



**Downeast Restorative Justice
Board and Employee
HANDBOOK
(Excerpts)**

Mission

Engaging in equitable community-based justice, Downeast Restorative Justice facilitates and promotes opportunities for community members to repair harmed relationships caused by wrongdoing and incarceration.

Service Area

We serve Hancock County, and we provide additional support in Washington County.

Guiding Values

Guiding Values are of the utmost importance in putting Restorative Work into practice. They are the foundational blocks in how we choose to engage and operate while doing our work, individually and together. These Guiding Values are mutually agreed upon. If at any time an employee wishes to amend//add to them, they are encouraged to do so.

Current Guiding Values are:

Honesty/Truth, Integrity, Empathy, Responsibility, Reflective Listening, Patience, Engagement, Courage, Boundaries-selfcare, Mirth, Vulnerability, Joy-lightness, Engagement, Ritual, Sacredness, Ceremony, Work “Ethic” (engagement with: the work for/with spirit, the work for/with immediate community, and the work for/with larger community)

With Values in action, we believe that:

- everyone has a right to dignity and respect
- no one is disposable, everyone has intrinsic worth and deserves to be a part of community. No one is passed over for the sake of the group.
- all participation is voluntary, voicing boundaries are encouraged, and consent is ongoing. Self care is appreciated and valued
- repair is approached collectively with collaboration and creativity
- growth, healing, and change are possible; particularly when supported in community
- while harm may not be undone, the process of making things as right as possible or repair is possible and strived for
- engaging with others in developmentally appropriate ways and recognizing signs of trauma and trauma’s impact; the focus in interactions and our work is on empowerment and healing
- identifying power dynamics and personal bias promotes equity and healing
- relationships are central and vital in everyday living for creating, loving, connecting and community building; relationships remain central and vital in all of our work

Organizational Statement

Downeast Restorative Justice is a worker self-directed non-profit organization. All employees share responsibility and play a role in governing the organization, stewarding its resources and are Board members. All Board members make a commitment to the principles and organizational practices of worker self-direction, including democratic governance, shared leadership and consensus based decision making. Board members further make a commitment to fostering internally the same restorative principles of centering relationship and community building, inclusion, and authentic voice, that we hold in our training, facilitation and advocacy of restorative practices.

In compliance with Title 13-B:§713-A, employees may comprise up to 49% of the Board of Directors.

Resolution delegating authority to employee

The Board hereby resolves that: based on the successful track record of Downeast Restorative's staff and activities, in view of the talents and skills of current staff, based on DRJ's set of internal policies and procedures for worker governance, and based on emerging principles and practices for the management of nonprofit organizations, it is in the best interest of DRJ's mission if DRJ employees effectively and efficiently, direct the strategy, operations and day to day management. Employees, as with all other Board members will commit to democratic governance, shared leadership and consensus based decision making.

THIS HANDBOOK is designed to acquaint you with the organization, and to provide you with basic information about working understandings, employment benefits and the structure and policies affecting either employment or Board membership.

It is intended to be used, seen and held in conjunction with DRJ’s Bylaws.

Any questions you may have concerning these policies, or their interpretation or application can be brought to the attention of a DRJ Board or staff member.

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1. DEFINITIONS Board - Downeast Restorative Justice's full Board of Directors

- a. **Designated Responsible** - Appointed Responsible shall mean any Board Member or Employee tasked with responsibility in a specific area or task.
- b. **Co-Chairs** - Elected position in rotating 2-year terms. One Co-chair is an employee Board member. One Co-chair is a non-employee Board member. Responsibilities include:
 - i. Coordinating Board logistics and generating agendas
 - ii. Being signatory on binding documents
 - iii. Making reasonable inquiry into any concerning activities or decisions by Staff
- c. **Treasurer** - is entrusted with the oversight of financial operations.
- d. **Employee** - Denotes any person appointed to a Temporary, Part-Time or Full-Time position by Downeast Restorative Justice. All employees are "at will" employees. All employees are bound by all the provisions in this handbook.
- e. **Employee, Full-Time** – Downeast Restorative Justice employs a 32/hr work week. All full-time employees are scheduled to work 32 hrs/week, unless otherwise agreed upon by the Board
- f. **Employee, Part-Time** - Denotes an employee who is scheduled to work less than 30 hours per week
- g. **Immediate Family** - Includes father, mother, sister, brother, husband, wife, domestic partner, child, step-parents, grandparents, step-children, foster children, parents-in-law, or foster parents

