Crossing Guard
Librarians	

Administrators

The following employees in employment **Category B** earn 3 weeks of vacation for less than 7 years of service and 4 weeks of vacation for 7 or more years of service.

Director of Admission	Academic Deans
Director of Communications & Marketing	
Director of Outreach	Director of Facilities
Business Manager	Director of Institutional Advancement
Campus Heads	Director of Day Care Center
Director of Faculty Recruiting	Giving Officer

Staff

All other employees are employed in **Category C** and earn 2 weeks for less than 2 years of service, 3 weeks of vacation for more than 2 and less than 7 years of service and 4 weeks of vacation for 7 or more years of service.

Employees in Categories B and C above are required annually in June to submit to their supervisors their vacation plans for the ensuing 12-month period.

Employees in Categories B and C receive Christmas Day (or a compensatory day if Christmas falls on a weekend) plus four vacation days which must be taken during the Christmas period when Landmark is closed.

A terminating employee who has taken vacation in advance of having earned it will have that time deducted from his or her final paycheck. Category B and C employees who leave employment will be entitled to be paid accrued, but unused vacation time.

Personal Days

Eligible employees who work 20 hours or more per week are allowed to take 2 personal days each year between July 1 and June 30. Employees should notify their supervisor as early as possible that they would like to use a personal day or part of a personal day. One half of a day, or three teaching periods, is the smallest fraction of a day one may take as a personal day. If approval is not granted for a personal day, the employee may appeal the request to the Campus Head or the Head of School. Unused personal days may not be carried over into the next year. Employees may not receive pay in lieu of taking their personal days.

Paid Holidays

Paid holidays for employees in Categories B and C (non-teaching staff) include:

Independence Day
Labor Day
Columbus Day
Veterans' Day (1/2 day)
Thanksgiving Day and the Friday following
Christmas Day
New Year's Day
M.L. King Day
Presidents' Day
Patriots' Day

Memorial Day

Bereavement Time

In the event of the death of an immediate family member, three bereavement days may be taken. Immediate family members include mother, father, child, spouse, sibling, grandparents, mother-in-law, father-in-law or other person with whom the employee currently and regularly lives. If the funeral is more than 250 miles from Landmark, an extra paid day is available. If more time is required, an employee may use vacation or personal days.

Jury and Witness Duty

An employee called to serve on jury duty and/or subpoenaed to testify in court will receive a temporary leave of absence for the time actually spent serving on jury duty or testifying in court for up to 10 days and will be paid by Landmark the difference between his or her regular straight time pay and any compensation received from the Court for this period. The School expects reasonable cooperation of an employee on jury duty in working part-time, if possible, when released early or excused. Written notice to serve on jury duty or testify in court must be brought to the attention of your supervisor or Campus Head.

School Events

If an employee attends a School event as a guest and is not working for the School, the employee will not be paid for the time spent at the event. For example, if an employee decides to attend graduation as a guest, he or she will not be paid for this time.

Military Leave of Absence

The School complies with the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA) (as revised) and applicable state laws which protect job rights and benefits for veterans and members of the reserves. For more information on your USERRA rights, please see the Human Resources Manager.

FACULTY AND DORMITORY HOUSING

Housing for faculty exists in several locations: (1) the Youngman House on Highland Avenue in Manchester for approximately 20 single residents and two couples; (children under the age of 6 may not reside in Youngman), (2) at 46 Abbott Street in the Dane Street Beach area of Beverly, (3) 447 Hale Street (4) Governor's Landing and (5) in on-campus dormitories. Rent is charged for all non-dormitory living space. Youngman housing and occupancy at other off-campus sites is determined by the Campus Heads.

The following policies and procedures are designed to ensure and protect the best interests of the occupants of faculty housing. A violation of these policies will be brought to the attention of the occupant and a reasonable amount of time given to correct the situation. If the occupant's response is deemed inadequate, dilatory, or uncooperative, the School reserves the right to revoke housing. Such a decision will be made by the Head of School.

1. Faculty housing is awarded based upon a variety of considerations which include institutional need, specific employee's qualifications and needs, space availability, and seniority/tenure. Housing is available only to educational personnel, unless approval has been granted by the Head of School.

2. The occupant is responsible for any and all damage he/she may cause to the area and, if provided, its School-provided furnishings. The School will not assume responsibility for personal property. Resident faculty members are urged to self-insure their personal property, particularly if they have items and furnishings of value. The School reserves the right to inspect an occupant's premises with prior notice of at least four hours. All occupants must comply with state and municipal codes and regulations as they relate to fire, safety, and health and respond promptly to administrative requests to bring their quarters into regulatory compliance.

3. Prior to occupancy of faculty housing, an employee may be subject to pay a \$200 room maintenance deposit with the Business Office, and a pre-occupancy inspection will be conducted by the Director of Facilities. This deposit may be refundable, in whole or in part, based upon an exit inspection when the room is vacated. Alterations of any kind, including paint color changes, may not be made without pre-approval in writing by the Director of Facilities. Door locks may not be changed.

