

West Region Supplemental Employee Handbook

For Employees Of:

American Medical Response

Within the States of:

Alaska
California
Hawaii
Idaho
Montana
North Dakota
Oregon
South Dakota
Washington

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Company Overview

Throughout this Supplemental Handbook, we will be using the term "Company" to include, but not be limited to, any AMR entity that is not subject to a collective bargaining agreement or is a recently acquired company not fully integrated into our systems.

Employees covered by a collective bargaining agreement (CBA) are not automatically subject to any of the following policies or automatically eligible for any of the following benefits, and are subject to policies, terms, conditions, leaves and other benefits as outlined in their respective CBA. In instances where the policies in this Handbook conflict with or are more generous than the employee's respective CBA, the CBA or our obligations under the National Labor Relations Act shall prevail.

Discrimination, Harassment and Retaliation Prevention

The Company is committed to providing equal employment opportunities to all employees and applicants without regard to age (40 or older), ancestry, color, religious creed (including religious dress and grooming practices), denial of family and medical care leave, disability (mental and physical) including HIV and AIDS, marital status, medical condition (including cancer and genetic characteristics), genetic information, military and veteran status, national origin (including language use restrictions), race, sex (including pregnancy, child birth, breastfeeding and medical conditions related to pregnancy, child birth or breastfeeding), gender, gender identity and gender expression, sexual orientation, or any other protected status in accordance with all applicable federal, state and local laws.

Policy Against Discrimination

The Company strictly prohibits discrimination by coworkers, third parties, supervisors or managers against employees, applicants or any other covered person based upon race, color, creed, ethnicity, sex, gender (including gender nonconformity and status as a transgender or transsexual individual), religion, marital status, age, national origin or ancestry, physical or mental disability, citizenship, past, current or prospective service in the uniformed services, genetic information, medical condition including cancer and genetic characteristics, sexual orientation, gender identification, or any other protected classes, characteristic or consideration made unlawful under applicable federal, state or local laws. The Company also prohibits unlawful discrimination based on the perception that anyone has any of those characteristics or is associated with a person who has or is perceived as having any of those characteristics. All Company employees, other workers, and representatives are prohibited from engaging in unlawful discrimination in any form. This policy applies to all terms and conditions of employment including, but not limited to, recruiting, hiring, training, promotion, corrective action, compensation, benefits, and termination of employment.

Policy Against Harassment

The Company strictly prohibits unlawful harassment by employees including supervisors, managers, and by third parties, against employees, customers or other individuals based on any protected classes, characteristics, or considerations made unlawful under applicable federal, state or local laws.

The Company's strict prohibition against unlawful harassment includes a prohibition against sexual harassment. Sexual harassment is a violation of state and federal law. Sexual harassment is considered to exist when an individual is subjected to unwelcome sexual advances, requests for sexual favors, or any other verbal or physical conduct of a sexual nature or based on gender when:

- 1. Submission to the conduct is made either implicitly or explicitly a condition of the individual's employment;
- 2. Submission to or rejection of the conduct is used as a basis for an employment decision affecting the harassed employee; or
- 3. The harassment has the purpose or effect of unreasonably interfering with the employee's work performance or creating an environment which is intimidating, hostile or offensive to the employee.

Such conduct is usually one-sided and coercive and may be overt or implied. Examples of conduct which, if sufficiently egregious, may constitute unlawful sexual harassment include:

- 1. Unwanted sexual advances.
- 2. Offering employment benefits (such as a raise, promotion or assistance with one's career) in exchange for sexual favors, or threatening an employment detriment (such as termination, demotion or corrective action) for an employee's failure to engage in sexual activity.
- 3. Making or threatening reprisals after a negative response to sexual advances.
- 4. Visual conduct such as leering, making sexual gestures, or displaying of sexually suggestive objects or pictures, cartoons or posters.
- 5. Verbal sexual advances or propositions.
- 6. Verbal or written communications of a sexual nature, such as graphic sexual comments about an individual's body, sexually degrading words used to describe any individual, or suggestive or obscene letters, notes, invitations or emails.
- 7. Physical conduct such as unwanted touching, assault, or impeding or blocking a person's movements.
- 8. Sending sexually related text-messages, videos or messages via social media or other means.
- 9. Verbal abuse or other inappropriate comments of a sexual nature, including but not limited to graphic verbal commentaries about an individual's body, sexually degrading words used to describe an individual, or suggestive or obscene letters, notes or invitations.
- 10. Physical or verbal abuse or other inappropriate comments concerning an individual's actual sex or the perception of the individual's sex.
- 11. Verbal abuse or other inappropriate comments concerning a person's characteristics such as vocal pitch, facial hair, or the size or shape of a person's body, including but not limited to remarks that a male is too feminine, or a woman is too masculine.