2. BASIC PRINCIPLES

As a worker self-directed organization, Downeast Restorative Justice collectively works to ensure that employee and Board member work experience is engaging and rewarding. All our policies are Board and employee co-created, or Board and employee revised, and are devoted to fulfilling this goal. It is our intent to:

- a. Provide support that is skilled and concerned about the well-being of employees.
- b. Fill vacancies or new positions, when appropriate, first by transfer from within.
- c. Discuss willingly and frankly any problems, complaints or questions about DRJ policies and procedures, provide equal opportunity to all applicants and employees regardless of race, color, religion, national origin, gender, sex, age, sexual orientation, physical and mental disability, veteran status, any political or union affiliation, or any other status protected by local, state, or federal law

3. ORGANIZATION PLAN

Organization plan is designed to support shared horizontal responsibility and accountability. Vital to a healthy functioning of the organization is open, direct and regular communication. DRJ's understanding is that:

- a. Employees work collaboratively as a team.
- b. Employees have both individual and shared responsibilities.
- c. Employees share distribution/delegation of specific administrative duties.

4. ACCOUNTABILITY

Accountability is directly tied to upholding our Guiding Values. Downeast Restorative Justice views accountability as connections. Knowing one another better, asking questions, and staying curious are a few ways we can practice restorative work, and hold ourselves and one another accountable in the process. DRJ understands that the work we do is not easily measurable. With that in mind we look for qualitative ways to do this work to claim success in reaching our

goals. One way of doing so is by examining the ways we engage in Restorative Practices vs. Justice. As a worker self directed organization it is of great importance to understand and uphold our various tiers of responsibility and accountability in this work.

All Board members and employees are accountable to:

- the work itself
- holding true to following through
- using restorative practice in our interactions with others, internally and externally (tools of the trade: active listening, circle process, values and agreements)

Employees are accountable to:

- a. The Organization
 - i. agreed upon and fixed deadline
 - ii. clarity in true capacity
 - iii. honor boundaries
 - iv. open, honest communication
 - v. relationship bonds
 - vi. yearly reflections (see appendix A)
- b. Each other//employees
 - i. agreed upon and fixed deadlines
 - ii. clarity in true capacity
 - iii. honor boundaries
 - iv. open, honest communication
 - v. relationship bonds
 - vi. quarterly reflections (see appendix A)
- c. Self
 - i. internal deadlines
 - ii. relationship bonds
 - iii. clarity on capacity
 - iv. honoring personal boundaries
 - v. open, honest communication
 - vi. monthly self reflections (see Appendix A)

5. PROCESS FOR RECRUITMENT, EMPLOYMENT & ON-BOARDING

Recruitment

Position Description

Exit Interview

On-Boarding of New Employee

On-Boarding of New Board Members

6. DECISION-MAKING PROCESS

DRJ follows a consensus decision-making model. Employees follow the same consensus decision-making model in day-to-day governing, stewarding, and working at Downeast Restorative Justice. See section 7 for conflict of interest.

When a proposal is introduced, all weigh in on whether they support the proposal. If there is not unanimous support or someone present requests it, the fist to five method will be used described as follows.

- a. Closed fist. Total opposition. A closed fist is a way to block consensus. Person offers a counter proposal.

- b. One finger. There are major concerns. Person offers a counter proposal or offers language changes that would address the concern.
- c. Two fingers. There are some minor issues that still need discussion. Person offers the language change that would address the concern.
- d. Three fingers. Not in total agreement, but comfortable enough to let this proposal pass without further discussion. Person may offer language change that would make it more acceptable.
- e. Four fingers. This is a good idea and the person is in agreement.
- f. Five fingers. This is a great idea.

In instances where fist(s) are blocking decisions from moving forward. DRJ will make significant effort (total of three meetings on three separate days) to meet and discuss the reasons behind the block. Majority rule (2/3 majority) may happen at the third meeting in this process. Any member is welcome to abstain and records will be kept in regards to the vote.

The board may make decisions outside of a meeting if all directors unanimously consent to the decision in writing, including via email.

7. CONFLICT OF INTEREST

To protect DRJ's tax-exempt organization's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer, director or employee of the Organization, or might result in a possible excess benefit transaction, all interested parties will abstain from participating in decision making process when there is a conflict of interest as outlined in the Conflict of Interest Policy included in the Bylaws.

Compensation

- a. A voting member of the Board who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.
- b. Any voting member of the Board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization, may provide information to the Board or any committee regarding compensation.

8. AUTHORITY TO AFFECT PERSONNEL ACTIONS

Authority to affect personnel actions is the responsibility of the Board of Directors.

