

# Employee Handbook



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## **LETTER FROM THE EXECUTIVE DIRECTOR**

Welcome to the Cambridge Redevelopment Authority! We are delighted that you have chosen to join us and hope that you will enjoy a successful career at the CRA. We hope your work with us will be as enjoyable as it is productive. We appreciate your assistance in building a respectful, inclusive work environment that is welcoming to all employees, partners, and guests.

Please take time to review this handbook. I encourage you to bring your questions, suggestions, and concerns to my attention. Careful consideration will be given to each of these in our continuing effort to improve how we deliver on our mission and the experience of our staff.

We sincerely hope you will take pride in being an important part of CRA's successful implementation of high-quality public realm investments, impactful community development programs, and innovative development projects within Cambridge.

Tom Evans  
Executive Director

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## THE CAMBRIDGE REDEVELOPMENT AUTHORITY

### CRA MISSION

*The Cambridge Redevelopment Authority (CRA) is committed to implementing imaginative, creative initiatives to achieve social equity and a balanced economic ecosystem. We work in the public trust to bring a human dimension to development, improving the quality of life for residents, businesses, employees, and visitors. Our goal is to balance economic vibrancy, housing, and open space to create sustainable communities through new and revitalized development. We are an independent, agile public authority bringing a unique set of redevelopment tools to work in close partnership with the City of Cambridge and other organizations.*

### HANDBOOK GOALS

This handbook is intended to communicate the values of the CRA, as well as provide policy and guidance on what the CRA expects from its employees and what employees can expect from the CRA. As in any community, there are policies and guidelines that govern how we work together and help us carry out our common mission. The CRA's policies are designed to help it achieve its mission by ensuring that we allocate resources in a manner consistent with our mission, objectives, and values, and that we meet our fiduciary responsibilities by the government and enforced by our auditors.

In the event of a conflict or inconsistency between any of the provisions in this handbook and applicable state or local law, the CRA will be guided by the applicable state or local laws. Additionally, should there be a conflict between the benefits programs described in this document and the benefit provider's official plan documents, the provider's official plan document will govern.

The handbook is a reference for all management decisions; however, it does not address every potential employment matter. The Executive Director carries primary responsibility for ensuring that it is followed, uniformly administered and interpreted, as well as using it to guide unaddressed scenarios. Open communication, where problems can be discussed and resolved respectfully, is a goal. Employees also play an important role as their daily interactions and contributions also create a workplace that brings out the best in everyone.

The CRA values all employees and hopes you have a rewarding career here. However, all employment with the CRA is at-will, which means either you or the CRA may terminate the employment relationship at any time and for any reason, or for no reason at all, with or without prior notice. Regular Employees of the CRA may not enter into any agreement for employment for any specified period of time or make any agreement, implied or expressed, for employment other than on an at-will basis.

The handbook and policies do not constitute a contract and should not be construed as expressed or implied contractual commitments. Following receipt of this handbook, all employees should return a signed acknowledgement indicating their receipt.

## PROCESS TO AMEND EMPLOYEE HANDBOOK

This handbook may be updated or changed as needed on a variable timeframe at the discretion of the Executive Director of the CRA. In some cases, changes to the Personnel Policies contained herein will require approval by the Board of the CRA. *Policies requiring Board approval are specially enumerated in the CRA's Personnel Policies document and are italicized within this document.* Changes to these policies will be reflected in both this handbook and the Personnel Policies document.

The CRA will inform staff whenever changes, deletions, revisions, or amendments are made to any part of the handbook. No one has the authority to alter, revise, amend, or revoke any policy except for the Executive Director. However, the CRA relies on the insights of its staff and Board to improve these policies. Therefore, all are encouraged to provide feedback and suggestions to the Executive Director regarding this handbook.

## CREATING A WORKPLACE WHERE ALL CAN THRIVE

The CRA promotes a professional workplace that respects individuals, welcomes diversity, and enables all staff to be successful at work. All CRA employees, applicants, guests, and all others will be treated with respect and dignity. Behavior that is offensive, rude, or otherwise inappropriate will not be tolerated. The CRA staff is to conduct themselves in a professional, inclusive, and equitable manner, and to practice the policies as outlined in this document.

## COMMITMENT TO EQUITY, DIVERSITY, INCLUSION, AND ANTI-RACISM

*The CRA is an anti-racism and anti-discrimination organization. The CRA is committed to supporting and promoting principles of equity, diversity, and inclusion. We believe in fostering an authentic sense of belonging through the diversity of thoughts, ideas, beliefs, experiences, and the inclusion and equality of people regardless of their gender identity, race, color, sexual orientation, language, national origin, religion, disability, or age. The CRA is committed to maintaining an environment where all employees, consultants, clients, partners, and friends feel safe to voice their ideas and know they are valued.*

*The CRA purposefully identifies and challenges issues of equity, diversity, inclusion, and racism, and the impacts they have on the organization, external stakeholders, and the greater community.*

*The CRA is an equal opportunity employer that values diversity of all kinds (race, religious creed, color, national origin or ancestry, age, sex, sexual orientation, pregnancy, gender, gender preference or identity, disability, genetic information, marital status, or veteran status). The CRA is committed to making any reasonable accommodation necessary to support an individual's employment with the CRA.*

## ACCOMMODATION POLICY

Granting accommodations creates a workplace where diverse talent can thrive. The CRA complies with the Americans with Disabilities Act ("ADA") and applicable state and local laws providing for nondiscrimination in employment against qualified individuals with disabilities.

The CRA also provides reasonable accommodation for such individuals in accordance with these laws. An employee should inform their manager and the Executive Director in writing if they believe they need an accommodation concerning any aspect of their job. Upon receipt of a request for accommodation from an employee, the Executive Director will evaluate the feasibility of requested accommodations in light of the ADA's guidelines and determine whether such accommodations will create an undue hardship.

Title VII of the Civil Rights Act protects all aspects of religious observance, practice, and belief. The CRA will make accommodations, such as flexible scheduling, task reassignments, grooming, or dress-code requirements, when the employee holds a sincere belief that conflicts with the job requirements and the accommodation creates no undue hardship for the organization. A hardship could include more than a minimal administrative cost, impairment of workplace safety, or conflict with another law, regulation or policy of this handbook.

The CRA follows Federal regulations set forth by the Occupational Safety and Health Administration (OSHA) regarding access to restrooms that correspond to one's gender identity. The CRA believes that it is essential for employees to be able to work in a manner consistent with how they live the rest of their lives. All employees are allowed to use the restrooms that correspond to their gender identity.

The CRA follows state regulations set forth by the Pregnancy Workers' Fairness Act (G.L. c. 151B, §4), enforced by the Massachusetts Commission Against Discrimination (MCAD), which prohibits discrimination in employment on the basis of pregnancy and pregnancy-related conditions. Website: <https://www.mass.gov/service-details/mcad-guidance-on-the-pregnant-workers-fairness-act>.

Retaliation against an individual who requests an accommodation concerning an aspect of their job will not be tolerated.

## NON-DISCRIMINATION

The CRA is committed to maintaining a workplace in which all people are treated with dignity and respect. No discrimination against employees or applicants for employment on account of race, religious creed, color, national origin or ancestry, age, sex, sexual orientation, pregnancy, gender, gender preference or identity, disability, genetic information, marital status, veteran status, or any other category protected by law, will be tolerated. Additionally, the CRA complies with all applicable federal, state, and local laws prohibiting discrimination and harassment. Any retaliation against an individual who has reported discrimination or for cooperating with an investigation of a discrimination claim is unlawful and will not be tolerated.

## NO TOLERANCE FOR UNLAWFUL HARASSMENT

Harassment on the basis of race, religious creed, color, national origin or ancestry, age, sex, sexual orientation, pregnancy, gender, gender preference or identity, disability, genetic information, marital status, veteran status, or any other category protected by law is unlawful, discriminatory, and will not be tolerated. Further, any retaliation against an individual who has reported a claim about unlawful harassment, or retaliation against individuals for cooperating with an investigation of a harassment claim is unlawful and will not be tolerated.

Unlawful harassment may include unwelcome and hostile verbal, nonverbal, physical, or visual conduct toward an individual if the conduct:

- creates an intimidating, hostile, or offensive work environment,
- causes work performance to suffer, or
- negatively affects job opportunities.

## NO TOLERANCE FOR SEXUAL HARASSMENT

The CRA is committed to providing a work environment that is free from sexual harassment and conforms to, if not, exceeds the guidelines set forth by the Mass Commission Against Discrimination (<https://www.mass.gov/orgs/massachusetts-commission-against-discrimination>). Sexual harassment is a form of discrimination and against the law. It occurs when unsolicited or unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature occurs. Sexual harassment in any form or for any reason is forbidden. This includes harassment among employees, by a manager of an employee, or between employees and board members, guests, visitors, clients, customers or others.

