

TLC EARLY CHILDHOOD MINISTRIES STAFF HANDBOOK

WELCOME

Welcome to Trinity Lutheran Church! We consider our staff as gifts from God. We look forward to working with you as a member of our ministry team. Trinity has three general goals for its employees: first, to promote the growth of each employee's personal relationship with Christ as Savior and Lord; second, to assist each employee to develop to their fullest potential according to his or her gifts; third, to orchestrate the ministries of all employees in such a way as to accomplish God's purposes for Trinity in the most effective way.

As an employee of the church, you represent this ministry in both your work life and private life. As a result, you are expected to always be sensitive to how others may see you biblically, spiritually, and ethically. We encourage you to strive toward living a life that is an example to your relationship with God and your commitment to the church's Mission Statement and Statement of Faith.

INTRODUCTORY STATEMENT

Employment at Trinity Lutheran Church is at the will of the employee and Trinity Lutheran Church. This handbook is intended to provide information about the church's and TLC Early Childhood Ministry's personnel policies, procedures, benefits and rules of conduct. Its contents are not to be construed as an employment contract between Trinity and its employees. The church reserves the right to modify, supplement, rescind, or revise any policy, benefit, or provision from time to time, with or without written or verbal notice, as it deems necessary or appropriate.

It is important that you read, understand and become familiar with the handbook and comply with the standards that have been established. Please talk with your supervisor if you have any questions or need additional information.

MISSION STATEMENT

The mission of Trinity Lutheran Church is to share Christ and his abundant life with all people, especially those in the area of Mt. Clemens, Michigan. In its programs and activities Trinity seeks to draw people to Christ and encourage them to become all that God made them and calls them to be.

All employees of TLC Early Childhood Ministries are expected to subscribe to and support the mission and values which form the basis for this ministry and actively promote those values as they relate to the children and families they serve.

STATEMENT OF FAITH

As a Lutheran congregation, Trinity is committed to the Holy Scriptures as the sole source and norm for the Christian faith and life, and to the historic confessions of the Lutheran Church.

SECTION I GENERAL INFORMATION REGARDING EMPLOYMENT

An organization's reputation is built on the actions of its people. You play an important role in building and maintaining Trinity, and specifically TLC Early Childhood Ministries' reputation by conducting yourself in a God-pleasing manner. Trinity owes its present high standing within the church and community in part to all of its employees, past and present. It is understood that in all of your relationships you must use discretion in confidential matters, deal fairly and honestly with fellow employees, and respect the

rights and dignity of all persons with whom you come in contact, within or outside of Trinity.

GUIDELINES FOR CHRISTIAN CONDUCT

Regarding issues of conduct, it is important that professional church workers, who are called to do God's work, consider Scriptural references regarding the office of the ministry. Pastors, teachers, and support staff who share in the church's ministry are to "prepare God's people for works of service, so that the body of Christ may be built up..."(Ephesians 4:1). In personal and professional life they are to be above reproach. In summary, the members of the staff at Trinity are called to be servants, leaders, counselors, caregivers, teachers, listeners, evangelists and stewards to their congregation. As part of the ministry team at Trinity, you are encouraged to be faithful in the high calling and to encourage the same in your co-workers.

DOING YOUR PART

Beyond the responsibility to conduct yourself in a Christian manner, there are many other things you can do that will help you develop a productive and satisfying relationship with your co-workers, your supervisor, and Trinity.

Take the time to maintain a living and abiding relationship with Christ through the use of Work and Sacrament. Be models and examples in personal and public worship and study of scripture. Be committed to building a positive attitude in caring for people in an open and thoughtful way. You should see your role in the ministry as a calling and not just a job.

Do the very best job you can in every assignment you are given. This means making good use of time and setting realistic goals and objectives for future tasks. It also means taking care of all of the details surrounding an assignment so that others do not have to pick up the loose ends. Finally, it means using good judgment, seeing opportunities for ministry and seeking means to meet the needs of others, anticipating problems, taking the initiative to prevent them, and offering your ideas on how to use the talents of all the staff more effectively.

Arrive to work every day and on time unless there is a very good reason for being absent or late. Therefore, you are encouraged to take active steps to maintain your health, both physically and mentally. Your reputation for attendance and punctuality is an important consideration in determining your capacity for more responsibility.

Cooperation and loyalty comprise yet another set of responsibilities. Your help for others and support of all of the ministries at Trinity will encourage others to be both fruitful and fulfilled in their calling and help build a positive image and reputation with those around you.

SUGGESTIONS

Trinity is committed to providing the most excellent ministries that our time, energy and resources can provide. If you have suggestions concerning any phase of our work, please let them be known. Your suggestions may point us to new opportunities for service or help us make effective use of our resources. You should discuss your suggestions directly with your immediate supervisor.

YOUR SUPERVISOR

Relationships and responsibilities are, of course, a two way street. Trinity knows that if you are to do your job most effectively you need the support of a knowledgeable supervisor. Supervisors at Trinity are charged with enabling each person in their care to be as fruitful and fulfilled in their calling as possible. They will provide you with coaching,

counseling, recognition, direction and constructive assistance when it is needed. Your supervisor will take the time to be a good listener when you have questions and concerns about your work, your career, or any other aspect of your work life. The most important tool to help you and your supervisor meet your responsibilities and develop a strong working relationship is effective two-way ongoing communication. In addition, there are formal tools for evaluation, designed to aid the communication process and your relationship with your supervisor.

POSITION DESCRIPTIONS

Employees are generally given a position description before they start to work. A position description summarizes your duties and responsibilities and gives you important information about your new job but is not an exhaustive list by any means. Please read and study your position description carefully and discuss it with your supervisor if you have any questions. The church, and TLC Child Care, reserves the right to unilaterally revise and update your position description as it deems necessary and appropriate.

PERFORMANCE AND EVALUATIONS

Employees will generally receive a written performance evaluation after approximately two weeks and at least annually after that. The purpose of the performance evaluation is to let you know how well you are doing. Written performance evaluations may include commendation for good work and specific recommendations for improvement. You will have the opportunity to discuss your performance evaluation with your supervisor. This is a good time to ask questions and clarify important points. Performance evaluations help Trinity make decisions about job placement, training and development and pay increases. A satisfactory performance evaluation does not guarantee a salary increase nor does it alter, modify, or amend the “at will” employment relationship for Trinity staff. Documentation of the performance evaluation is to be kept on file and available for review by the employee.