Other examples of prohibited harassment or discrimination

In addition to the above listed conduct, the Company strictly prohibits harassment or discrimination concerning any other protected characteristic. Such prohibited harassment includes:

- 1. Racial or ethnic slurs, epithets and any other offensive remarks.
- 2. Inappropriate jokes whether written, verbal or electronic.
- 3. Threats, intimidation and other menacing behavior.
- 4. Inappropriate verbal, graphic or physical conduct.
- 5. Sending or posting harassing messages, videos or messages via text, instant messaging, social media or other means.
- 6. Hazing of employees.
- 7. Implying or actually withholding support for appointment, promotion, transfer, or change of assignment, or initiating a rejection during probation or adverse action, without a bona fide nondiscriminatory business-related reason.
- 8. Displaying, transmitting or forwarding electronic material of a discriminatory and/or offensive nature.
- 9. Engaging in reprisals or threats against an individual because of his or her opposition to discriminatory, harassing or offensive behavior or because of his or her cooperation in an investigation regarding such behavior.
- 10. Other harassing or discriminatory conduct based on one or more of the protected categories identified in this policy or applicable law.

The Company also strictly prohibits its employees from engage in any unlawful harassment of the Company's customers, clients, vendors, suppliers, independent contractors. Any such harassment may subject an employee to corrective action up to and including termination of employment. Employees who have any questions about what constitutes harassing or discriminatory conduct should contact their supervisor or Human Resources.

Complaint Procedure

If you believe you have been subjected to any form of unlawful discrimination, harassment or retaliation, you must speak to, write or otherwise contact your direct supervisor or any local, regional or national Human Resources representative. You may also make a report using the Company's Ethics and Integrity Hotline at 1-877-631-5722.

You can also file a complaint with the federal Equal Employment Opportunity Commission and/or any appropriate agency in your state. These government agencies can be contacted by phone or through their offices and websites.

Any manager or supervisor who observes any form of unlawful discrimination, harassment or retaliation for conduct protected by this policy must promptly report the conduct to Human Resources so that an investigation can be completed, and remedial action taken, if appropriate.

When the Company receives allegations of unlawful discrimination, harassment or retaliation for conduct protected by this policy, the Company will conduct a fair and timely investigation that provides all parties with appropriate due process and reaches reasonable conclusions based on the evidence collected. Confidentiality will be kept by the Company to the extent possible. If the Company determines that prohibited discrimination or harassment has occurred, effective remedial measures shall be taken. Appropriate action may also be taken to deter any future discrimination or harassment.

The Company's complaint process is designed to ensure that complaints receive an employer's designation of confidentiality to the extent possible, a timely response, impartial and timely investigations by qualified personnel, documentation and tracking for reasonable progress, appropriate options for remedial actions and resolutions, and timely closures.

Retaliation Prohibited

The Company strictly prohibits any form of retaliation for good faith reports or complaints of discrimination or harassment, pursuing any discrimination or harassment claim, or cooperating in related investigations.

Retaliation is an adverse employment action taken as a result of an employee participating in a protected activity. The Company prohibits retaliation against anyone for reporting discriminatory activity or harassment, registering a complaint pursuant to the policy, assisting in making a discrimination complaint, or cooperating in an investigation. Some examples of conduct which may violate the retaliation policy include, but are not limited to the following:

• Termination, demotion, disadvantageous transfers or assignments, refusals to promote, threats, reprimands, negative evaluations.

- Co-worker hostility or retaliatory harassment, including intimidation, gossip, rumors, insults, or otherwise offensive conduct that would subject a person to public ridicule or humiliation.
- Any action or combination of actions that are reasonably likely to materially and adversely affect an employee's job performance or opportunity for advancement.