9. COMPENSATION, WORKING HOURS and PAYROLL

Compensation

- a. Downeast Restorative Justice uses a transparent flat salary rate for entry level employees as determined by the Board. This rate is directly tied to the fiscal budget. DRJ recognizes that fair compensation and a living wage is part of our organizational values and will make every effort to meet that threshold.
- b. Downeast Restorative Justice uses the 32hr/week model to designate full time employees.
- c. When possible, as determined by the Board, a 3% increase is offered to an employee every subsequent year that employee works for DRJ.

Payroll

Working Hours

10. PROVISIONAL PERIOD

11. PERFORMANCE APPRAISAL AND REFLECTIONS

12. SERVICE RECORDS

13. WORK GUIDELINES

DRJ values the wisdom and knowledge that each employee and Board member brings to the working environment of the organization. DRJ supports the autonomy, self determination, respect, community and collective and collaborative work of employees. DRJ staff and Board agrees to work in communication and with respect with each other.

We acknowledge that conflict will inevitably arise and will approach resolution of these conflicts using dialogue and restorative approaches. Please refer to section 14 and 21.

Absences and Tardiness

Dress Code

14. SEPARATIONS

- a. **Resignations** Employees are encouraged to communicate intended resignations as early as possible, with a minimum of 2 weeks in advance by submitting a written resignation to the Co-chairs and Board setting forth their reasons for resigning.
- b. **Reduction in Force** – If it is necessary to reduce personnel for reasons based on factors, including but not limited to available funding, performance, length of service, and/or the necessity of the job position, DRJ will employ full transparency when discussing and making decisions based on these needs and reasons. Every effort will be made to formally advise the employee of the possibility prior to a 2 weeks’ notice of dismissal.
- c. **Suspension** – DRJ board has authority and responsibility to hold employees accountable. Suspension can occur if previous accountability plans are not successful. DRJ will document any necessary incidents and follow up. All suspensions and re-entries will be dealt with using restorative practices and principles. While you are suspended you must not carry out any of your work duties and you should not come into any places of work, including DRJ Board meetings, unless agreed with the DRJ board. Immediate suspension can happen but is not limited to the following:
 - i. Unacceptable or unprofessional behavior;
 - ii. Inability to work effectively, absent extenuating circumstances; or
 - iii. Safety reasons
- d. **Termination** – Termination of the employment contract may result in the event of misconduct or other performance-related issues. In such cases, DRJ will approach the termination utilizing their harm repair, decision making, decision making and/or other applicable process rooted in restorative practices. If termination of an employee occurs, notice shall be given, and final payment will be submitted after all DRJ property is returned in the condition it was originally given.
 - i. **Board Membership** - When an employee is terminated their position on the Board will also be terminated.

15. HOLIDAYS & VOLUNTEER SERVICE

16. BENEFIT TIME

17. FRINGE BENEFITS

18. LEAVE OF ABSENCES

19. HEALTH AND SAFETY

20. TRAINING

- a. In-service training shall be provided to aid new employees to gain efficiency in their work.

- b. Employees must participate in at least one professional development training per year.
- c. Employee requests for professional development must be submitted to the Co-Chairs 30 days in advance.
- d. Ongoing in-service mutual co-training with/of employees to be held quarterly.

21. GRIEVANCES

- a. Employees and Board members are encouraged to name harms / conflicts as early as possible, so as to address and dispel concerns.
- b. When possible, employees or Board members are encouraged to name these directly to the person who caused harm or with whom they have a conflict.
- c. When this is not possible, employees or Board members are encouraged to name these to a Co-Chair or other employee or Board member(s) for guidance and support.
- d. In situations where participants feel it would be useful, harm repair dialogues or circle-based processes can be requested. If in the circumstance of employee conflicts, the Board can step in to help facilitate a restorative process.
- e. There may be occasions when engaging outside facilitators is useful
- f. In presenting a grievance, all employees or Board members shall be assured freedom from restraint, interference, discrimination, and reprisal.

22. TRAVEL

23. ADMINISTRATION

Resolution delegating authority to employee:

The Board hereby resolves that: based on the successful track record of Downeast Restorative's staff and activities, in view of the talents and skills of current staff, based on DRJ's set of internal policies and procedures for worker governance, and based on emerging principles and practices for the management of nonprofit organizations, it is in the best interest of DRJ's mission if DRJ employees effectively and efficiently, direct the strategy, operations and day to day management. Employees, as with all other Board members will commit to democratic governance, shared leadership and consensus based decision making.