COMPLAINTS AND PROBLEM SOLVING PROCEDURES

Problems cannot be corrected unless those affected are willing to make them known and make a positive contribution to their resolution. Trinity’s employees are encouraged to deal directly with problems in an evangelical and Christian manner (see Matthew 18). If problems cannot be directly resolved you are encouraged to speak with your supervisor in an honest and sincere manner. If for any reason, you fail to get satisfaction with your immediate supervisor, you may arrange to meet with the Minister for Preschool Age Families, or Minister for Family Life. If the problem is not satisfactorily resolved, you may request a hearing with the Early Childhood Action Team. The team in its sole discretion may or may not grant a hearing.

PERSONNEL MEMO

The personnel memo is a tool to help the church communicate more effectively with employees. It may be used to compliment special effort or results, or to advise, warn, or otherwise discipline an employee for performance or conduct. You are encouraged to take advantage of the opportunity to improve, to avoid the need for further action. Personnel memos are to be kept on file and available for review.

SECURITY AND KEY CONTROL

All employees are expected to share in responsibility for the care and protection of the church’s properties and equipment. All must share responsibility for locking doors and

windows and maintaining a secure building. No church or school equipment is to leave the premises without being signed out after receiving prior authorization by your supervisor. Keys to the building are assigned to those who need them. The Building Superintendent requires that those who have keys must sign for them. Keys are not to be duplicated or loaned to people without proper authorization. Any keys or equipment entrusted to an employee must be returned before a final paycheck can be authorized.

PERSONAL APPEARANCE

Your appearance reflects not only on you as an individual, but on the church as well. We expect you to take pride in your appearance and strive to achieve a positive, businesslike image when representing the church.

TARDINESS AND ABSENCE

It is important that employees work their assigned schedules as consistently as possible. Trinity understands that because of illness or emergency, you may be unable to come to work. If you are unable to work, you must notify your supervisor without delay. It is your responsibility to keep Trinity informed daily during a short term absence and to provide medical verification when asked to do so. A tardy or absence is considered "excused" only when you call ahead of time and the tardy or absence is for a compelling reason. Trinity reserves the right, at its sole discretion, to decide what constitutes a compelling reason. A tardy or absence for a non-compelling reason, and failing to notify the Director according to policy, will be considered "un-excused." Trinity considers "un-excused" tardiness and absence to be a serious problem. However, employees who are excessively tardy or absent, or show a consistent pattern of absence, whether "excused" or "un-excused," will be subject to disciplinary action, up to and including possible termination. If you do not call in or report to work for two consecutive workdays, you may be considered to have voluntarily resigned.

SMOKE FREE POLICY

Trinity is committed to maintain a worship and work environment that is safe and healthy for all members, employees and visitors. Tobacco smoke has an adverse effect on the health of smokers and non-smokers alike. Therefore, smoking is prohibited in any interior area within the Trinity complex. Smokers should refrain from smoking outdoors near the child care and preschool facility.

ALCOHOL, DRUGS, AND CONTROLLED SUBSTANCES

The use, sale, transfer, possession, or being "under the influence" of alcohol, drugs, or controlled substances when on duty or on church property is prohibited. "Under the influence: for this policy is defined as unable to do work in a safe or productive manner, or in a physical or mental condition that creates a risk to the safety and well being of the affected employee, other coworkers, the public, or church property. Violation of this policy may result in disciplinary action, up to and including possible termination.

BUSINESS EXPENSE REPORTING

Employees will be reimbursed for all approved business related expenses, upon submission of accurate and receipted expense reports to your supervisor. Employees are requested to submit these reports in a timely manner to ensure proper accounting and prompt reimbursement.

USE OF CHURCH TELEPHONES and INTERNET

From time to time it may be necessary for employees to use the internet and/or to make and receive personal calls on church phones. However, personal use of the internet, and Church phones should be kept to a minimum, and should be made, whenever possible, during scheduled break and meal periods. Employees are expected to use good judgment and common sense when it comes to the internet and personal phone calls.

EMPLOYEE PARKING

Employees park at their own risk and the church will not be responsible for theft or damage to any vehicles parked on or near church property. Also, the church will not be responsible for personal property left in vehicles that are either lost, damaged, stolen or destroyed. Please do not park next to the building where parents are likely to park when dropping off or picking up children.

HARASSMENT

Trinity Lutheran Church is committed to providing a work environment that is free of discrimination. In keeping with this commitment, the church maintains a strict policy prohibiting unlawful harassment, including sexual harassment. It is important for you to understand that jokes, stories, nicknames, and comments about appearance may be offensive to others.

Sexual harassment of employees by supervisors, co-workers, or vendors is prohibited. Unlawful sexual harassment includes unwelcome sexual advance, requests for sexual favors, and other verbal, visual, or physical contact of a sexual nature when:

- submission to the conduct is made a condition of employment
- submission to or rejection of the conduct is used as the basis for an employment decision affecting the harassed employee
- the harassment has the purpose or effect of unreasonably interfering with an employees' work performance or creates an intimidating, hostile, or offensive work environment.

Examples of sexual harassment include unwelcome sexual flirtations, advances, or propositions; verbal abuse of a sexual nature; subtle pressure or requests for sexual activities; unnecessary touching of an individual; graphic comments about an individual's body; a display in the work place of sexually suggestive objects or pictures; sexually explicit or offensive jokes; or physical assault.

If you believe that you are being or have been harassed in any way, please report the facts of the incident to your supervisor immediately, without fear of reprisal.

In deciding whether the alleged conduct forms unlawful harassment, all of the circumstances, such as the nature of the conduct and the context in which the alleged incident occurred, will be investigated.

Violation of this policy may result in disciplinary action, up to and including termination.

EQUAL EMPLOYMENT OPPORTUNITY

Trinity is committed to equal employment opportunity for all qualified persons, without regard to race, color, ancestry, national origin, sex, marital status, physical handicap, medical condition, or age, to the extent required by law. This applies to all employment practices, including hiring, promotions, training, disciplinary action, termination and benefits. Because Trinity is an ecclesiastical organization, certain positions are open only to those who subscribe to the confessional position of the church.

Any handicapped employee needing reasonable accommodations for employment must notify Trinity in writing after the need is known or reasonably should have been known.

Failure to make this notification may result in a loss of the employees rights, so please raise any questions or concerns in this regard promptly.

We expect all employees to show respect and sensitivity toward all other employees, and to show a commitment to Trinity equal opportunity objectives. If you observe a violation of this policy, you should report it immediately to the Director.