The company prohibits retaliation against those who report, oppose or participate in an investigation of alleged violations of this policy. Participating in an investigation of alleged wrongdoing in the workplace includes:

- 1. Filing a complaint with a federal or state enforcement or administrative agency.
- 2. Participating in or cooperating with a federal or state enforcement agency that is conducting an investigation of the company regarding alleged unlawful activity.
- 3. Testifying as a party, witness or accused regarding alleged unlawful activity.
- 4. Associating with another employee who is engaged in any of these activities.
- 5. Making or filing an internal complaint with the company regarding alleged unlawful activity.
- 6. Providing informal notice to the company regarding alleged unlawful activity.

Violations of this Policy

Any employee, regardless of position or title, whom the Company determines has subjected an individual to discrimination, harassment or retaliation in violation of this policy may be subject to corrective action, up to and including termination of employment.

While the AMR National Employee Handbook also has a Harassment Prevention Policy, this is intended to be an addition to that policy.

Attendance and Punctuality

The Attendance policy is intended to promote good attendance, personal accountability, and efficient operations, as well as create superior team support. We recognize the need for employees to occasionally miss time from work when situations occur that are out of their control. It is equally important for employees to understand the adverse effect that absenteeism has on their peers, our patients and the Company.

Typically, no more than one (1) employee per department will be permitted to take time-off at the same time.

Employees requesting time-off must submit the appropriate form to their leader at least thirty (30) days prior to the requested time-off or as soon as possible. Approvals for time-off are subject to the Department Leader's authorization and based upon business needs.

For purposes of this Attendance and Punctuality Policy, occurrences do not include:

- Approved time-off;
- Qualified Bereavement leaves;
- FMLA-qualifying absences; or
- Other authorized or legally-protected absences.

Definitions

Tardiness:

Tardy is defined as being more than five (5) minutes late for the start of a shift or returning from meal or rest breaks. Any changes to this must be approved by your Regional Director.

Absences:

Absences will be considered unauthorized and unexcused if the employee has not followed proper notification procedures or the absence has not been prearranged and properly approved.

No Call No Show:

"No Call – No Show" is considered a serious violation of this attendance and punctuality policy. Any two (2) "no call – no show" days in any twelve (12) month rolling period may result in termination of employment.

A "no call - no show" shall be defined as any time an employee doesn't show up for their assigned shift or make notification of their intent not to show up within the outlined notification procedures under the attendance and punctuality policy.

Expectations (Company Desired Behavior):

Employees who do not properly notify their leader of any absence may be subject to corrective action. Exceptions will be made when an employee is unable to make the proper notification due to incapacitation from an illness or injury or other extenuating circumstances.

Flexibility may be provided for employees who travel or exempt employees who may occasionally have to work in excess of eight (8) hours per day or forty (40) hours per week.

Excessive absences or tardiness may result in corrective action, up to and including termination.

If corrective action begins for violation of this policy, and the employee corrects the problem so that he or she experiences no absences or incidents of tardiness for six (6) consecutive months, the previous documentation will not be considered towards future violations.

Employees must notify their leader no later than two (2) hours before the start of their assigned shift whenever they are unable to report to work or must leave early. Such notification should include a reason for the absence and an indication of when the employee can be expected to report to work.

To avoid any confusion or potential attendance issues, employees must advise their leadership when they will be leaving the designated work area for more than ten (10) minutes at a time (e.g. meetings, breaks, etc.).

Violations:

Excessive absences or tardiness may result in corrective action, up to and including termination of employment.

Absences:

• More than one (1) occurrence in a thirty (30) day period, more than two (2) occurrences in a sixty (60) day period and more than three (3) occurrences in a ninety (90) day period.

Tardiness:

• More than three (3) tardiness occurrences in a thirty (30) day period, five (5) in a sixty (60) day period, and seven (7) in a ninety (90) day period.

For Union Employees: Please refer to your Collective Bargaining Agreement

This section covering Attendance and Punctuality may be modified by the Regional Director, please refer to the process outlined in your local Standard Operating Procedures

Dual Employment

The Company operates in various markets through ground transportation (interfacility transports or servicing 9-1-1 contracts and fixed wing and rotor air operations, fire protection services, and other lines of business.

Employees are expected to devote their full attention and effort to their position with the Company. However, some employees may want to work another job. This is acceptable under Company policy as long as the additional job does not create a conflict of interest, interfere with the employee's work for the Company, or require the use of Company resources (including supplies, phones, people and information). Please keep in mind that if an employee's department requires overtime work based on operational needs, then the employee will be expected to work the mandatory overtime hours for the Company regardless of any outside jobs the employee may have.