24. FINANCIAL POLICIES

Books of Entry

Banks Statements, Checks

Grants and Contracts

Purchases, Check Writing and Debits

25. EQUAL EMPLOYMENT OPPORTUNITY

26. POLICY ON HARASSMENT

Downeast Restorative Justice is committed in all areas to providing a work environment that is free from harassment. Harassment based upon an individual's sex, race, ethnicity, national origin, age, religion or any other legally protected characteristics will not be tolerated. All employees are expected and required to abide by this policy.

Sexual Harassment

Abuse

Verbal Harassment

Violence

27. E-MAIL, COMPUTER AND INTERNET USE

28. CELL PHONE POLICY

29. SAFE ENVIRONMENT

Smoking Policy & Drug-Free Policy

Workplace Fragrance, Chemical and Pet Sensitivities Policy

Workplace Breastfeeding Support Policy

30. BACKGROUND CHECK POLICY

All offers of employment at Downeast Restorative Justice are contingent upon receiving results of background checks. Background checks will be conducted on all new employees prior to engagement.

A background check that is not a clear result does not necessarily effect employability

31. CONFIDENTIALITY AGREEMENT

- a. All information concerning clients, former clients, our staff, volunteers, and financial data, and business records of DRJ is confidential. “Confidential” means that you are free to talk about DRJ and about your program and your position, but you are not permitted to disclose clients’ names or talk about them in ways that will make their identity known.
- b. Employees may have access to client and/or personnel information as part of their job responsibilities. Employees are prohibited from revealing personal information, including but not limited to, address, age, birth dates, medical information or similar personal and generally understood confidential information about any client of Downeast Restorative Justice to any other individual without specific and legal authorization to do so.
- c. Employees are prohibited from accessing such information unless required by the individual’s job responsibilities. Downeast Restorative Justice has a responsibility to keep secure and confidential the information collected about its clients/participants during and after their involvement with the organization. Client/participant records must be kept confidential in accordance with organization policies and all applicable laws and regulations.
- d. All employees and Board members must safeguard Downeast Restorative Justice’s confidential business information. Employees are prohibited from allowing improper access to the confidential information to anyone outside of DRJ except where specifically authorized.

Photographs, Videos & Audio Recordings

32. ADDITIONAL DOWNEAST RESTORATIVE JUSTICE POLICIES

Employees and Board members will follow all DRJ policies, including those contained within this handbook and those interim stand-alone policies adopted by the DRJ Board of Directors. Made in alignment with DRJ’s Decision Making Process, Policies may be added or amended by the Board. All policies will be stored in a location accessible to all employees. It is the employees’ and Board members responsibility to read, understand and follow all policies, and they are encouraged to contact the Co-Chairs or other employees for any questions or clarifications.

33. AMENDMENTS

Any amendment of the above provisions shall be made by resolution of the Board and employees following DRJ's decision making process.

We welcome you to use this handbook to guide your organization. Please give us credit.

34. AGREEMENTS AND RELEASES

Downeast Restorative Justice Employee and Board Member Acknowledgement Form

Confidentiality Agreement for all Employees/Volunteers

DRJ Background Check Release and Disclosure Form

APPENDIX A

Yearly Board - Employee Check-in and Report

Board questions for employees:

1. What are your strengths & accomplishments?
2. How have I been accountable to my colleagues?
3. Where are your challenges?
4. What has worked/not worked for you?
5. Where can you use support?
6. Where do you see yourself w/DRJ in 1 yr? Goals set?

Board Check-in Report will answer:

- What are a minimum of three takeaways, positive or concerning?
- Is follow-up needed/recommended? Why & when?

Report Submission:

Employees will be given an opportunity to review, discuss and sign off on the report before the document is filed.

Quarterly Employee - Group Employee Evaluations

questions:

1. Areas of accomplishments & improvements?
2. What is something I wish to give more focus?
3. Where/how could you receive support? Give support?
4. How have I been responsible/accountable to my colleagues?/ How have I not been responsible/accountable to my colleagues
5. What is something upcoming you feel excited about?

Monthly Employee Self-Evaluation

With respect to our shared values and agreement self evaluation questions:

With my work:

1. What did I do when I gave 100% and felt good in my work? Why?
2. What have I done, or not done, where I couldn't give much? Why?

With my colleagues:

1. What did I do when I gave 100% and felt good about my engagement with colleagues? Why?
2. What have I done, or not done, with my engagement with colleagues? Why?

35. APPENDIX B