Violation of this policy may result in disciplinary action, up to and including possible termination.

IMMIGRATION REFORM AND CONTRL ACT OF 1986

Trinity is committed to full compliance with the federal immigration laws and will not knowingly hire or continue to employ anyone who does not have the legal right to work in the United States.

As an ongoing condition of employment, you will be required to provide documentation verifying your identity and legal authority to work in the United States.

EMPLOYMENT OF MINORS

TLC Early Childhood Ministries, in compliance with State requirements for early childhood facilities will not hire anyone that is not at least 18 years of age at time of employment, or 17 years of age, who has satisfactorily completed at least one year of a vocational-occupational child care aide training program approved by the Dept. of Career Development. All employees who are not at least 18 years of age are required by law to provide a valid work permit, High School Diploma, or Certificate of Proficiency, before you will be allowed to work. The employment of minors is restricted by the terms and conditions of the Work Permit and the provisions of state and federal law.

EMPLOYMENT OF RELATIVES

Relatives of employees will receive the same consideration as any other applicant for a job opening and will not be accorded preferential treatment in employment matters. However, related employees may not be permitted to work in the same department or under the direct supervision of each other because of employee morale, security, or other legitimate business reasons. In addition, Trinity may require a related employee to transfer or resign if there is a conflict or interest or management problem of supervision that cannot be resolved.

VOLUNTEERS

Any person working or volunteering in a classroom must meet the criteria of caregivers as stated in the Michigan State Licensing Manual. Caregivers must be either 18 years of age or at least 17 with one full year of child development training. They must have a completed application form, criminal records check, FIA Clearance, current physical and a TB test on file. If volunteers cannot receive a physical through their insurance company or cannot afford it, TLC will bear the cost. Volunteers working in the classroom on a volunteer basis must also participate in an orientation session with the director of the program in which they will be working that includes a review of the Personnel Manual for Volunteers and their job description.

SECTION II PERSONNEL STATUS

All of TLC Child Care Staff, with the exception of the director and Minister for Preschool Age Families is considered to be part time support staff. An employee is considered full time if he or she averages 40 or more hours per week. Part time employees average less than 40 hours a week. The following pertains to part time as well as full time employees.

TERMINATION

Trinity and its employees have much to gain from a long working relationship. Nevertheless, that relationship will end at some point in time. Either you or Trinity may take the initiative, or there may be mutual agreement to end the relationship. It is important for you to know how your separation is classified because the separation classification has a direct bearing on your eligibility for certain benefits.

- **Retirement:** All separations at age sixty or after are classified as retirements, except in death or cases involving unsatisfactory performance. If you are enrolled in the Concordia Retirement Plan, your age and credited number of years of employment at retirement will affect the level of your retirement benefits. Therefore, you should review the documentation for the Concordia Retirement plan that provides detailed information on the level of retirement benefits available under varying sets of circumstances.
- **Resignation:** A separation is classified as resignation if:
 1. You resign from Trinity before age sixty and are not able to retire; or
 2. You do not report to work at the end of an approved leave of absence according to terms of the leave.
- **Discharge:** A discharge is the separation of an employee for personal conduct during his or her duties that would not be in the best interests of Trinity. Reasons for discharge include but are not limited to, dishonesty, willful violation of congregational policies, insubordination, or refusal to comply with state licensing regulations concerning child care. In addition, conduct reflecting badly on Trinity, even if it occurs away from the job, may be viewed as grounds for discharge.

SEPARATION PROCEDURES:

To terminate or resign in good standing, employees should give at least two weeks advance notice to their supervisor. All Trinity's property must be returned and all debt settled with Trinity on or before the last day of employment. Final paychecks will be released at the next regular pay period only after this separation procedure is complete.

PERSONNEL RECORDS

Trinity's policy is to collect only personal employee information that is relevant and necessary to perform essential work functions or is required by State Licensing Regulations.

A complete personnel file will be maintained by the Director and/or the business manager on all employees. Personnel files shall include at least the following information:

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| <ol style="list-style-type: none">1. Application for employment.2. Completed Form W-43. Completed employee benefit forms if eligible, including<ul style="list-style-type: none">• Medical• Retirement• Disability | <ol style="list-style-type: none">11. Key assignment form12. CPR and First Aid Certification13. Date of Employment14. Record of Absences & Tardies15. Emergency Contact Card |
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| 4. Authorization for payroll withholdings elected | And any other documentation |
| 5. Proof of TB test | deemed necessary. |
| 6. Proof of physical from licensed physician | |
| 7. Confidential form | |
| 8. Transcripts, as required by State Licensing Agent. | |
| 9. Performance evaluations | |
| 10. Criminal Records Check | |

Access to personal employee information is limited to those with a legitimate need for such information in the performance of their job duties. Moreover, information about you is not to be released outside Trinity without your consent except information that must be revealed by law, court order, or upon request of an appropriate governmental authority.

Upon request you will be allowed to review any personnel records that have been used to determine your qualifications for employment, promotion, compensation, termination, or other disciplinary action. If you believe the records are not accurate, you may place a statement of reasonable length in your file describing the facts as you see them. Please talk to your supervisor for more information

CRIMINAL RECORDS CHECK

For the sake of the children we serve and because church workers are required to be above reproach, Trinity requires all employees to certify that they have not been convicted of moral turpitude or acts contributing to the delinquency of a child. This would include a crime which implies that the employee may not be able to perform their job with honesty. In the event that an employee is charged with a crime, they may be subject to suspension without pay until the charge is resolved. In the event that the charge is not conclusively resolved by the court, Trinity reserves the right to dismiss the employee. Finally, if the employee is found “not guilty”, but trial publicity or knowledge in the community or among co-workers creates a detrimental situation for Trinity, Trinity reserves the right to dismiss the employee. A criminal records check will be conducted through the Michigan State Police. In addition, all Early Childhood Center employees are required to submit a Family Independence Agency check for a history of substantiated abuse and neglect.

It is important that the church always has current information about you. Please let your supervisor know immediately if you change your name, address, phone number or marital status, etc. If for some reason you need to change your name and/or Social Security number, you will be asked to provide original documentation authorizing the change.

PROMOTION AND TRANSFER

It is the church’s intent to prefer qualified employees over other equally qualified persons when filling job openings within the church. However, because of the experience, skills and educational requirements of many jobs, promotions from within the church are not always possible.