Sexual harassment may take different forms. While it is not possible to list out all examples or circumstances that may constitute sexual harassment, the following are some examples of conduct, which, if unwelcome, may constitute sexual harassment, depending upon the totality of the circumstances including the severity of the conduct and its pervasiveness.

- **Verbal** sexual harassment includes innuendoes, suggestive comments, jokes of a sexual nature, sexual propositions, lewd remarks and threats, requests for any type of sexual favor (this includes repeated, unwelcome requests for dates), and verbal abuse or “kidding” that is oriented toward a prohibitive form of harassment, including that which is sexual in nature and unwelcome.
- **Nonverbal** sexual harassment includes the distribution, display, or discussion of any written or graphic material, including calendars, posters and cartoons that are sexually suggestive or show hostility toward an individual or group because of sex, suggestive or insulting sounds, leering, staring, whistling, obscene gestures, content in letters and notes, facsimiles, e-mail, photos, text messages, tweets and internet postings, or other form of communication that is sexual in nature and offensive.
- **Physical** sexual harassment includes unwelcome, unwanted physical contact, including touching, tickling, pinching, patting, brushing up against, hugging, cornering, kissing, fondling or other forced sexual contact or assault.

Further, retaliation against an individual who has reported about sexual harassment or retaliation against individuals for cooperating with an investigation of a sexual harassment complaint is unlawful and will not be tolerated.

## REPORTING DISCRIMINATION AND HARASSMENT

*Discrimination and harassment have no legitimate purpose and are disruptive to the workplace that the CRA strives to create. Any employee who believes that they have been discriminated or harassed, or have witnessed, or hears about a potential violation of this policy should report that conduct to the Executive Director so that it can be investigated and resolved. Harassment may also be reported to one’s manager or any management*



*representative with whom the employee feels comfortable, including the Chair of the Board or another member of the Board as an alternative.*

*The CRA takes allegations of discrimination and unlawful harassment seriously and will respond promptly to complaints of discrimination or harassment. The CRA will promptly investigate claims of harassment. Such investigation may include discussions with all involved parties, questioning of witnesses to gather and verify information, and other appropriate actions. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable. If the CRA's investigation reveals that unlawful discrimination or harassment of any kind did occur, prompt action will be taken to eliminate the discrimination or harassment and impose such corrective action as is necessary, including appropriate disciplinary action.*

*Employees also have the right to file a formal claim of harassment or discrimination with state and federal discrimination agencies. The state agency responsible for enforcing the laws prohibiting harassment is the Massachusetts Commission Against Discrimination (MCAD), located at One Ashburton Place, Boston, Massachusetts, 02108. Phone: 617-994-6000. Website: <https://www.mass.gov/service-details/mcad-guidance-on-the-pregnant-workers-fairness-act>.*

*The agency responsible for enforcing federal laws prohibiting harassment is the Equal Employment Opportunity Commission (EEOC), located at John F. Kennedy Federal Building, 475 Government Center, Boston, Massachusetts, 02203. Phone: 800-669-4000. Website: <https://www.eeoc.gov>.*

## **UPHOLDING A WORKPLACE FREE OF VIOLENCE**

Consistent with its commitment to promoting a workplace that is safe and productive for all employees, the CRA has zero tolerance for employee behavior that is threatening, intimidating, or endangers others in the workplace or at any CRA function. Employees who engage in such behavior will be subject to disciplinary action, up to and including termination. The following are examples of behavior prohibited by this policy, and do not represent an exhaustive list of unacceptable behaviors:

- Physically assaulting and/or initiating violent physical contact with another person at any time in any place
- Communicating a wish, intent, or threat to hurt employees, customers, vendors, or visitors of the CRA
- Possessing or displaying weapons or using a weapon or other dangerous object to harm others
- Threatening suicide or personal harm
- Sabotaging equipment or intentionally destroying or damaging property
- Engaging in aberrant behavior indicating the potential for violence.

Employees who are aware of, or experiencing any situation in which there is behavior prohibited by this policy on CRA premises, or at a CRA sponsored event should immediately inform the Executive Director or a Board member.

If faced with immediate danger, such as when weapons or other means of harm are present, employees and/or management should dial local emergency or police, if such action can be taken without further escalating the situation or result in imminent physical harm to themselves or others.

## PERSONAL RELATIONSHIPS IN THE WORKPLACE

CRA strongly believes that a work environment where employees maintain clear boundaries between employee personal and business interactions is necessary for effective business operations. Employees may develop friendships and relationships with other employees - both inside and outside of the workplace - as long as the relationships don't have a negative impact on their work or the work of others. Any relationship that interferes with the culture of teamwork, the harmonious work environment, or the productivity of employees, will be addressed by the Executive Director or the Board. Adverse workplace behavior - or behavior that affects the workplace that arises because of personal relationships - will not be tolerated.

Individuals in management roles and those with authority over others' terms and conditions of employment are subject to more stringent requirements under this policy due to their status as role models, their access to sensitive information, and their ability to affect the employment of individuals in subordinate positions. Anyone employed in a management role needs to heed the fact that personal relationships with employees who report to them may be perceived as favoritism, misuse of authority, or potentially, sexual harassment. Additionally, any fraternization with any employee who reports to the manager or whose terms and conditions of employment such as pay raises, promotions, and advancement are potentially affected by the manager, is prohibited. The fraternization that is prohibited by this policy includes dating, romantic involvement, and sexual relations; close friendships are discouraged in any reporting relationship. Employees who disregard this policy will receive disciplinary actions up to and including employment termination.

## OPEN DOOR POLICY

The CRA maintains an open-door policy to encourage its employees to speak openly and honestly to their respective manager about issues of concern, be it related to professional development, compensation, work assignment, management communication and/or style, harassment, or any other perceived infringement on the CRA's commitment to its values.

Often, simply talking through a concern can help resolve it. The CRA encourages employees to discuss any questions or issues with their manager or Executive Director.

## DISCIPLINE FOR NONCOMPLIANCE WITH POLICIES

*The CRA strives to create an inclusive workplace, bringing together people from a variety of backgrounds and life experiences, towards achieving its mission. To be successful, we must provide policies, procedures, and an organizational culture that capitalizes on the energy of our staff for the benefit of the Cambridge community. While we hope the situation does not arise, it is important for employees to know that willful or inadvertent violations of policies in this handbook or any other CRA policies, rules, or procedures, may result in disciplinary action, up to and including termination. The guide is not to be considered all-inclusive or expected to address all possible applications of, or exceptions to, the policies described.*

## ETHICS AND DUTY TO REPORT

### ETHICS AND CONFLICT OF INTEREST

*As a public agency, CRA employees must take extraordinary care to ensure that they do not take official actions that are, or give the appearance of, being influenced by personal gain or benefit. All employees will participate in all required training and acknowledgement regarding the State Ethics Laws for public employees.*

*The reporting of concerns regarding violations of the State Ethics Law are subject to the procedures and protections set forth in this document in the section Reporting. To learn more, see the State Ethics Commission website: [www.mass.gov/orgs/state-ethics-commission](http://www.mass.gov/orgs/state-ethics-commission).*

### RESPONSIBILITY TO REPORT FRAUD

*This policy is intended to encourage and enable Board members, volunteers and employees to raise concerns related to fraud within the organization for investigation and appropriate action. Anyone who retaliates against an individual who has reported a concern in good faith is subject to discipline, up to and including termination.*

*If an employee has any concern, they should first discuss their concern with their immediate manager. If, after speaking with their manager, the individual continues to have reasonable grounds to believe the concern is valid, or if the individual is uncomfortable speaking with their manager, or the manager is a subject of the concern, the individual should report their concern directly to the CRA Treasurer. Concerns can also be registered with the Confidential Fraud, Waste and Abuse Hotline of the Commonwealth of Massachusetts at (800) 322-1323. Website: <https://www.mass.gov/oig-confidential-fraud-waste-and-abuse-reporting-hotline>.*

*Board members and employees of the CRA have an obligation to report questionable or improper activity related to accounting or auditing irregularities, ethics, and conflicts of interest. All such concerns shall be forwarded to the Executive Director or the CRA Treasurer in accordance with the procedures set forth herein.*

*The CRA Treasurer will immediately notify each member of the Board and the Executive Director of any such report. The CRA Treasurer will notify the complainant and acknowledge receipt of the concern within five business days, if possible. If the Executive Director or CRA Treasurer, for any reason, does not promptly forward the concern to the Board, the reporting individual should report the concern directly to the Board Chair. Concerns may also be submitted anonymously. Such anonymous concerns should be in writing and sent directly to the CRA Treasurer. It will not be possible to acknowledge receipt of anonymously submitted concerns.*

*All reports will be promptly investigated by the CRA Treasurer and Assistant Treasurer, and appropriate corrective action will be recommended to the Board, if warranted by the investigation. Action taken must include a conclusion and/or follow-up with the complainant for complete closure of the concern.*

## NON-PARTISAN ORGANIZATION

The CRA is a non-partisan organization and appreciates the support it has received from representatives of all political perspectives. The CRA does not contribute to, work for, endorse, or oppose any political party or any specific elected officials or candidates for public office. Therefore, no partisan or political activity may be undertaken during work hours. In addition, no CRA materials, technology, or resources may be utilized for political or partisan purposes.