If non-management employees wish to be employed by another private provider of emergency or non-emergency ground or air medical transportation services, then the employee must notify the Company and obtain written approval prior to starting work with the other provider.

All questions regarding any potential conflicts of interest pertaining to any of the above should be addressed to the employee's appropriate leader and Human Resources Professional.

Employee Appearance

Employees are expected to be mindful of personal appearance and to present themselves for work in an appropriate manner, as further detailed below. Employees should dress in a manner appropriate to the work situation, with due consideration to the business needs of the company, other employees, and safety. The Company expects all employees who are not required to work in a Company uniform to dress in a manner customarily acceptable in professional business establishments and to adhere to all standards and practices at their particular work location regarding employee dress and appearance.

Employees should dress according to the work performed and in compliance with OSHA requirements as appropriate. Employees who interact with clients, prospective clients, and the outside community are expected to dress in a manner customarily acceptable in professional business establishments.

- Clothes must be appropriate for the job and must be clean and neat and in good repair. Clothing and appearance should ensure appropriate coverage at all times.
- Dress, appearance, and hygiene factors should support safety, productivity, and positive workplace and customer relations.
- Individual departments should adopt this general policy as written; however, Supervisors may initiate department-specific supplemental policies. Any additions must be approved by the AMR West Region's Human Resources Director.
- Employees should adhere to the dress and appearance rules for the facility in which they work.
- Employees who violate this policy may be sent home on their own time to correct the situation. Repeated infractions are considered grounds for further corrective action, up to and including termination of employment.
- Visible tattoos that are extremist, indecent, sexist, or racist are not appropriate and may be grounds for termination of employment. In some positions, due to the employees' interaction with clients, prospective clients, and the community, visible tattoos of any kind may not be allowed. The acceptability of tattoos varies based on the specific position an employee holds but is also determined based on the reasonably perceived offense caused by the tattoo and on local community and business norms. The allowance of body/facial piercings will be at the discretion of local operations, including the wearing of "plugs" in ear lobes whether or not they are natural/skin color plugs.

Dress and Apparel:

- While pictures or comments on clothing may not be offensive to the employee who is wearing the clothing, they may be offensive to others and may be prohibited subject to management discretion.
- All dresses and skirts should be professional and appropriate in length.
- Jeans may be appropriate attire based on the location in which the employee works and the employee's position. All jeans must be clean, neat and in good repair.
- The Company prohibits certain clothing to be worn by employees while working, including but is not limited to the following:
 - Shorts or sweats

- Shirts or other clothing with language or graphics that are vulgar, sexually explicit, or otherwise offensive
- Attire that is revealing or provocative such as:
 - See-through blouses or shirts
 - Sagging pantsSkin tight pants

 - Leggings/Jeggings

Supervisors, department managers, and applicable leadership are responsible for establishing, communicating and enforcing the dress code within their operations/locations.

Local departments may offer relaxed dress days for all employees not in uniform, however it is still necessary to maintain a professional business image at all times.

Grooming:

The following hygiene principles must be followed in order to present a professional image to all:

- Grooming and personal cleanliness standards contribute to the morale of employees and to presenting a clean, neat and businesslike image of the Company. All employees are expected to maintain standard personal hygiene practices.
- Hair should be clean, neatly arranged, and color should be one that replicates a natural hair tone. Any questions regarding hair color should be directed to local Operational leaders and Human Resources.
- Facial hair should be neatly trimmed and comply with all safety regulations.
- Jewelry may be worn provided it is professional in appearance.

This section covering Employee Appearance and Grooming may be modified by the Regional Director to ensure a professional image is met in their particular market(s).

Solicitation/Distribution

Solicitation and announcements by employees on Company premises regarding the sale of material goods, contests and donations must be pre-approved by your leader in writing. Such activities shall not interfere with the normal and orderly operations of the Company.

The Company on occasion may approve certain charitable or informational campaigns (e.g. related to employee benefits). At no time, however, will an employee be required to donate or participate as a condition of employment.

This does not restrict an employee's right under Section 7 of the National Labor Relations Act to engage in protected activities with other employees concerning wages, hours and working conditions.