An employee’s past performance, experience, attitude, qualifications, and potential are all important factors that will be considered in making promotion and transfer decisions. A review and approval process is followed to assure that personnel decisions will be fair and equitable for all concerned. The appropriate supervisor and Early Childhood Committee must give their input whenever your relationship to Trinity changes by advancement, leave of absence, separation, or for any other reason. In addition, your supervisor reviews all proposed changes to ensure that they are consistent with Trinity personnel policies and procedures.

SECTION III COMPENSATION AND BENEFITS

PAYDAY

Each month is divided into two pay periods. Employees are paid on the 15th and the last day of the month. Effective dates for hourly employees are the 10th and the 26th of the month. Hours worked from the 27th of the previous month through the 10th of the current month will be paid on the 15th. Hours worked from the 11 through the 26th will be paid on the last day of the month. When paydays fall on a weekend paychecks will be available the following Monday. On occasion, due to the cash flow and the way the Bank processes our deposits, the church may at its sole discretion, delay any paydays that fall on Monday until Tuesday. If this happens, the Church will give as much advance notice as possible.

WAGE AND SALARY REVIEWS

Employees wages are generally reviewed annually. A wage or salary review does not imply an automatic increase, only that you are eligible for consideration. Wage and salary adjustments are based on job performance, years of service and are subject to the approval of the congregation's budget. Salary scale is attached.

PAYROLL DEDUCTIONS

You are probably familiar with the various payroll deductions that are required by law, such as federal income tax, state income tax, and medicare and social security taxes. Any voluntary deductions from your paycheck must be authorized by you in writing. Other requests for voluntary deductions must be made in writing. The Church is not obligated to make deductions not required by Federal or State Law. Each of your paycheck stubs will itemize amounts that have been withheld. It is important that you keep this information for tax purposes. If you have any questions about your deductions, please talk to your supervisor. The church complies with applicable state and federal laws regarding the garnishment and assignment of wages.

TIME OFF

Requests for time off must be made in writing and should be submitted to your supervisor for approval in advance and shall be granted according to the operational needs of TLC Early Childhood Ministries. Time off requests will be approved on a first come, first served basis, and only if the time off will not interfere with the normal business operations of TLC Early Childhood Ministries. Preference will be given to those with more seniority if time off requests are received at the same time. Requests for time off in the summer may be collected in May 1 to adequately plan for staffing of the center. All time off is taken without compensation.

LEAVES OF ABSENCE

Definitions: a temporary non-pay status and absence from duty during regularly scheduled work hours granted/approved at the employees request.

Authorized leave of absence without pay is a matter of administrative discretion. An employee cannot demand that he/she be granted leave without pay as a matter of right. Requests will carefully be considered to assure that their value offsets administrative costs and operating inconvenience. Leaves of absences are also subject to availability of financial and other staff support.

General Provisions:

Employees who have completed at least six months of continuous service may submit a written request for a personal leave of absence, without pay, for any length of time up to a maximum of ten days. Written requests must state the reason for the leave and the beginning and ending dates.

Failure to return to work on the first day following the expiration of an approved leave of absence may be considered a voluntary termination.

Employees on leave of absence will be subject to lay off on the same basis as employees who are actively at work.

Employees on leave of absence who seek or accept other employment without the church's written approval will be subject to disciplinary action, up to and including possible termination.

Leave without pay will be granted only when there is reasonable assurance of return to normal activities after the leave of absence.

Employees who falsify the reason(s) for their leave of absence will be subject to disciplinary action, up to and including possible termination.

Medical Leave - a leave of absence for an employee's non-occupational illness, disability or related medical condition.

Employees who have completed at least one year of continuous service may submit a written request for a medical leave of absence, without pay, for the length of any disability up to a maximum of ninety days.

Requests for medical leaves will normally be granted to eligible employees who present a physician's written statement that certifies the need for the leave and estimates the length of time the employee will be unable to work due to the disability. Any time during a medical leave of absence, an employee may be asked to provide medical evidence of disability.

Employees returning to work after an approved medical leave will normally return to their former job classification. Those returning from medical leave must supply a physician's statement certifying that they are able to safely perform their normal duties. The church is not, however, always able to guarantee reinstatement to the same position. In that case, the returning employee will be considered for a comparable position if one is available.

WORKERS' COMPENSATION INSURANCE

All employees are automatically covered by Worker's Compensation Insurance at the time they are hired. The church pays 100% of the premiums for this important coverage. The following benefits are provided to employees who sustain a work related injury or illness:

- partial wage replacement for periods of disability;
- medical care, including medicine, hospital, doctor, X rays, crutches, etc.;
- rehabilitation services, if necessary.

It is important that you report any work-related injury or illness to your supervisor when it happens no matter how minor it may be. It is also important to get proper first aid or medical attention immediately. Forms for submitting compensation insurance claims are available from your supervisor and should be completed as soon as possible.

UNEMPLOYMENT INSURANCE

According to the ruling of the Michigan State General (Opinion no. 5438, January 19, 1979), churches and schools operating under the auspices of a church are not required

to contribute toward the State Unemployment Fund. Separated employees of the church are therefore not eligible to receive unemployment benefits.

RETIREMENT PLAN

Concordia Retirement Plan: workers who are employed twenty one hours a week or more for more than five consecutive months are eligible to enroll in the Concordia Retirement Plan. Details of the plan will be made available at the time of enrollment.

Social Security: Trinity contributes the employer's share to Social Security to eligible workers.

SECTION IV TLC CHILD CARE GUIDELINES

TRINITY LUTHERAN CHURCH EARLY CHILDHOOD MINISTRIES MISSION

The mission of Trinity Lutheran Early Childhood Ministries is to provide Christ centered care, support, and education for the nurturing of spiritual growth in families with children from birth to age five. Each young child will be seen not only as a unique and special individual to be nurtured and encouraged in a life of discipleship, but as a member as a family unit, which is also the object of our ministry.

TLC CHILD CARE MINISTRIES PURPOSE

Our purpose as a part of the ministry of Trinity Lutheran Church is to serve families of our church, school, and community who desire Christ-centered care for their children. It is not the intent of the Child Care Ministries to displace or substitute for parents who have the primary and most critical role in the nurturing of their children. The goal is to provide a safe, nurturing, uniquely Christian environment for children in which they can grow and experience the love of the Savior who loves them, while their parents are unable to care for them because of other responsibilities. It is also the ministries' intent to strengthen the family unit according to God's plan and purpose. Trinity Child Care Ministries is a unique component in the total ministry of Trinity Lutheran Church, complimenting the Preschool and Christian Day School.