As private citizens, CRA employees may support or oppose elected officials, political parties, and candidates of their personal choice, as long as anything said or done is as a private citizen and not as a spokesperson (or implied spokesperson) for the CRA. Employees should be aware that even if they do not identify themselves with the CRA, the media or the public may do so. If they choose to identify themselves as a CRA employee, they must make it clear that they are expressing their personal opinions, and not those of the CRA or the City of Cambridge.

## ACTING IN GOOD FAITH

Anyone reporting a concern regarding ethics, fraud, abuse, or harassment must act in good faith and have reasonable grounds for believing the information disclosed indicates an improper behavior. The act of making allegations that prove to be unsubstantiated and that prove to have been made maliciously, recklessly, or with the foreknowledge that the allegations are false, will be viewed as a serious disciplinary offense and may result in discipline, up to and including termination.

## CONFIDENTIALITY

Reports of concerns and investigations are kept confidential to the extent possible, consistent with the need to conduct an adequate investigation. Disclosure of reports of concerns to individuals not involved in the investigation will be viewed as a serious disciplinary offense and may result in discipline, up to and including termination.

## EMPLOYEE FUNDAMENTALS

### ATTENDANCE

Employees are expected to be on time and ready for work at their work location according to CRA schedules, unless authorized to miss work. While it is recognized that occasionally employees may have a good reason for being late to work, excessive or habitual lateness is not permitted. At the earliest point possible, employees should notify their manager of any unexpected absence or lateness. Employees are considered late if, at their designated starting time, they are not (1) in the CRA's office, (2) situated to undertake work and respond to communications from their remote work location, or (3) at an offsite location for a project site visit, professional development activity, or other programmatic activity, unless other coverage and/or arrangements have been made and approved by their manager.

### TIME KEEPING

The CRA requires accurate record keeping of hours worked by project, as well as any paid time-off (ex. vacation, sick, personal) used on an employee's timesheet. This timesheet form

should be completed and submitted every two weeks by 10 AM on the Monday following the end of the pay-period to an employee's manager for review and approval.

If a holiday disrupts the usual submission date on Monday, this timesheet should be completed and submitted by 10 AM on the first business day of the week. The Operations Director reviews all forms and if there is a discrepancy, will work with management staff and/or the individual employees to address the issue. Purposely falsifying a time record is grounds for disciplinary action, up to and including termination.

## PAYROLL

The CRA uses a bi-weekly (every other week) payroll cycle which means there are usually 26 pay-periods each year. All employees are paid via direct deposit and may choose up to three bank accounts to split the check.

## PERSONNEL FILES

A record is maintained for every employee in a secure location, separate from the general files. The personnel file includes such information as the employee's job application, resume, records of training, documentation of performance reviews, salary changes, and other employment records. Information in the files is considered and treated as confidential. Employees have the right to examine their own individual file upon written request. Within 5 days of submitting a request to the Operations Director employees may review their employee file during normal business hours in the presence of the Operations Director, unless extenuating circumstance limits access to those files.

## DRESS AND GROOMING

The CRA provides an informal, yet professional, work environment for its employees. Even though the dress code is casual, it is important to project a professional image to our customers, visitors, and coworkers.

The CRA has a policy to provide a fragrance-free environment for all employees and visitors. A fragrance-free environment helps create a safe and healthy workplace for everyone. Fragrances from personal care products, air fresheners, and cleaning products have been associated with adversely affecting the health of some people, including headaches, upper respiratory symptoms, shortness of breath, and difficulty with concentration. Should an issue arise for a chemically-sensitive employee, client, or guest, best efforts will be undertaken to resolve the issue.

Employees must wear the personal protective equipment (PPE) required for construction during site visits for work-related projects per OSHA rules and regulations. The CRA will provide the basic equipment to all employees. Should there be additional PPE required, a manager or the Executive Director will make the arrangements for procuring or otherwise accessing the additional item(s).

## DISCIPLINE

Employment with the CRA is at-will, and the CRA reserves the right to terminate an employee's employment at any time. Additionally, there are certain types of conduct that are

considered unacceptable in the workplace. While it is impossible to list all forms of such behavior, the following are some examples of behavior that may result in disciplinary action:

- Poor work performance or negatively interfering with the work performance of other employees,
- Insubordination,
- Dishonesty,
- Harassment of fellow employees, CRA vendors or community members,
- Immoral conduct or indecency while on duty or while on CRA or City property,
- Falsification of CRA records, books, or any employment related document,
- Use of regulated substances at work,
- Engagement in acts of violence or threats of violence, including fighting or horseplay,
- Possession of firearms or weapons on CRA property or at work functions,
- Stealing, attempting to steal, concealing, defacing, misusing, or destroying CRA property or the property of any other persons,
- Reporting to work under the influence of alcohol or drugs not taken under the direction of a licensed physician, or the use, sale or possession of drugs or alcohol on CRA premises,
- Acceptance of personal remuneration from public or private agencies, or others with respect to matters involving the CRA,
- Providing false or misleading information regarding employment records,
- Breaches of confidentiality,
- Sleeping on the job,
- Repeated unexplained absences or tardiness,
- Committing a felony, or
- Any violation of CRA policy or State regulations.

Managers should maintain written documentation of any instances of the above. Any instance above may result in disciplinary action, up to and including immediate termination depending on the nature and severity of the behavior.

### USE OF DRUGS, ALCOHOL, CIGARETTES, AND E-CIGARETTES

The use of illegal drugs or being “under the influence” of alcohol or marijuana is not permitted by CRA staff during work hours. Violations of these standards may lead to immediate disciplinary action, up to and including termination. The legal use of prescribed drugs in accordance with the instructions of a medical provider is permitted on the job as long as it does not impair an employee's ability to perform the functions of the job effectively and in a safe manner that does not endanger others.

Per state law, the CRA office is smoke free. In response to public health concerns and landlord policies, smoking e-cigarettes (vaping) is also not allowed in the CRA offices or inside CRA buildings.

### RESIGNATION

The CRA is extremely dependent upon each employee for organizational-wide success. Because the staff works closely with one another, it is important for the organization to know our employee's future plans as soon as possible.

Although employees are not obliged to give advance notice before resigning, it is requested that staff provide at least two-week notice. If a position is highly specialized or an executive position, the CRA requests one (1) month notice, when possible.

Since employment with the CRA is based on mutual consent, either you or the CRA have the right to terminate the employment relationship at will, with or without cause or advance notice, at any time. When employment ends, employees will be paid through last day worked and be paid out any accrued vacation, compensatory time or overtime, and any other miscellaneous payments less deductions in accordance with applicable state law and the policies herein. Per COBRA regulations, employees have the option (if eligible) to continue with GIC health insurance for up to 18 months, but pay the entire premium and administrative fees.

## EMPLOYMENT CATEGORIES

Depending on one's position, employees are designated as either NONEXEMPT or EXEMPT from federal and state wage and hour laws. This classification may be changed only with written notification of the Executive Director.

- **Nonexempt Employees** are employees who, by the nature of the work they perform, are covered by (not exempt from) the Fair Labor Standards Act's (FLSA) minimum wage and overtime pay requirements. Typically, nonexempt employees' pay is determined on an hourly basis.
- **Exempt Employees** are excluded from specific provisions of FLSA, and as such, federal and state wage and hour laws. Typically, exempt employees' pay is salaried.

## REGULAR EMPLOYEES

- **Full-Time** Regular Employees are employees who are not in a temporary status AND who are scheduled to work 37.5 hours per week or 75 hours per 2-week pay-period. Regular Full-time employees are eligible for all CRA benefit programs, subject to the terms, conditions, and limitations of each benefit program.
- **Part-Time** Regular Employees are employees who are not in a temporary status AND who are scheduled to work less than the full-time work schedule. At least 19 hours per week must be worked in order to be eligible for some CRA benefits, including paid time off on a pro-rated basis, subject to the terms, conditions, and limitations of each benefit program, including but not limited to the policies of GIC and Cambridge Retirement. The extent of part-time benefits for individual employees may be modified on a case-by-case basis upon mutual agreement of the Executive Director and the applicable employee.

## SPECIAL EMPLOYEES

Special Employees may be designated by the Board. Special employees may simultaneously hold a part-time position with the City of Cambridge. A Special Employee may not have worked for the CRA for more than 800 hours in the preceding 365 days prior to being designated as a special employee. Special Employees are not entitled to CRA benefits regardless of the number of work hours per week.