Solicitation by non-employees is generally prohibited and any exceptions must be approved in advance, in writing, by the Regional Director or above.

Performance Management

The Company's Performance Evaluation process provides an opportunity for frank discussion about an employee's job performance and is also a time for employees and their leaders to work together to develop clear standards of performance for the work being completed. The value of performance reviews is directly related to the understanding between an employee and his or her leader about the job expectations.

Key elements of the Performance Evaluation process include setting goals, providing regular feedback, and ongoing performance management that monitors results and ends with a written review.

Employees and management share the responsibility for setting expectations and performance standards and for monitoring progress. An employee's performance feedback from his or her leader during the review as well as throughout the year is important to improve job performance.

An employee may have reviews with his or her leader to monitor progress and discuss performance. This process is typically done annually.

Please refer to your leader for the specifics on if they conduct annual performance evaluations as well as what the period for review is.

Training and Introductory Period

All employees serve in a provisional training capacity at the beginning of their employment and assignment to a new position. This is a particularly important time for both the new hire and the Company because it provides the opportunity for both to evaluate whether the Company fits into the new employee's career goals, and it also provides the Company with an opportunity to assess the new employee's work performance.

For more information please contact your local HR Professional regarding the length of time of the introductory period.

In most cases, this training/introductory period will last for 6 months from the date of hire (or placement in a new assignment/location) for Full Time employees, and 12 months for Part Time employees.

For Montana employees: The training/introductory period for all employees is 12 months.

During this training and introductory period, a decision may be made by the local leader about extending the training/introduction period or terminating the employment relationship. Any extensions will be at the discretion of your local leader and Human Resources. A successful completion of this training/introductory period does not result in any change in the at-will employment relationship with the Company.

For Union Employees: Please refer to your Collective Bargaining Agreement

Career Development

Each member of the team plays a vital role in making sure every contact with a patient or customer is a positive one. To help ensure this superior care, the Company provides multiple employee training and education opportunities, and this training is an integral part of the success of the Company.

We encourage employees who are interested in career development and/or advancement opportunities to speak with their leader for more information on what training is available.

Anti-Hazing/Bullying

The Company prohibits hazing/bullying of any individual including any employee, new hire, trainee, contractor, witness, or student participating in a ride along. This also includes students who are completing clinical field time with a preceptor employed by the Company. The Company strictly prohibits all employees from engaging in any behavior that could be construed as hazing/bullying and it reserves the right to issue appropriate corrective action for violations of this policy, including but not limited to the loss of training privileges and termination of employment.

Hazing/bullying refers to any activity expected of someone joining a group or seeking to maintain status in a group that humiliates, degrades or risks emotional and/or physical harm, regardless of the person's willingness to participate in the activity. It is impossible to anticipate every situation that could involve hazing/bullying and therefore this is not intended to be an exhaustive list. The following non-exhaustive list provides examples of prohibited hazing/bullying activities:

- Psychological hazing, which is defined as any act reasonably likely to: (a) compromise the dignity of another; (b) cause embarrassment or shame to another; (c) cause another to be the subject of malicious amusement or ridicule; or (d) cause psychological harm or substantial emotional strain.
- Humiliation in front of other employees and/or customers of the company.
- Deception prior to the end of a training period to convince an employee that he or she will not complete initiation and/or training.
- Forcing, coercing, or permitting employees to do anything exclusively for the entertainment of other company employees and/or customers of the company.
- The application of foreign substances to the body or personal belongings, such as throwing food or spraying of liquids on an individual.
- Engaging in pranks, such as the displacing of locks on Company assigned lockers or hiding of Company equipment or personal belongings of employees.
- Depriving an employee of access to facilities where other employees have regular access to conduct the needs of the business including patient care.
- Forcing, coercing or permitting new employees to disrupt other areas of the operations and/or the operations of our customers.
- Expecting employees to perform personal service to other employees such as running personal errands.
- Manipulation of work duties, which may include: (a) Removing tasks that are imperative to the position; (b) Arbitrarily changing job duties; and (c) altering employee evaluations.
- Sexual, racial, or other offensive and inappropriate comments or actions.
- Hazing/bullying of any employee regardless of their position or reporting relationship to the person subjected to such conduct.