TLC CHILD CARE PHILOSOPHY

Trinity Child Care Ministries is committed to a high standard of excellence in providing opportunities for each child to grow physically, mentally, socially, emotionally and spiritually. The environment and program is carefully planned to provide challenging and interesting activities as well as allowing plenty of time for meaningful play, an extremely important format for learning. Outdoor play, music, literature, art, large and small motor and science activities are some experiences children enjoy daily.

A unique component of Trinity Child Care Ministries is the staff. Each staff member is a mature, committed Christian with a vision for ministry and genuine love for children. They are compensated fairly and encouraged to continue their education resulting in a low staff turnover rate, which keeps consistent care for the children. A Minister for Preschool Age Families to further assist families in the Child Care, Preschool, Congregation, and Community in their parenting role is a part of our staff.

LICENSING

We are licensed by the State of Michigan, Department of Consumer and Industry Services, and meet or exceed all regulations.

ADMISSION

We admit any child age 6 weeks- 14 years, regardless of race, color, sex, creed or national origin. Admission consideration will be given to those parents with open hearts and minds to the ministries of Trinity Lutheran Church. In order to ensure quality care for each child and to meet licensing requirements, a maximum number may attend our facility. Waiting lists are kept by the Director.

We reserve the right to request withdrawal of a child for the following reasons:

1. Delinquency of payments.
2. Non-cooperation on the part of the child or the parents.
3. Inability to adjust to the rules or regulations by parent and/or child.

Parents are required to update admission forms with any changes, and take child to doctor each year for a physical. Allergies must be included on the health form.

TELEPHONE

Our phone number is 463-8803. Please call this number to report an absence during regular business hours (7am - 6pm), If you cannot reach anyone at this number, please call the director at home, at 468-8111 in a timely manner.

Please remember to limit calls to emergencies only. Guidelines stated previously apply to TLC Child Care telephones.

SCHEDULE

We operate year round, but are closed on New Year's Day, Memorial Day, 4th of July, Labor Day, Thanksgiving Day and Christmas Day. Parent's will be surveyed to assess the need for child care on the day after Thanksgiving, the week between Christmas and New Year's Day, and the week after Easter, and we will be open accordingly. We do not close for inclement weather.

CLOTHING

Your attire can be casual when working in a classroom, but neat and clean. Jeans in good repair are permissible. Spandex and Sweat pants are not permissible. Wear clothing that fits well, and is modest. Wear a TLC Child Care badge at all times to help parents identify our staff. Sandals or other open-toed shoes are not permissible.

TIME CARDS

Records of hours worked are kept on our "MAGGEY" computer system. You will be assigned an employee number and are expected to clock in and out on the time clock in the reception area. If you forget to clock in or out, please inform the Director in writing as soon as possible. Paychecks are computed from the records kept on the MAGGEY time clock.

LUNCH BREAKS

Giving breaks is not required by state or federal law. TLC staff is given a choice of eating lunch with the children or taking an a 20 minute break lunch during rest period, in the Early Childhood Center. If you leave the center, you must clock out. Please inform the director so that we can ensure sufficient staff with children during breaks.

LUNCHTIME MEAL

A hot lunch is available through our hot lunch program for a small fee. A refrigerator, microwave, stove and table are also available in the staff lounge for your use.

COMMUNICATION

TLC Child Care values good communication. We strive for good communication between supervisor and employee, employee and employee, and employee to parent and child. This communication takes effort on everyone's part. Please make it a high priority to ensure that you are communicating clearly in all areas. We follow the same guidelines in communication as stated previously as well as the following:

1. Orally tell staff who is scheduled after you about special concerns with children, as well as leave a short reminder note on the clipboard. This will help staff in the afternoon communicate with parents about their child's experiences that day. Afternoon staff must ask the morning staff about any concerns upon arrival and leave notes for morning staff to inform them of any issues that may have occurred.
2. Record messages, both telephone and personal, from parents, relatives, and other staff on notebook on caregiver's counter near phone or on attendance clipboard. Read messages when you arrive to work.
3. Take time to actively listen to children, parents, and other staff. Make sure that you understand what they are telling or asking you. Make an effort to answer any concerns, informing Director when necessary.

DISCIPLINE

Again, good communication between teacher, child and parent will help to make the total area of discipline a positive, beneficial experience. Use positive methods of discipline that encourage self-control, self-direction, self-esteem and cooperation in a firm, consistent manner. We will try to prevent discipline problems by providing a stimulating, safe, caring atmosphere and by guiding the children through difficult situations. Use the following methods, using the least amount of discipline necessary in any given situation.

1. Redirect the child to an appropriate activity. For example: Todd is in the block area, knocking down blocks as Sarah stacks them up. Caregiver approaches and says, "Todd, come and see the magnets!". With older school age children, a statement can be made to make them aware of the choices they are making about their behavior - John, I can see by your drawing on Eric's paper that you need to find something else to do. Would you like to play cards?
2. We will respect the children's feelings and their right to express them. We will try to direct them in an expression in an appropriate manner by talking to them, helping them identify how they feel and allowing them to talk through it. We will make it clear that it is not allowable to belittle or hit another child for any reason. A Caregiver may make a statement such as "I know you feel frustrated, but I cannot allow you to hit Tom".
3. Give opportunities for the child to problem solve, giving suggestions only when absolutely necessary. Example: Emily is arguing with Ryan over who plays with the dinosaurs. Caregiver makes a non-directive statement, "You can't decide who should play". That may open an opportunity for the children to talk through the problem and come up with a solution. If the statement doesn't illicit that kind of response, ask questions such as, "How can you solve this?" If they cannot come up with any solutions, make a suggestion. Make sure that the solution is agreeable with both parties. Encourage them to pray for a solution and pray with them as an example.
4. Remove the child from the source of conflict for an age appropriate time out period. (No more than 1 minute for every year in age.) Time out should be used more for a cooling off period to help the child assess his/her behavior. Indicate where the child should sit during this period; do not designate a time out area.

5. Give logical consequences to actions as a part of discipline when necessary, such as when a child continues a behavior after being asked to stop. Example: Child continues to throw blocks. State that you will not allow the child to play in the block area for an appropriate time period that will be understood by the child (until after snack time for instance).

Staff should be consistent and firm. Make eye contact with the children when speaking to them. We believe that we are all children of our Heavenly Father and worthy of respect. Our attitude should show love and concern for the children in our care. If a discipline problem persists, please talk to the director and/or the parents. The Director should be included in any formal meeting with parents. Good communication is vital to help make the total area of discipline a positive beneficial experience.