## INTERNS

Interns are individuals, usually students or recent graduates, who are undergoing supervised workforce training or education experience for a short-term, such as a semester or summer season. Interns are considered temporary employees and as such do not receive any CRA benefits. Hourly rates for Interns will match or exceed the current minimum defined by the living wage ordinance in the City of Cambridge.

## DEFINED-TERM EMPLOYEES

Defined-term Employees are hired to work on specific project work until the work is completed (after which their employment will end) or to temporarily supplement the work force. Their actual length of employment depends on the project work for which they were hired. However, at the time of hire, the CRA anticipates it will take no more than 24 months to complete. If they are still employed in a defined-term capacity after 24 months, an evaluation of their employment status will be conducted by the responsible manager and Executive Director to ensure ongoing appropriate classification. Defined-term Employees may work on a full- or part-time basis.

Defined-term Employees, working full-time or part-time, receive the same benefits as Regular Employees working full-time or part-time, respectively, under the specific restrictions of those benefit programs.

## WORKHOURS, FLEXIBLE SCHEDULES AND “COMP” TIME

### REGULAR WORKWEEK AND DAILY CORE HOURS

The normal business hours of the CRA are from 9:00 AM to 5:00 PM Monday through Friday. Core Work Hours, when all employees are expected to be conducting CRA business whether from the office, or remotely as applicable, are from 10:00 AM to 4:00 PM Monday through Friday. Full-time employees regularly work 37.5 hours a week, Monday through Friday. Employees have the right and are encouraged to take an unpaid meal period of at least one-half hour during a regular work day.

Employees should confirm with their manager what their normal working hours will be on business days and designate this time on their calendar. Typically, the working day should be expected to begin between 8:00 to 10:00 AM, encompass the full period of Core Hours between 10:00 AM to 4:00 PM (minus the unpaid meal period), and conclude between 4:00 PM and 6:00 PM. The normal working hours could vary by day of week but should encompass the Core Hours and be as consistent as possible on a week-to-week and month-to-month basis. If any employee expects to have a personal obligation that regularly interferes with the ability to work during some portion of Core Hours on any business day, the employee should inform their manager of this conflict and appropriately indicate their unavailability during this time on their calendar.

Due to the nature of our work, it is expected that employees will occasionally have meetings outside of Core Hours and that these hours will count towards a regular workweek. When this situation arises, employees are asked to take an equivalent number of hours off in order to maintain the standard number of work hours in that pay-period. This is defined as Flex-time. If this cannot be accomplished, due to the business needs of the work unit, the



additional hours would be accumulated under Compensation Time (“Comp Time”). Earning Comp Time should be pre-approved by the employee’s manager.

Working hours for part-time employees assigned to special programs are in accordance with either the terms and conditions of their individual employee agreements for such programs or approved by the Executive Director. Individual working hours and locations may be adjusted at the discretion of the Executive Director per the policies that follow.

## HYBRID WORK POLICY

The following guidelines apply for telecommuting:

- **Workday:** The amount of time the employee is expected to work per day or pay-period will not change as a result of location-based flexibility.
- **In Office Expectation:** In order to facilitate efficient team collaboration, all employees are expected to be at the office or at a work-related offsite location at least 60% of their regular working hours during each biweekly pay period. In some circumstances, with approval from their manager, employees may be permitted to work remotely for up to 60% of their regular working hours during the biweekly pay period for a period of time (an enhanced hybrid remote work schedule).
- **Team In Office Days:** The CRA designates specific “Team In Office Days,” consistent days of the week on which all employees are strongly encouraged to be present in the office for collaborative work. Staff cannot designate these Team In Office Days as their remote work days. The CRA currently designates Monday and Thursday as its Team In Office Days. On weeks where there is a Monday holiday, Staff Meeting will typically shift to Tuesday and staff are encouraged to treat Tuesday as a Team in Office Day for that week to the extent they are able. The Executive Director may announce a suspension of specific Team In Office Days during weeks where the CRA does not expect to conduct significant all-staff business, in instances where there is concern for public health, or in other situations at the discretion of the Executive Director.
- **Core Hours:** When working remotely, employees should be available by phone and email during the Core Hours of the CRA business day. To facilitate productivity, employees should try to be consistently situated in one location on their remote work days as much as possible. Schedule flexibility to accommodate public meetings can be made.
- **Schedule Coordination:** Employees should have their remote work schedules approved by their manager. The schedule should be as consistent as possible on a weekly basis, recognizing work and personal responsibilities may necessitate some shifts in staff in-office schedules. It is the employee’s responsibility to notify CRA staff and key partners of their in-office schedule. A recommended best practice is for staff to denote their remote days directly on their calendar for every business day. While remote meetings can be an effective tool, when meetings are scheduled onsite and most key participants are in-person, employees should make all attempts to be present at the meeting in person.
- **Asset Management:** CRA Leadership team members and asset management staff have a collective responsibility to be available to respond in a timely manner in case of an emergency situation at one of the CRA’s owned or managed properties. On all days when the CRA is open for business, at least one of these employees should be able to respond to an emergency condition at these properties. A shared calendar and

associated protocols amongst these employees will clarify the process for fulfilling this function on any given day.

- **Equipment:** Home worksite furniture and internet services will be provided by the remote worker. Laptop computers and associated software will be provided by CRA at the remote work site. The CRA will repair and maintain the employee's work-issued computer used at the remote location. Surge protectors must be used with any work-issued computer. The employee will be responsible for:
  - any intentional damage to the equipment;
  - damage resulting from gross negligence by the employee or any member or guest of the employee's household; and
  - damage resulting from a power surge if no surge protector is used.
- **Dependent Care:** Remote Work is not a substitute for regular childcare or other dependent care. Employees working remotely must make or maintain childcare arrangements to permit concentration on work assignments, however flexible scheduling of work to accommodate household responsibilities may be permitted with their manager's approval.

The policy does not cover temporary or occasional remote work arrangements such as dependent care, recovery from an illness, caring for an ill family member, future pandemics, or other instances where an employee is assigned to work at home. Temporary remote work arrangements may be implemented as needed on a case-by-case basis.

## ALTERNATIVE SCHEDULE ARRANGEMENTS

In order to provide work-life balance and assist employees with family obligations, the CRA may provide alternative work arrangements for feasible job responsibilities. These arrangements may include an alternative schedule that deviates from a typical approach to normal working hours described above.

One alternative work schedule available to employees with approval of their manager is the "City Work Calendar" where over a two-week pay-period schedule, employees work more hours during the first four business days of the week and a short day on Friday. For instance, the employee could work 8.5 hours for the first four days per week each week, and only work 3.5 hours on Friday each week, for a total of 75 hours over the two-week pay-period. This schedule is intended to provide employees greater flexibility and mimic the schedule worked by most City of Cambridge staff which includes a long Monday and half-day Friday each week.

## PART TIME STATUS

With permission from their manager and the Executive Director, exempt employees who have worked at the CRA for at least three years may request a reduction in their full-time equivalent status to between 30 to 35 hours per week (80-93%) FTE. Under this arrangement, the employee must agree to a consistent number of hours per bi-weekly pay period, with a consistent day each week where the employee works a reduced amount or no hours. The employee's salary and accrual of Sick, Vacation, Personal, and Holiday Time will be reduced proportionately to their percentage of full-time equivalent hours. The employee's benefit eligibility and share of benefit cost will not be changed. Any change to Part Time Status granted will be reviewed annually to confirm the arrangement is still aligned with the business needs of the CRA and the personal needs of the employee.

## REQUEST PROCESS

Regular Employees have the option to request an enhanced hybrid remote work schedule, alternative work schedule, or part time status, for a set period of time. For any of these requests:

- The work arrangement must remain consistent throughout the specified period of time.
- Requests for these arrangements must be submitted in writing to the employee's manager.
- Approval is dependent on the nature of the job and the business needs of the work unit. It is a privilege, not a right or benefit. Approval may be discontinued or modified at any time.

## EMERGENCY CLOSINGS

In the event of extreme weather conditions or other circumstances requiring the closure of the office, the Executive Director will decide when the office will be closed and notify all staff by email and text. The CRA follows the City of Cambridge's schedule as it relates to closing or delayed openings due to inclement weather. If the office is closed, employees are not expected to come to work but are expected to work at home, if they are able. If the office remains open, staff are expected to use their best judgment about whether or not they can commute safely to the office. Notify your manager if you will be delayed or unable to travel. If the office remains open and you are not able to come to work, please continue your work from home or use your paid time off options to cover the hours you are not working. Employees are expected to anticipate known weather conditions and plan accordingly. Use of sick leave in these circumstances is not appropriate. However, other forms of leave may be utilized should childcare or other circumstances arise preventing remote work during emergency closings.