It is impossible to provide an exhaustive list of all types of situations and conduct of hazing, and the preceding list is merely intended to provide some illustrative examples. The Company will investigate all allegations of hazing in as prompt and confidential a manner as possible. Any employee who is found, as a result of such an investigation, to have engaged in hazing activities in violation of this policy will be subject to appropriate corrective action up to and including termination of employment. Furthermore, retaliation in any form against an employee or applicant who exercises his or her right to make a complaint under this policy is strictly prohibited and will itself be cause for appropriate corrective action up to and including termination of employment.

Paid Sick Leave

The Company complies with all state and local laws, regulations and ordinances regarding paid sick leave. As a healthcare provider, the Company values and recognizes the importance of maintaining the health and wellbeing of all employees.

The Company strictly prohibits any form of retaliation or discrimination against any employee because of his or her request for, or usage of, paid sick leave time.

For additional information, please contact the HR Department.

California Organ Donor Leave of Absence (ODLOA)

For California Employees Only:

Under California law, an employee who volunteers to donate an organ or bone marrow may be entitled to take a leave of absence from the Company. Consistent with this law, the Company has created an Organ Donor Leave of Absence (ODLOA) applicable only to California employees.

Employee Eligibility:

ODLOA is available to all eligible full-time and part-time employees who have completed ninety (90) days of employment prior to the commencement of ODLOA and who provide written verification that they are organ or bone marrow donors and there is a medical necessity for the donation.

General Leave Entitlement:

- An employee may request a paid leave of absence not exceeding a combined total of thirty (30) calendar days in a rolling twelve (12) month period when donating an **organ** to another person (See *Coordination of PTO/Vacation/Sick Time* section below for more information).
- An employee may request a paid leave of absence not exceeding a combined total of five (5) calendar days in a rolling twelve (12) month period when donating **bone marrow** to another person (See *Coordination of PTO/Vacation/Sick Time* section below for more information).

Notice and Certification Requirements:

If the donation is foreseeable, the Company requires a 30-day advance written notice to an employee's respective leader or Human Resources professional. The employee must complete the *Organ or Bone Marrow Donor Leave Request Form* prior to the leave commencing. The employee must also provide written verification by having their health care provider complete the: *Organ or Bone Marrow Leave Physician Certification Form* within seven (7) days of requesting ODLOA.

ODLOA may not be used for any preliminary tests conducted for "potential" donors. Leave may be used only when the employee has been identified as a viable donor.

Limits on Frequency of Use of Organ Donor Leave of Absence:

ODLOA is limited to a maximum of thirty (30) days in a rolling twelve (12) month period for organ donation and a maximum of five (5) days in a rolling twelve (12) month period for bone marrow donation. The Company utilizes the rolling backward method, which means that the 12-month period is measured backward from the date an employee uses ODLOA leave for **organ** and/or **bone marrow** donation.

Return from ODLOA:

Prior to returning to work after an ODLOA, an employee must provide a medical work release from his or her health care provider.

Upon return from ODLOA leave, the employee will be reinstated in either his or her former position or a comparable position with equivalent pay, benefits, and other terms and conditions of employment.

In addition, use of ODLOA leave will not result in the loss of any employment benefit that the employee would have earned or was entitled to before using ODLOA leave.

ODLOA leave will not be counted against an employee for purposes of the Company's attendance and punctuality policies. However, if the employee does not secure advance written approval from his or her direct leader and Human Resources, the absence will be counted as unexcused for purposes of the applicable policies, which may include corrective action up to and including termination.

Coordination with PTO/Vacation/Sick Time:

For all **bone marrow** donations, employees are required to use the first five (5) days of accrued PTO/vacation/sick hours. For all **organ** donations, employees are required to first use two (2) weeks of accrued PTO/vacation/sick hours. If the employee has accrued sick hours, they will be deducted first and then vacation hours will be deducted. If PTO/vacation/sick hours are not enough of meet the minimum days outlined above, the employee's balances will be reduced up to the amount that is available.

ODLOA may not be used for preliminary tests conducted for "potential" donors. Leave may be used only when an employee has been confirmed and scheduled as a viable donor.

Employee Status and Continuation of Benefits:

All time during which an employee is required to be absent from his or her position by reason of being an organ or bone marrow donor will not be considered a break in continuous service for purposes of eligibility for salary adjustments, benefits, PTO/vacation/sick accruals or seniority.