We will not use any of the following as means of punishment:

1. Spanking, hitting, shaking, biting, pinching, or inflicting any form of corporal punishment.
2. Restricting a child's movement by binding or tying him or her.
3. Inflicting mental or emotional punishment, such as humiliating, shaming, or threatening a child.
4. Depriving a child of a snack, juice or necessary toilet use.
5. Confining a child in an enclosed area, such as a closet, locked room, box or similar cubicle.

EMERGENCY PROCEDURES

FIRE

Fire drills are conducted on a quarterly basis. When the alarm is sounded, lead the children to line up and walk out of the building, bringing the attendance clipboard with you. When outside, line up at least 100 feet from the building and make sure all of the children are present, using the attendance clipboard. Reassure the children and remain with them until all clear signal is sounded. When all clear bell is sounded, walk back into the building. After returning, take attendance again, using the clipboard.

In the event of an actual fire, you will be directed to an appointed evacuation facility.

TORNADO

Tornado drills are conducted during tornado season, March - October. When the alarm is sounded, lead the children to line up and file out of the room to the designated area in the hallway, bringing the attendance clipboard. Sit down with the children and make sure all children are present using the attendance clipboard. Stay calm, and kneel on floor with hands over heads. Reassure the children and remain with them until all clear signal is sounded. When all clear bell is sounded, walk back into the child care room, taking attendance using the clipboard. Record in each classroom on the Tornado Drill Log, recording time it took to reach safety and number of children in attendance.

OTHER EMERGENCY

In the event of another emergency such as a dangerous intruder, the announcement will be made through the telephone "The Trinity Bus will not be running today". At this signal, calmly lead the children to an area of the room where they cannot be seen, such as a bathroom. Lock interior entrance door with key on hook in nearest upper cupboard. Close blinds and make sure exterior door is in locked position. Remain with children, keeping children quiet and calm until either all clear is given from front desk with the announcement "The Trinity Bus is now running", or until you are given directions from the Police.

INJURY

In case of injury or accident the following procedure is to be followed:

1. Apply basic first aid, using soap, water, Band-Aids and ice only.
2. Notify other staff, the Director and the parent, if needed. If parent cannot be reached, contact the emergency contact listed on the enrollment form.
3. Direct the other staff to call parent, pediatrician or 911 as determined by the seriousness of the accident.
4. If the above persons cannot be reached, and the injury needs immediate attention, accompany the child to the hospital of choice on the enrollment form, taking the enrollment form with you. Stay with the child until parent or emergency contact arrives.
5. Fill out and sign the appropriate accident or incident reports and have them also signed by Director.

ILLNESS

If child becomes ill while in attendance (runs fever of 100.5 or above, vomiting, repeated diarrhea, develops a rash, symptoms of pink eye, severe ear ache, extreme congestion, etc.), notify the Director to call parent and inform them of the condition. If parent cannot be reached, call emergency contact on enrollment form. Isolate the child if necessary in the reception area until parent arrives. Children should not be admitted to childcare if these symptoms exist and the child has not been treated by a physician. Children will not be allowed admittance until they are no longer contagious, are nit free or have been on antibiotics for 24 hours (when necessary).

Always wear protective gloves when dealing with a vomiting child or when changing a child's wet or soiled diaper or clothing. Always wear latex gloves as a protective barrier for blood. Discard gloves used in these situations in proper waste containers.

If you come in contact with blood, inform the director so that you may be offered counseling through an appointed Health Professional.

RECORDING PROCEDURES

INCIDENT REPORTS

Staff is required to fill out incident reports when an incident resulting in injury or damage to property occurs. An incident can be due to a disciplinary problem (a child throws a block and breaks a window), failure of equipment, or intentional behavior (like biting). Incident reports must be signed by staff and the director and kept on file in office. Parents should be notified.

ACCIDENT REPORTS

Staff is required to fill out accident reports when an accident resulting in an injury occurs. Accident reports must be signed by director and kept on file in office. Parents should be notified.

ATTENDANCE

Even though parents sign their children in and out on "MAGGEY" computer system, it is important to keep accurate attendance records. These records will be used when accounting for children when moving from one area to another, in fire and tornado drills, and to check for discrepancies in case a parent forgets to sign in or out on "MAGGEY". Make every effort to keep accurate records. Attendance sheets should be kept on class clipboard.

DISPENSING MEDICATION

Provide parent with medication form if they indicate that their child needs medication. The medication must: be in the original container if it is an over-the-counter medication; be in original prescription container with pharmacy label indicating the physicians name, date, strength of medication and dispensing instructions; kept out of the reach of children and stored in designated areas. Follow the directions on the medication form for amount and time of dispensing. If you forget to dispense or must dispense late, inform parent. Before dispensing, make sure that the medication has not already been given, that you double checked to make sure that you have the correct child, the correct medication and the correct time. Have another staff person witness whenever possible. Immediately sign the form that you have dispensed the medication.

HANDWASHING TECHNIQUES

Hands should be washed as necessary and at the following times: upon arrival, after toileting, after assisting children in toileting, after diapering, before eating, before serving food or drink. Use the following technique:

- Wet hands
- Apply soap
- Rub hands together to wash, including top and palm as well as between fingers. Wash for at least 30 seconds.
- Rinse under water for 10 seconds.
- Use disposable towel to dry hands.
- Shut off water with disposable towel and dispose of towel.

RELEASE OF CHILDREN

Do not release any child to anyone other than a parent unless they are listed on the child's enrollment form. Ask for picture identification, and compare to name on enrollment form. Do the same if you are not familiar with a parent. We are allowed to release to either parent unless we have a copy of a court order stating otherwise.

SUSPICION OF PARENT OR OTHER ADULT UNDER THE INFLUENCE

If you suspect an adult who has come to pick up their child to be under the influence of alcohol or drugs, the following procedure is to be followed:

1. Inform parent that you believe he/she is under the influence of alcohol.
2. Encourage parent to leave their child with you until the influence has worn off.
3. Ask parent to call a friend or relative to come and pick them up. Offer them use of Trinity's phone.
4. If parent refuses these suggestions and insists on taking their children, inform them that you will be calling the police with a description of their car upon their departure. We cannot refuse the parent's right to take their child(ren).

CHILD ABUSE

As a childcare professional, you are mandated by law to report all suspected cases of child abuse and neglect. Inform director as your first course of action. Together you will contact the Department of Protective Services.