## COMPENSATORY TIME ("COMP TIME") FOR EXEMPT EMPLOYEES

*Work in excess of the 75-hour two-week pay period may be required in the interest of efficient operation of CRA activity in order to attend meetings scheduled outside Core Hours or to meet specific critical work production deadlines. Exempt Employees are expected to cooperate when the need for such work arises. Since Exempt Employees are not entitled to receive overtime, the CRA allows these employees to earn Compensatory (Comp) Time for these hours.*

Employees should notify their managers if they are unable to complete their assigned work within the 75-hour pay period. Earning Comp Time should be pre-approved by the employee's manager.

Comp Time may not be earned in units of less than one half (1/2) hour. No more than 37.5 hours (one week) of comp time may be accumulated. Comp Time cannot be carried into a new calendar year. Comp Time that is not used by the end of the last biweekly pay period containing the calendar year will be forfeited. Comp Time cannot be earned in a pay-period that uses Vacation Time. Unless approved by the employee's manager, no Comp Time may be earned for work done at home or during periods when the office is closed for

emergencies. If possible, employees are encouraged to use Flex Time within the pay-period of when it is earned as opposed to accruing Comp Time.

## OVERTIME FOR NON-EXEMPT EMPLOYEES

Work in excess of the regular workweek may be required in the interest of efficient operation of CRA activity. All overtime shall be pre-approved by the Executive Director. Employees classified as non-exempt will be paid overtime for each hour worked over 40 per week at a rate of one and one-half (1½) times the normal rate of pay. Paid time off and holidays are not included in the calculation of hours worked for overtime purposes.

## PAID TIME AWAY FROM WORK

*The CRA offers a suite of policies covering a range of circumstances where employees are away from work while maintaining their employment. For Holidays, Vacations, Personal Time, and Sick Time, eligible employees who are working a part-time schedule will accrue or be credited these categories of time off at a prorated rate.*

## HOLIDAYS

*Fourteen specific holidays are recognized by the CRA in alignment with the City of Cambridge and the State of Massachusetts. Employees may use Personal Time for other holidays based on their own personal, cultural, or religious observation. At the discretion of the CRA, any other day being observed by the municipality or the state may be included as a holiday with pay.*

*For each of these days, full-time staff receive full pay (7.5 hours) for time off and regular part-time staff receive a percentage of pay equivalent to the percentage of work hours. (For example, a part-time employee working 25 hours a week or 67% time would receive 5 hours of pay on holidays.)*

*The following City, State, and Federal holidays are currently observed by the CRA:*

<i>New Year's Day</i>	<i>Labor Day</i>
<i>Martin Luther King Day</i>	<i>Indigenous People's Day</i>
<i>President's Day</i>	<i>Veteran's Day</i>
<i>Patriots' Day</i>	<i>Thanksgiving Day</i>
<i>Memorial Day</i>	<i>Day After Thanksgiving</i>
<i>Juneteenth</i>	<i>Day Before Christmas</i>
<i>Independence Day</i>	<i>Christmas Day</i>

## VACATIONS

*Employees are encouraged to take Vacation Time away from the office during the year to invest in their wellness – to rest, to relax, and to regenerate. Staff are encouraged to use their full allotment of vacation each year for this purpose. Vacation hours are accrued in the last pay-cycle of each month. Eligible new employees begin accruing paid vacation time in the last pay-cycle of their first month of work. If eligible employees start at the CRA on the 1<sup>st</sup> through 15<sup>th</sup> of the month, they will accrue a full allocation of Vacation Time for that month. If eligible employees start at the CRA on the 16<sup>th</sup> through 31<sup>st</sup> of the month, they will*

*accrue a half allocation of Vacation Time for that month. Part-time employees accrue vacation time at a prorated rate.*

*Vacation Time accrues based on the following:*

- *Employees with less than 2 years of service are provided with 15 days (112.5 hours) of vacation per year, to accrue at a rate of 1.25 days (9.375 hours) a month.*
- *Employees with 2-4 years of service are provided with 17 days (127.5 hours) of vacation per year, to accrue at a rate of 1.42 days (10.625 hours) a month.*
- *Employees with 5-9 years of service are provided with 20 days (150 hours) per year, to accrue at a rate of 1.67 days (12.50 hours) a month.*
- *Employees with 10 or more years of service are to be provided with 25 days (187.5 hours) of vacation per year, to accrue at a rate of 2.08 days (15.625 hours) per month.*

Vacation schedules are subject to approval by the employee's manager providing they do not interfere with the performance of the regular work of the CRA. In fairness to all employees and in recognition of the need for continuity in its work, the CRA recommends that all vacations requests (whether formally comprised of Vacation, Personal, or Comp Time time categories) are submitted as soon as possible ahead of the requested time period for vacation. For planned vacations that are of one to two days in length, the request for time off should come at least two weeks in advance. For planned vacations that are three to five days in length, the request for the time off should come at least one month in advance. For planned vacations of six or more days in length, the request for time off should come at least two months in advance.

If a paid holiday occurs during the vacation period, it is not counted as a day of vacation.

Employees who have worked at the CRA for at least two years may incur a "negative balance" of up to 5 vacation days (37.5 hours) with written permission of the Executive Director.

Employees granted unpaid leave will not accrue Vacation Time during said leave.

Employees may carry up to 37.5 hours (or 5 days) of vacation leave per calendar year into the following year. Vacation hours above this amount that are not used by the end of the last biweekly pay period containing the calendar year will be forfeited, unless written approval is given by the Executive Director based on extraordinary circumstances.

## **PERSONAL TIME**

*Personal Time is compensated time away from work for employees to use as they see fit to observe holidays, facilitate voting, conduct personal business, or have additional time off. Regular Employees are provided 4 days (30 hours) of Personal Time per year. The time is credited in the first pay-period of the year. Because Personal Time is credited rather than accrued, it can be clawed back or provided as needed on a proportionate basis to reflect unpaid leaves or changes in schedule that affect the employee's full-time status.*

*For new employees, time is prorated based on the start day of employment and credited in an employee's first pay-period.*

<u>Start of Employment</u>	<u>Personal Leave Granted</u>
January 1 – March 31	4 days (30 hours)
April 1 – June 30	3 days (22.5 hours)
July 1 – September 30	2 days (15 hours)
October 1 – December 31	1 day (7.5 hours)

Employees are requested to notify their manager before the use of Personal Time if the time off will comprise more than three hours off on a given day. If the amount of Personal Time being used is less than three hours, the employee should denote their unavailability during this period of time on their calendar as soon as they are aware they will be using Personal Time. Time cannot be carried over into the following year. Personal Time that is not used by the end of the last biweekly pay period containing the calendar year will be forfeited.

## SICK TIME

Paid Sick Time is a benefit to eligible employees who are not able to work due to illness or injury, or who must provide care to a family member, spouse, or domestic partner who is ill. Employees are encouraged to utilize their Sick Time so as to minimize health impacts on others. Since the CRA does not have a short-term disability program, accumulating Sick Time is encouraged in the event of major or catastrophic illness.

Sick leave may be taken for the purpose of:

- care for the employee's child, spouse or parent, or parent of a spouse, who is suffering from a physical or mental illness, injury or medical condition that requires home care, professional medical diagnosis or care, or preventative medical care;
- care for the employee's own physical or mental illness, injury or medical condition that requires home care, professional medical diagnosis or care, or preventative medical care;
- attend a routine medical appointment for themselves or their child, spouse, parent, or spouse's parent;
- address the psychological, physical or legal effects of domestic violence on the employee or the employee's dependent child;
- travel to and from an appointment, pharmacy, or other location related to the purpose for which the time was taken.

*Regular Employees and Defined-Term Employees earn Sick Time. Full-time employees earn 1.25 days (9.375 hours) of Sick Time in the last pay-cycle of each month, starting with the first month of employment. If eligible employees start at the CRA on the 1<sup>st</sup> through 15<sup>th</sup> of the month, they will accrue a full allocation of Sick Time for that month. If eligible employees start at the CRA on the 16<sup>th</sup> through 31<sup>st</sup> of the month, they will accrue a half allocation of Sick Time for that month. Eligible part-time employees earn a pro-rated amount of Sick Time. Sick Time may be accumulated for up to a total of 120 days (900 hours) and carried over year to year.*

Paid Sick Time begins once the employee, the employee's family, or the employee's physician has given notice to the manager. The CRA may request a physician's verification

of illness if an employee has been out of work for three consecutive days, or other circumstances where verification is permitted.

Employees may incur a "negative balance" of up to 5 sick days (37.5 hours) with written permission of the Executive Director.

Employees granted unpaid leave will not accrue Sick Time during said leave.

Employees receiving compensation under the provision of the Worker's Compensation Law may draw on accumulated Sick Time leave while it lasts to make up the difference in pay while receiving Worker's Compensation.