4. Housing agreements are required from all staff living in Landmark housing. Monthly rental charges, where appropriate, will be assessed through regular payroll deductions. Rent increases will be announced to coincide with the School's fiscal year (July 1 to June 30). Staff living in non-dormitory housing will pay the base rental rate for the apartment that they occupy, during the first four years. Base rental rates are established at 50% of estimated fair market value. For staff who remain in Landmark housing beyond a four-year period, the rent will increase to 65% of the fair market value in five years, 75% in year six, 87.5% in year seven, and 100% thereafter.

5. Housing is awarded for use as a primary residence only and is intended solely for the occupancy of the employee(s) to whom it is assigned. Employees may host guests, but if visits are to exceed five consecutive days, the visits must be approved in advance by the Campus Head.

6. Faculty who elect not to work for the School during the summer, but who are under agreement to return to employment in the fall, may retain their housing, but monthly rents will continue to be assessed during July and August, and employees must make arrangements with the Business Office to pay rents for

those months in a timely manner. Employees who are terminating their employment with Landmark must vacate School housing within one week following their termination date. An employee may, at his or her discretion, sublet his/her quarters to a summer employee for July and August. Space may not be sublet to anyone other than another Landmark employee.

7. Changes in housing assignments in all above listed properties must be approved by the Campus Head. Changes within dormitory housing must be approved by the appropriate campus Dean of Students.

8. Employees living in student dormitories must be familiar with policies and procedures in the residential care manual specific to their campus.

9. There exist only a limited number of residential spaces in Youngman and at other residential sites that are suitable for couples, and those spaces are so designated. "Couples" is defined as a legally married couple or two persons, regardless of sex, who have lived together well before their request for couples housing, one of whom is employed full-time and the other at least half-time by the School. Under any shared-living arrangements, when either member of a couple ceases to comply with the aforementioned employed time requirements, that couple's quarters must be relinquished within three months. Notwithstanding this policy, a married couple seeking to live in a student dormitory, one member of which is not employed by the School but agrees to contribute in a pre-approved manner with the employed member to the general welfare of the building, and if a dormitory, its residents, may be given permission to occupy quarters. Unmarried couples may not share living quarters in student dormitories without the permission of the appropriate Campus Head.

10. If a faculty member living in Landmark housing changes his or her status from Individual to part of a COUPLE, with one member of the couple not an employee of Landmark, they may petition to remain in Landmark Housing for up to one year, with approval of the Campus Head.

11. Residents of School housing will be personally responsible for the cleanliness and order of their living areas. This includes the timely disposal of refuse from kitchen, bath, storage, and other common areas.

12. Employees are expected to report any maintenance or safety issues observed in their buildings to the Director of Facilities. The School will make every effort to respond in a timely manner to such reports.

13. The Head of School reserves the right to restrict or evict any pet from campus housing.

TERMINATION

Termination Procedures

Sudden resignations cause considerable disruption to the program, to the students, to other teachers and to the day-to-day operation of the School. Faculty who terminate their employment during the Academic Year may not receive a reference from the School. Faculty who anticipate resigning mid-year are expected to discuss their plans at least one month in advance of their planned termination. Salaried members of the non-teaching faculty are expected to give one month's notice of their intention to resign from the School, and hourly employees are asked to give two weeks' notice.

Before your last day of work, the School will seek to conduct conversations with you to discuss such issues as: (a) reason(s) for leaving; (b) review of benefits issues including COBRA (discussed below); (c) settling of debts, reimbursement of expenses, and other such School-related matters; (d) return of School property (including keys, computers, and any other items), and a mutually convenient time for removal of personal property and belongings; and (e) any other issues, such as suggestions, complaints, and resolution of any questions.

Continuation of Coverage Under Group Health Plan/COBRA

Continued coverage under Landmark's group health plan may be available to employees under applicable law following separation from employment from Landmark and in certain other circumstances. Continuation of coverage may also be available to an employee's spouse and eligible dependents at the time of separation from employment and in certain other circumstances. Unless otherwise provided by applicable law, the cost of such continued coverage is paid entirely by the employee, and may be subject to an administrative fee. Employees should contact the Human Resources Manager for additional information.

APPENDIX A

Each employee is offered employment for a certain period of time, subject to certain provisions. Each employee's Offer Letter will identify the certain period of time. Please note that each employee's Offer Letter governs the terms of the individual's employment and this appendix is solely for informational purposes.

12 month positions

Head of School
Director of Admission
Admission Staff
Business Manager
Business Staff
Director of Institutional Advancement
Institutional Advancement Staff
Day Care Director
Day Care Staff
Director of Outreach
Director of Communications & Marketing
Assistant Director of Outreach
Reading/Training Specialist
Administrative Assistants
Director of Facilities
Campus Heads
Academic Deans
Librarians
Deans of Students
Public School Liaisons/Registrar HS
Drivers
Facilities Staff
Prep Program Coordinator
Nursing Staff
Receptionists
Marketing Staff
Director of Annual Giving
Website Director
Technology Coordinator
Director of Technology

11 month positions

Public School Liaison –EMS
Athletic Director

10 1/2 to 12 month positions

Director of Guidance
Career Counselor
Guidance Counselor

10 month positions

Academic Advisors
Department Heads
Full time Residential Staff
Residential Advisors
Residential Team Leaders
Teachers
Counseling Staff
Assistant Dean of Students
Expressive Language Director
Speech Therapists
Vocational Counselor

summer only positions

Summer Program Director
Adventure Program Director
Outreach Coordinators