Abuse and Neglect of children is against the law. Licensing prohibits the presence of anyone who has been convicted of child abuse or neglect, or convicted of a felony involving harm or threatened harm. Before staff or volunteers can have contact with children, the staff or volunteer shall provide the center with documentation from the Family Independence Agency that he or she has not been placed on the central registry

for substantial abuse or neglect as defined in Act No. 238, Public Acts of 1975, as amended. We also conduct a criminal records check on each employee. If it is found that any staff or volunteer has been convicted of a felony involving harm or threatened harm, they will be immediately terminated. This policy is in addition to the section on Criminal Records Check found on page 8 of this manual.

PROCEDURE FOR ACCUSATION OF STAFF MISCONDUCT

- Accusation is recorded, including all details (physical evidence, person accused, time & place).
- Investigation is begun immediately.
 - Accused is put in supervised only position as investigation gets underway.
 - Child is interviewed if appropriate or physical evidence is examined
 - Protective Services is called if necessary
 - Licensing is informed of investigation
 - Other staff is interviewed who may have seen incident in question
 - Other staff interviewed to speak about accused work habits and relationship with children.
 - Accused is informed of investigation. Accused may be removed from work duties with children, or may be kept in supervised position until end of investigation.

Once investigation is complete, all evidence is compiled and necessary action is taken. Protective services may be informed depending on outcome, and licensing is informed regardless of outcome. Staff may be reinstated to regular work duties, may be kept on supervised only duties or may be terminated, depending on results of investigation.

CLEANING PROCEDURES

TLC Child Care makes every effort to provide a clean environment. You have some responsibilities in assuring utmost cleanliness. A “cleaning list” will be posted in each classroom to be completed every 2 weeks or more frequently. When an area listed is cleaned, the staff person who is responsible for cleaning should initial and date it. All toys and shelving in each area are included. All surfaces, diaper changers and toys must be cleaned with a four step process. Wash or spray with soapy water (detergent and water only), wipe dry with paper towel. Spray or rinse with clear water and wipe dry with paper towel. Spray with bleach solution and allow to dry completely or wipe dry after one minute. Bleach solution should be mixed at 1 quart of water to 1 Tablespoon of bleach. The bleach solution will kill any germs that might be passed from one child to another. If there is an outbreak of a communicable disease (such as pink eye), staff is asked to clean all items within 24 hours. Staff is also responsible to clean each cot daily with the above mentioned four step process. Blankets are to be sent home with parents weekly for laundering and then stored in their cubbie or box. Please make an effort to clean doorknobs, telephone and other items used frequently, on a daily basis. Staff should help to keep common areas in the center clean, such as hallways, storage rooms, staff room and reception area. Clearly label containers and put materials away neatly. Staff will be asked to clean the staff room table, chairs, microwave, sink, countertop, refrigerator, and book shelf on a weekly rotation, using the four step process.

Diaper changing areas must be cleansed before and after every use with the four step process. Wear protective gloves and wash your hands afterwards.

All dishes must be washed in dishwasher using chlorinated dishwasher detergent.

Remember these cleaning procedures are not exhaustive. Always err on the side of caution when it comes to cleanliness.

REQUIREMENTS

All TLC Early Childhood Ministries staff must complete the following:

1. Physical Examination is required upon hiring, and every two years thereafter. It is your responsibility to make sure your test requirements are valid.
2. TB test is required upon hiring and every two years thereafter. It is your responsibility to make sure your test requirements are valid.
3. Current Red Cross First Aid and CPR certifications are to be held by every staff.

STAFF MEETINGS

All employees are required to attend monthly staff meeting. You will be compensated at your regular rate for this time. If you cannot attend because of illness, or other extenuating circumstances, please notify the director in a timely fashion.

All employees are also required to attend weekly naptime meetings in their individual classrooms unless they have a compelling reason.

CHILDREN OF STAFF

All children under 18 years of age who are under the care of an employee of the Center, shall be enrolled in the program and will be placed in a classroom that best fits their age and development. All staff will be charged half of the current rate for child care of their own children while they are working. If staff requires childcare while not at work in the center, a full rate will be assessed.

EDUCATIONAL ASSISTANCE

TLC Child Care is very interested in the personal and professional development of its employees and staff. We encourage continued growth through seminars, workshops, clinics, institutes, conferences.

TLC Child Care makes funds available for training and development in the form of workshops and seminars through our annual budget for all employees.

Employees who have completed at least one year of continuous service may apply for reimbursement for half of the cost of tuition for classes in the Early Childhood Curriculum at an appropriate College or University. Reimbursement will be given upon successful completion of the course, grade C or higher with the receipt of a transcript of the earned credits.

ATTITUDE

Make every attempt to keep a positive attitude toward the children, parents, other staff and yourself. Forgive yourself when you make a mistake and try to do the very best job possible every day. *ALWAYS* speak positively about all of the programs at Trinity.

Remember that you are a child of the King, loved unconditionally by Him. Share that love with the children, their parents and the other staff. Pray for and with them.

Because we care for babies and small children, it is very important that we hire people who are warm, nurturing, patient, mature and cheerful. They must demonstrate a caring attitude toward children and a cooperative, positive approach to the day's activities.

Creativity and a high energy level are especially important.

In the event that an employee has symptoms of a physical, mental, or emotional condition which could be hazardous to children or other staff, or prevents an employee from performing job duties and this is confirmed by medical examination or tests, the employee could be relieved from their assignment and must provide Trinity with a certificate of recovery by a qualified physician before they will be permitted to resume work.

SUPERVISION OF CHILDREN

We cannot stress enough that the children must be supervised by the workers at all times. This means that the employees must be actively engaged with the children, watching and interacting with them at all times. Carrying on personal activities, such as reading to oneself, writing letters, doing homework, etc. or engaging in excessive personal conversations with other workers or parents while supervising children is not permitted. Employees should position themselves so that they can clearly observe the children, and are able to see over obstructions, such as equipment, bookshelves and furniture.

If it becomes necessary for an employee to leave the classroom, the employee must first ask for and receive permission from the other staff member in the room, or the supervisor. Under NO circumstances is it acceptable to leave children unattended, and sleeping or 'resting your eyes' may result in immediate dismissal.

Supervision of children in a large group is best achieved by

- always having some activity underway
- becoming actively involved yourself
- encouraging the children to participate
- keeping talkative or aggressive children apart
- quickly intervening if there are problems, and
- displaying an interested and pleasant demeanor.