## PARENTAL LEAVE

*In the event of the birth, adoption, or foster care placement of a child, employees of the CRA can be eligible to leverage both paid time off from the CRA as well as paid leave through the Massachusetts Paid Family Medical Leave (PFML).*

*Regular Employees of the CRA, who have worked for at least 12 months and for at least 1,250 hours in the 12 months immediately prior to the date of leave, are eligible for six (6) weeks of paid parental leave for the birth and/or care of a child, or the adoption or foster care placement of a child. Employees may also use up to the full balance of any accrued paid time off, including Sick Time, for additional paid leave. All insurance benefits remain in effect.*

An employee should inform their manager of expected dates of absence as soon as possible, and give at least two weeks' notice of expected departure date and the intention to return. At the conclusion of the leave, an employee should coordinate the date of return with their manager. If during this leave an employee decides not to return, a letter of resignation must be submitted.

## PAID FAMILY MEDICAL LEAVE (PFML)

PFML is a program that is funded through a Massachusetts payroll tax, and is separate from Family Medical Leave Act (FMLA), as well as other leave benefits that the CRA offers. PFML help employees take paid time off of work for family and/or medical reasons.

If qualified, employees are entitled to take up to 26 weeks of paid leave per benefit year for medical or family reasons under the Massachusetts Paid Family and Medical Leave Act. The employee is required to provide their manager with at least 30 days' advance written notice of their intent to take PFML, if foreseeable. If unforeseeable, an employee must provide notice as soon as practicable. The employee's notice must contain at least the anticipated start date and the duration of the leave.

The maximum amount of leave will stay the same even if the qualified employee has multiple events in the same benefit year. For family leave, leave must be completed before the child's first birthday, or the one-year anniversary of their adoption or foster care placement. See website: <https://www.mass.gov/info-details/paid-family-and-medical-leave-pfml-overview-and-benefits>.

Employees must file claims for PFML benefits with the Department of Family and Medical Leave, Charles F. Hurley Building, 19 Staniford Street, 1st Floor, Boston, MA 02114, 617-626-6565, [www.mass.gov/dfml](http://www.mass.gov/dfml)). PFML benefits are based on a percentage of the employee's earnings and capped. However, this amount may be supplemented (or "topped off") with accrued PTO to reach the employee's Individual Average Weekly Wage (IAWW), as determined by the Department of Family and Medical Leave (DFML). A DFML-approved application, with the employee's IAWW, should be submitted to the employer if "topping off" is being requested. Employees on PFML are required to pay their portion of the health insurance premium directly to GIC, rather than having it come out of a paycheck. Employees on PFML will not accrue vacation or sick time and might have their personal time reduced according to the duration of PFML.

## BEREAVEMENT LEAVE

Employees should notify their manager immediately if they need to take time off due to the death of (1) a family member, (2) a household member, or (3) another individual whose close association with the employee is the equivalent of a family relationship.

Up to 5 days (37.5 hours) of paid bereavement leave will be provided for bereavement for an Immediate Family Member. The CRA defines "Immediate Family Member" as an employee's spouse, parent, step-parent, grandparent, child (adopted, foster, step), child's spouse, grandchildren, sibling, in-laws (mother, father, brother, sister, daughter and son), or any relation who is permanently residing in the employee's household. The CRA will also give special consideration to a request for bereavement leave for a person whose association with an employee was similar to any of the above relationships.

Leave with pay, for up to 1 day (7.5 hours), will be granted in the case of death of (1) other members of the employee's family not specifically defined herein as Immediate Family Member and (2) other individuals whose close association with the employee is the equivalent of a family relationship.

## JURY DUTY

If you receive a jury summons, show it to your manager as soon as possible so that arrangements can be made to accommodate your possible absence from work. After your duty is over, you are required to submit your jury service document to your manager. You are expected to report to work whenever the court schedule permits. The CRA may reduce employee pay by the amount received from jury duty for each day of jury duty that requires an absence from work. Subject to the terms, conditions, and limitations of the applicable plans, the CRA will continue to provide all benefits for the full period of jury duty. For jury trials more than 2 weeks, the CRA will work with the employee to make special arrangements to accommodate jury services, as well as to ensure that CRA responsibilities are upheld.

## UNAPPROVED LEAVE EQUALS VOLUNTARY RESIGNATION

An employee may not be absent without approved leave except in the case of sudden illness or emergency. The failure of an employee to notify their manager before the end of the third day of absence will be considered an automatic resignation.



## UNPAID TIME AWAY FROM WORK

There may be many reasons to take an unpaid leave as detailed below. In all cases of unpaid leave, the employee does not accrue Sick Time, or vacation and holiday benefits.

### LEAVE OF ABSENCE

A Leave of Absence is an official authorization to be absent from work without pay for a specified period of time. Because of its size, the CRA is not required to comply with the requirements of the Family Medical Leave Act (FMLA). However, the CRA recognizes that employees may require time away from work. The employee should submit to their manager a written notice of their intent to take leave and the dates and expected duration of the leave at least 30 days in advance of a leave. If 30 days' notice is not possible, the employee shall give notice as soon as they are able. All available Paid time off and Comp Time must be exhausted prior to taking unpaid leave. The Executive Director may grant a Regular Employee a Leave of Absence without pay, not to exceed three months. Sick, Vacation, and Personal Time are not earned during an unpaid leave of absence. If a member of the Cambridge Retirement System goes on an unpaid leave of absence, they will stop accruing creditable service until they return from that leave. An exception to this rule is if the member is out of work on Workers Comp. Benefits, covered by the GIC, described elsewhere in this document, may be continued if the employee pays the full premium for those benefits.

### MILITARY LEAVE OR SUPPORT OF MILITARY SERVICE

The CRA grants leaves of absence for military duty or in support of military service as required by law. An employee may choose to use any accrued paid time off (vacation, sick, comp or personal) but is not required to do so.

## EMPLOYEE BENEFITS

*The CRA is committed to investing in staff members by offering comprehensive benefits to promote physical, mental, and financial wellness. The CRA provides benefits for Regular Employees who work at least 19 hours in a 37.5-hour workweek. All benefits are described below.*

### HEALTH INSURANCE, LIFE INSURANCE, LONG-TERM DISABILITY, AND FLEXIBLE SPENDING PLANS

*The GIC provides health insurance, life insurance, and other benefit options to public employees in the Commonwealth. Benefits and premiums from the GIC referenced in these policies are described more fully in benefit plan documents on the GIC website: <https://www.mass.gov/orgs/group-insurance-commission>. Those documents are controlling if there are any inconsistencies with the descriptions herein. New or revised information is communicated to employees in the form of supplements or policy addenda.*

*Coverage begins on the first day of the month following 60 days or two full calendar months of employment, whichever comes first. Employee portions of premiums are deducted from pre-taxed dollars on a monthly basis from a covered employee's paycheck. All GIC premiums are taken one month in advance of coverage. Benefits from the GIC are:*

- *Basic Life Insurance*

- *Health insurance and Prescription Drug Benefits*
- *Wellness Benefits (Mass4You Employee Assistance Program, which includes counseling visits as well as legal and financial consultations)*
- *Optional Life Insurance*
- *Long-term Disability (optional)*
- *Flexible Spending Account (optional)*
  - *Health Care Spending Account*
  - *Dependent Care Assistance Program*

**Benefits Where the CRA and the Employee Share the Cost**

*Regular Employees must carry a GIC basic life insurance coverage and GIC health care plan, unless they opt-out with proof of coverage from another source. Currently, participating employees have 75% of their elected plan’s cost covered by the CRA. Employees contribute 25% of their premiums via monthly payroll deductions in the last paycheck of each month. All GIC health plans provide prescription drugs benefits using a tiered co-payment structure. The specific program coverages and premiums for health insurance and basic life insurance are set by the GIC and are adjusted annually.*

*Once an employee selects a plan, that coverage continues until the next annual open enrollment period, or until a qualifying life event occurs, (e.g. marriage, addition of child, etc.)*

**Optional Benefits Fully Paid by the Employee**

*These optional benefits are offered by the GIC or their selected agency. If an employee elects to enroll in these benefits, the costs are fully covered by the employee through payroll deductions. Employees should consult the GIC website for more information about these benefits.*

- *Optional Life and Accidental Death Insurance*
- *Long-term Disability*
- *Flexible Spending Account (Health Care and Dependent Care Assistance Program)*

**DENTAL INSURANCE**

*The CRA procures its own dental insurance, currently through the Altus Dental Plus Plan. All employees may opt into an individual or family plan on the first day of the month following 60 days or two full calendar months of employment, whichever comes first. The CRA pays 100% of the premium for Regular Employees. Plan documents with specific details about the scope of coverage are available through the Operations Director.*

**GREEN COMMUTING**

*The CRA encourages employees to utilize non-car options whenever possible for commuting and travel required for work.*