Self control is essential at all times. While we understand that caring for groups of children can be stressful, under NO circumstances is it permissible to use foul language, "yell" at children or other employees in a loud voice, or to use rough handling or rudeness. If you are so stressed that you fear you may lose your temper, ask your supervisor for a break in order to regain control and seek guidance regarding the situation, or at the least ask the other staff in the room to take over and walk away from the situation for cooling off.

OUTDOOR SUPERVISION

All children must be provided with outdoor play daily, according to state licensing rules as long as the weather permits. Please use common sense in determining this. The general guidelines are that children should go out unless it is raining, the temperature is below 20 degrees including wind chill. Take into consideration the age of the children, the wind, and shelter or shade provided in summer.

Staff should provide structured and unstructured play utilizing the outdoor equipment that we have available. Staff should decide where each of them will be stationed for supervision purposes. All areas of the playground and all equipment must be actively supervised. Staff must participate in the activities as in the classroom. It is inappropriate and unsafe to treat outdoor time as an opportunity to visit with other employees.

1. Begin by checking playground for hazards, open gates, broken or unsafe equipment, potholes a child could step in, broken glass, sharp objects, slipping or tripping

hazards, stray animals, etc. Bring any unsafe conditions or broken equipment to the attention of the director and keep children away until repaired.

2. Make sure the children play on age-appropriate equipment. This is particularly true of smaller children.
3. Children must take turns on equipment. (i.e. 2 children are not permitted on same slide at once, wait until bottom of slide clears) Do not allow pushing, pulling, or hanging on to each other.
4. Bikes and trikes must remain on sidewalks. Children cannot double up on them or crash into each other. Traffic should be controlled and directed.
5. Sand stays in sand areas with no throwing permitted. It is fine to have water play in hot weather, but this must be *very carefully* supervised. Remember a child can drown in only a few inches of water.
6. Children should go outside in age groups. No mixing of older school age with younger preschool age children.
7. Babies taken outside must be protected from strong sunlight and special care must be taken going in and out of doorways to avoid pinched fingers, etc.
8. All non-stationary equipment such as balls, must be brought back in building or put in storage shed after outdoor play.

INDOOR SUPERVISION

1. Inspect room each day and report any broken or missing equipment to Director.
2. Always be aware of who is in the room and what they are doing.
3. Supervise indoor equipment. Climbers, water tables, etc. should have an appropriate number of children playing at one time. Follow safe rules for climbers as on outdoor equipment. Furniture is not meant for climbing.
4. Toys should be clean and put away properly. Kids who are old enough should put away toys in a neat and orderly fashion in between play times. Staff are expected to clean and sanitize tabletops, chairs, toys, counters and shelves and to keep the floor free of debris.
5. Blocks and other stacking toys should be kept on carpet. Care should be taken when children desire to stack blocks above their shoulder level or when desiring to sit on block constructions. Use your common sense.
6. Your first responsibility is to interact with children. Unless you are cleaning, straightening the room, or filling out necessary paperwork, we expect staff to play games, read, supervise activities with the children. Most work such as cleaning, paperwork, etc. should be done at nap time after children are asleep.
7. Playdough, shaving cream, painting, art activities should be done on table over tile.
8. All rules regarding sanitation and cleaning must be followed, including hand washing, disinfecting of toys, cots, equipment, changing and eating areas. These will be posted in each classroom.
9. Children must always be supervised when using the bathroom.
10. If any employee observes another employee engaging in unsafe or harmful practice, it is their duty to bring this to the attention of the Director.

CONFLICT RESOLUTION

TLC Early Childhood Center's philosophy and policies encourage TLC staff to work in partnership with parents. This is reflected when children have difficulties in any area of development, adjustment to the program or discipline. If difficulties occur, staff is encouraged to speak to parents openly about the difficulty. Staff may encourage parents to observe through the classroom observation windows so that parents may better understand the difficulty. Staff asks parents for ideas and insights into what

methods may work best with their child in order to assist the child through the difficulty. Recommendations to outside sources (such as the local school district, Early On, or the child's physician) may be made by staff. A positive plan is developed with the parent to work through the difficulties, and is reviewed and adjusted until the problem is resolved. Should the difficulty put the child, staff or other children in the classroom at risk, the child may be asked to dis-enroll from the program as a last resort.

Should differences of opinion occur between classroom staff and parents, the Childcare Director, Preschool Director or Minister for Families with Young Children may meet with all parties to open communication and resolve differences in accordance with Matthew 18. An Action Team from the congregation to help with conflict resolution may be formed to meet with all parties.

In it's dealing with children, parents and staff, TLC Early Childhood Center will always follow Licensing Rules and recommend what is developmentally appropriate for children.

CONFIDENTIALITY

From time to time, staff may become aware of confidential information regarding the children, parents, other staff or Trinity. Employees understand that the governmental agencies regulating child care has specific rules regarding confidentiality of such information and that staff has a duty and responsibility to keep it confidential. When in doubt regarding the confidential nature of something, always ask your director.

The children in our care have a legal as well as ethical right to confidentiality. When employees agree to work here, they must understand and appreciate the trust that Trinity and the families place in them with regard to information concerning the children. HIV and AIDS is confidential.

Information regarding children should not be discussed off premises and should never be released in any manner to anyone including a governmental agency, without approval of Director or Minister to Families with Preschoolers. The Director or Minister will obtain permission from the parents when a release of information becomes appropriate.

Further, it is our policy to prevent conflict between parents. When an incident occurs which needs to be addressed with parents, the child who has caused the problem will not be identified (such as a biter). All written progress reports or notes to parents discussing their child must be folded and sealed before placing in the child's cubbie or shelf.

SOLICITATION

Solicitation of parents is strictly prohibited. If you wish to solicit between staff members for home party items, or children's school fund raisers, this should be done in the staff lounge ONLY.

REVISIONS Trinity reserves the right to revise this manual at any time. It is not an exhaustive manual by any means but serves to give general guidelines for employment.

SALARY SCALES

Starting salaries for the following:

Caregiver Assistant \$6.00
(Co-op student) no experience

Caregiver \$6.00 - \$7.00
Depending on education and experience

Lead Teachers
With experience \$8.50
With CDA or Associates \$10.50
With Bachelors \$12.00

Administrative Assistant \$9.00

Kitchen Assistant \$6.00 - \$7.00
Depending on experience

Salary increases considered yearly, according to budget projections. Increases given to those with at least 6 months time.