- **Public Transportation:** *The CRA will compensate Regular Employees to cover the costs of commuting via public transportation, including commuter parking fees. The CRA will compensate Regular Employees up to 150% of the cost of a monthly MBTA LinkPass in the most economical package available. Depending on special circumstances including the frequency of an employee’s use of public transit, the CRA may compensate employees up to 200% of the cost of a monthly MBTA LinkPass on*

*a case-by-case basis. The maximum transit reimbursement level will be pro-rated for part-time employees.*

- **Annual Bike Share:** The CRA has a corporate membership with Metro Boston's public bike share program. A standard ride is included in the membership. For longer rides, employees are responsible for the extra cost.
- **Kendall Center Bus:** Through the CRA office lease, EZ Ride membership is currently offered to all CRA employees. This free shuttle runs from North Station to Kendall Square.
- **Emergency Ride Home:** Through the CRA office lease, CRA employees are eligible to register for the Charles River TMA's Emergency Ride Home Program. Through this program, in the case of a personal emergency employees can be reimbursed for the cost of a ride home via a ridesharing app or taxi company for up to four rides per year. See website: <https://charlesrivertma.org/erh>.
- **Bicycle Maintenance:** The CRA will reimburse Regular Employees who commute to work by bicycle (as evidenced by signing up for access to on-site bike parking at 255 Main Street) for verified bicycle expenses up to a maximum of \$300 per calendar year. Employees must include receipts for verified expenses in their reimbursement request. Eligible bicycle expenses include: purchase of a new or used bike to be used in your commute; bike improvements and repair, including labor costs for repair or installation of parts; bike maintenance parts such as tires and tubes; bike locks and other bike-mounted accessories, including child seats, panniers, and other storage solutions mounted on the bike; professional tune-ups; safety gear, including lights, helmets, and reflective items attached to the bike.

## MOBILE PHONE REIMBURSEMENT

*Regular employees whose job duties include the need for a cell phone will receive a mobile phone reimbursement to cover business-related costs on their personal cell phone.*

*Employees may choose the cellular service provider, plan design, and phone number of their choice. Eligible employees will receive up to \$40 per month. The reimbursement amount is paid quarterly after the employee submits vendor receipts with the plan and payments made within the quarter.*

In the event job responsibilities require access 24 hours a day, this reimbursement for an individual may be revisited. The Executive Director or designee is expected to respond immediately when called for emergencies related to its property. At times, an employee may be required to be "on call" to respond to emergencies related to its properties.

The employee must provide the CRA with their current cell phone number and immediately provide notification if the number changes. Employees receiving reimbursement are expected to carry the mobile phone on their person during the business day and respond when called for CRA business. The employee's cell phone number must be available to CRA contacts consistent with the responsibilities of the employee. A cloud-based number for business may be used as an alternative to the employee's personal cell number.

The phone may be used for both business and personal purposes. Use of the phone in any manner contrary to local, state, or federal laws will constitute misuse, and will result in immediate termination of the mobile phone reimbursement. Any and all restrictions and regulations specified elsewhere in this handbook with respect to CRA networks and files are

relevant to mobile phone usage for work. Additionally, public records laws may apply to communication on personal devices used for CRA business.

## RETIREMENT PLAN

***Pension:*** *The CRA participates in the Cambridge Retirement System (CRS). The CRS is one of 104 contributory retirement systems in the Commonwealth of Massachusetts. Full-time employees and part-time employees working at least 19 hours per week, must be members of the Cambridge Retirement System (CRS). Retirement contributions and benefits will be in accordance with the requirements of the Cambridge Retirement System.*

*Starting with the first paycheck, employees automatically have 9% of their gross pay deducted plus an additional 2% of the amount of their gross pay less \$30,000. CRA pays the mandated employer contribution which is defined by the CRS.*

*The CRS pension is a defined benefit plan, in which an employee is vested through 10 years of collective service, in roles covered by the CRS (at the CRA and/or a job with the City of Cambridge or the Housing Authority) For more information, see the CRS website: <http://www.cambridgeretirementma.gov>. For additional information, including information about exceptions to each provision, please visit the Social Security Administration website: <http://www.socialsecurity.gov/>.*

*NOTE: In Massachusetts, public employees do not contribute to Social Security so earnings are not covered under Social Security When an employee retires, or if they become disabled, the employee may receive a pension based on earnings from the CRA job. The employee may also be entitled to a benefit from Social Security based on either their own work elsewhere or the work of their spouse, or former spouse. Pension amounts may affect the amount of the Social Security benefit. Medicare benefits, however, will not be affected. Under the Social Security law, Social Security benefit amounts may be affected via the Windfall Elimination Provision or the Government Pension Offset Provision. For more information, Social Security publications, and additional information, including information about exceptions to each provision, please visit [www.socialsecurity.gov](http://www.socialsecurity.gov).*

***457 Retirement Plan:*** *In addition to the Cambridge Retirement System pension plan, a CRA employee may also choose to enroll in the Massachusetts Deferred Compensation 457 SMART Plan. This is a retirement savings program where eligible employees can save and invest before-tax and after-tax dollars through salary deferrals into a wide array of low fee investments options. The 457 plan is a tax advantaged deferred-compensation retirement plan, similar to a 401k/403b but only for government employees. The CRA provides the plan and the employee may make biweekly contributions, taken from the paycheck on a pre-tax or after-tax basis. There is no employer match. You may enroll at any time or change the amount of your deduction once each quarter. More information, including enrollment forms, can be found at <https://www.mass.gov/smart-plan-for-public-employees>*

## WORKERS' COMPENSATION INSURANCE

As a Massachusetts employer, the CRA has Workers' compensation insurance suitable to its employee work tasks. There is no cost to the employee. Workers' compensation insurance protects employees who get injured on the job. It covers expenses such as medical bills and lost wages. For more information, see <https://www.mass.gov/topics/workers-compensation>.

## PERFORMANCE MANAGEMENT AND PROFESSIONAL DEVELOPMENT

### PERFORMANCE MANAGEMENT

*Managers are expected to help employees perform their jobs by providing clear direction and meaningful feedback on their performance. This includes defining work responsibilities, setting goals, providing opportunities for employees to develop skills, coaching employees, providing regular feedback both in discussions and through performance reviews, and providing opportunities to develop skills and receive training. Managers should hold monthly professional development check-ins with employees who report to them to establish a defined forum to provide feedback and coaching. These activities should continue throughout the employee's employment with the CRA. The CRA encourages employees to take initiative to increase their skill set and improve their work performance.*

### FORMAL PROGRESS EVALUATIONS

Managers will conduct a progress evaluation after the first three months of employment to ensure a high level of performance by promoting meaningful communication between the manager and the employee early in their CRA tenure. The results of the evaluation are recorded for use in future evaluations.

A formal bi-annual progress evaluation is conducted by an employee's manager and/or the Executive Director in the Spring and Fall of each year. This evaluation will provide employees an opportunity to reflect on the past six months and set professional development goals for the upcoming six months. Professional Development Evaluation Forms that document these conversations, filled out by the employee and their manager, will be kept with the employee's records. In addition to the bi-annual progress evaluation, the manager and/or the Executive Director will administer monthly check-ins with staff to track progress on professional development goals.

### COMPENSATION

*The Board shall set the compensation for the Executive Director. Appropriate salary ranges for all other jobs are set by the Executive Director guided by periodic market benchmarking against comparative roles performed in similar agencies and organizations and aligned with the CRA's Strategic Plan.*

*Compensation for other CRA employees is overseen by the Board through its budget approval process. It is based on the review and evaluation of the responsibilities associated with the various roles performed across the organization. Changes in compensation are based on a variety of factors, including the employee's performance. There is no guarantee of an employee receiving a raise year to year.*

*A Cost-of-Living Assessment (COLA) for Regular Employees is considered through the budget process each year referencing COLA adjustments implemented by the City of Cambridge and other peer organizations.*

### PARTICIPATION IN EXTERNAL PROFESSIONAL DEVELOPMENT ACTIVITIES

The CRA encourages all employees to continually learn and study topics related to their position in order to foster professional growth as well as to keep the organization abreast of the latest best practices and technologies in the field. Managers will coach their staff and identify paths for professional development. As part of the staff progress evaluation process and as opportunities present themselves throughout the year, employees will work with their managers to identify external professional development activities that will support their professional development, including financial and time commitments.

The CRA will establish and announce an annual professional development budget for each employee to support approved external professional development activities. The CRA may engage in, and cover the cost of, all-staff trainings and development activities. The CRA maintains membership with organizations related to urban planning, real estate, and the CRA's mission work. If an employee wants a membership in a different professional organization, they should make the request to their manager.

## TRAVEL AND REIMBURSEMENT

*Official, long-distance travel by CRA employees and consultants, must be authorized in advance by both their manager and the Executive Director. The costs for this travel will be reimbursed by the CRA provided that the necessary documentation is submitted to and approved by the manager. Additionally, the following guidelines apply:*

### TRANSPORTATION

- Coach class rail or air accommodations are the standard means of transportation. First-class air or rail accommodations may be reimbursed due to the necessity of accessibility needs for physical impairment, provided any such impairment and need for special travel arrangements is substantiated.
- Additional expenses for premium seats, are also generally not covered. However, these fees will be covered if those are the last available seats on a flight where the cost of the flight, inclusive of the additional fees, is still the most economical option.
- The CRA will reimburse fees for a standard-size checked bag. Additional expenditures for checking an *oversized* bag are not reimbursable except if there is an excessive amount of material for the work purpose of the trip.
- Expenses incurred for such things as alcohol, legalized recreational drugs, or earphones are not reimbursable.
- The CRA will reimburse expenses for travel by private car at the rates set by the General Services Administration (GSA). Tolls paid will be reimbursed. If two or more persons traveled in the same automobile, only one person can be reimbursed for mileage.
- Costs of taxi fares, ride services, telephone calls, transit fares, conference space, and similar items necessary for the performance of official business are reimbursable.
- The cost of rental cars is allowed only if the nature of the trip or the location of the places of business to be visited is such that use of local and public transportation is not practical or would be more expensive.

### MEALS

- When an employee is away from the Boston area for CRA business or professional development, the CRA will reimburse domestic expenses for meals and incidentals at the per diem rate provided by the GSA (Website: <https://www.gsa.gov/travel/plan-book/per-diem-rates>). The CRA will reimburse international expenses for meals and incidentals at the per diem rate provided by the US State Department (Website: [https://aoprals.state.gov/web920/per\\_diem.asp](https://aoprals.state.gov/web920/per_diem.asp)). The per diem is intended to cover the cost of all meals, tips, and incidental expenses, including items not covered under other sections of this statement.
- The per diem can be applied for a full day of travel, and partial days of travel, as detailed below:
  - Breakfast is included for trips that begin or end in the morning before noon.
  - Lunch is included for trips that begin or end after noon.
  - Dinner is included for trips that begin or end after 5pm.
- Receipts should be provided to document meal and incidental expenses. Please only count meals that fall within the actual travel time noted above.

## LODGING

- The GSA (domestic) or State Department (international) per diem rates for hotels provide maximum nightly lodging allowances for staff members traveling for CRA business or professional development. Please provide receipts for the hotels actually selected. If a hotel rate below the per diem rate cannot be found, please secure pre-approval from the manager or Executive Director.
- Normally, rooms should be at single rates and at a price no higher than mid-range of the hotel's published rates. Luxury hotels should be avoided.
- Purchasing Wi-Fi access on a business trip is reimbursable if it contributes to productivity.

## TECHNOLOGY, SECURITY, AND SOCIAL MEDIA

CRA's email, voicemail, website, social media accounts and network systems are proprietary and vital to conducting day to day business. The CRA has a legal right to access information stored on work computers, devices and the server.

Employees do not have a right to or expectation of privacy in any matter created, received or stored on the CRA's platform, nor can the CRA assure the confidentiality of any message. The CRA reserves the right to access, monitor, and review the internet sites employees have accessed and may read and delete any communication that is created, received, sent, or stored using the CRA's email, voicemail, social media platforms, and internet systems for any reason without an employee's permission and without notice to the employee. In addition, the CRA may purge files at any time without notice. Once an employee uses these systems, the employee is consenting to the CRA's policies governing them.

Under no circumstances are personnel permitted to engage in any activity that is illegal under local, state, federal, or international law while using the CRA's Information Technology (IT) resources. Any violation of the policies below may result in disciplinary action, up to and including immediate termination. Any employee learning of any violation of this policy should notify their immediate manager immediately.

All computers and data, information and software created, transmitted, downloaded, or stored on the CRA's computer system are the property of the CRA and subject to public records laws. All electronic mail messages composed, sent and received on the CRA accounts (stationary and mobile) are and remain the property of the CRA. The voicemail system and all messages left on that system are CRA property.

## PASSWORDS AND UPDATES

Employees must not share, give, distribute, sell, or make known passwords to any individuals inappropriate to possess such information, including other employees. Employee passwords to hardware, networks, and access to other CRA information and resources must be kept strictly private. Two-factor identification is to be used for logging into CRA accounts when available. If an employee discovers one or more password(s) have been compromised, they should contact the Operations Director immediately and change the password in all related network and online systems. Employees should notify the Operations Director when software and devices need updating.

## PRIVACY

Employees shall respect the privacy of other users. Except as stated below, messages sent via electronic mail are to be read only by the addressed recipient or with the authorization of the addressed recipient. Employees should understand that the confidentiality of electronic mail cannot be assured. Employees must assume that any and all messages may be read by someone other than the intended recipient. Personal passwords are not an assurance of confidentiality.

The data, information, and software created, transmitted, downloaded, or stored on the CRA's information systems may be accessed by authorized personnel only. Additionally, most documents and communication conducted as a CRA employee is subject to the Massachusetts Public Record Law.

## PROHIBITED USES OR CONDUCT WITH CRA INFORMATION TECHNOLOGY RESOURCES AND EQUIPMENT

- Employees may not use the CRA's computers, network, internet access, electronic mail, voicemail, or other office equipment to conduct illegal or malicious activities.
- Employees may not transmit or solicit any threatening, defamatory, obscene, harassing, offensive, or unprofessional material. Offensive content would include, but not be limited to, sexual comments or images, racial slurs, gender-specific comments or any comments that would offend someone on the basis of their race, religion, color, national origin, ancestry, disability, age, sex, marital status, sexual orientation, or any other class protected by any federal, state, or local law.
- Employees may not access any web site that is sexually or racially offensive or discriminatory.
- Employees may not display, download, or distribute any sexually explicit material.
- Employees may not use the e-mail, voicemail, or computer systems to solicit for religious causes, outside business ventures, or personal causes.
- Employees may not transmit any of the CRA's confidential or proprietary information, including (without limitation) customer data or trade secrets.



- Employees may not install, run, or download any software (including entertainment software or games) not authorized by the Operations Director.
- Employees may not disrupt or hinder the use of the CRA computers or the network, or infiltrate another computer or computing system.
- Employees may not damage software or propagate computer malware, worms, or viruses.
- Only authorized employees may communicate on the internet including social media sites on behalf of the CRA. All other employees must state that their views are not the views of the CRA when discussing matters concerning the CRA and its projects.

## ARCHIVING AND COPYRIGHT LAWS

The CRA reserves the right to apply and enforce the following policies and practices in protection of its IT systems, networks, and resources:

- **Archiving:** It is the CRA's practice to archive (i.e., make back-up copies) of all electronic documents, files and e-mail messages located on the server incident to the CRA's normal back-up procedures. Employees should therefore understand that even when a document, file, or message is deleted; it may still be possible to access that message. Management and law enforcement agencies have the right to access these archives.
- **Copyright Laws:** Any software or other material downloaded into the CRA's computers may be used only in ways consistent with the licenses and copyrights of the vendors, authors, and owners of the material. No employee may make illegal or unauthorized copies of any software or data.

## PERSONAL USE OF CRA PROPERTY

The CRA's office, equipment, network, internet access, electronic mail, and voicemail systems are provided to employees to assist employees in accomplishing their job responsibilities for the CRA. Incidental and occasional personal use of such facilities are acceptable, provided such use is reasonable, appropriate, and complies with this policy. If you have any questions as to whether a particular use of such facilities is permissible, check with your manager before engaging in such use.

## SOCIAL MEDIA AND COMMUNICATION

While all CRA employees are welcome to use social media, we expect everyone who participates in online commentary to understand and follow the CRA's communications policies. The purpose is to safeguard the CRA's brand, reputation and to encourage employees to responsibly promote the CRA when creating or contributing to blogs, wikis, social networks, virtual work or any other kind of social media, to participate in a respectful way and to follow the letter and spirit of the law, especially as a public agency. The social media strategy of the CRA will change over time and between projects. Please review the text and materials of any social media content or other digital postings with one's manager or Executive Director before posting.

## SUSTAINABILITY AROUND THE CRA

The CRA is committed to reducing our environmental impact and ensuring environmental sustainability in our office operations and business practices. Employees should cooperate

with the CRA's efforts to operate as a sustainable agency in conformance with the environmental goals of the City of Cambridge and the Commonwealth of Massachusetts. This includes water reduction, energy conservation, sustainable purchases, promoting active transportation, and maintaining a healthy office environment.

## **AMENDMENTS**

*All provisions and policies herein are subject to change by the CRA. The Executive Director may from time to time adjust those personnel policies and procedures which are not governed by the Board with or without advance notice to any employee. The amendment of policy provisions which are governed by the Board shall be by vote of a majority of the members of the CRA Board with or without advance notice to any employee.*