



DbA Shrine Services  
DbA Community Assistance Services

# Policies / Guidelines And Employee Handbook

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**Employment with Etsell Inc. and its affiliates is at will. Neither this Handbook nor any policy contained herein is intended to be nor will constitute a contract for employment, nor do they guarantee continued employment.**

**These guidelines are effective and enforceable at time of hire and will supersede any and all other verbal and/or written agreements.**

***Company Confidential Declaration:***

*Material in this Handbook is considered company confidential. All material in this Handbook is the property of Etsell, Inc. Information in this Handbook is considered proprietary and release of any information herein to any third party is deemed a violation of company policies and procedures. All rights reserved.*

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## What We Do at Etsell, Inc.

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Etsell, Inc. is a privately held company that was incorporated in 1976. Operating as Etsell, Inc. and doing business as Shrine Services and Community Assistance Services we provide professional fundraising services and are contracted by individual Shrine Centers and other charities in various cities throughout the country to conduct telemarketing fundraising campaigns. Through this effort we are able to provide the Shriners with a large portion of the funding they need to maintain their fraternity and presence in their local communities, as well as provide operating funds for other charities with whom we are contracted.

The majority of our fundraising is for the Shrine Circus event which takes place at various times during the year in each city. The Shriners schedule their own circus event and provides free passes to thousands of disadvantaged children, adults and senior citizens in their community.

Our job is to call on potential residential and business contributors in the community. As part of our fundraising efforts on the Shriners' behalf, the Shrine distributes many thousands of free circus passes to these disadvantaged people every year. For their contribution the contributor will also receive complimentary passes, so that they can attend the circus if they want. Residential sponsorship levels average \$35.

Proceeds from our fundraising effort on behalf of the Shrine Circus provide operating funds for the local Shrine fraternity. Proceeds from our fundraising efforts do NOT benefit the Shriners Hospitals for Children or the Shrine Burn Centers. Employees should never refer to the Shrine Hospitals in any way during any telemarketing call. Failure to follow this instruction will be grounds for immediate termination.

Because we are representing the Shriners and other charities, it is necessary to present a professional and courteous attitude when talking with sponsors at all times.

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## Your Employer is Etsell, Inc.

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Any questions, concerns or comments regarding your employment should be directed to the Project Manager or to the Human Resources Dept. at (866) 839-1442.

You do not work for the local Shrine Center or any charity for which you may be calling. You should not discuss your employment or human resource issues or any other matter regarding the Shrine Circus fundraising campaign with any Shrine Center staff or officer of the charity. Failure to follow these instructions will result in disciplinary action up to and including termination.

Acceptance of employment with Etsell, Inc. signifies employee's agreement that they will not accept employment with any other company who conducts, manages or operates a fundraiser for any Shriners activity while employed with Etsell, Inc. and for a period of 5 years after your termination of employment with Etsell, Inc.

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## Photography Release

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Acceptance of employment with Etsell, Inc. signifies employee's authorization that the management of Etsell, Inc. and its dba's can publish photographs and/or digital images of employee for use in the company's print, online, website, video-based marketing materials and any company publication. Employees release and hold harmless the company from any reasonable expectation of privacy or confidentiality associated with employee's photograph. Employee understands and agrees that he/she receive no compensation for the use of photographs or images of themselves. If employee wishes to opt out of this release, please notify your manager in writing. It is the employee's responsibility to refuse any pictures to be taken of themselves while on company premises or at company-sponsored functions

## **Direct Deposit**

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All employees and independent contractors of Etsell, Inc. will receive their pay electronically on their regularly scheduled pay date either via Direct Deposit into a bank account designated by the employee or via deposit to an payroll debit card activated by the employee. The employee will complete an Authorization Form on their first day of employment to designate their choice of electronic payment.

Depending on the elapsed time in the pay period when an employee is hired, the employee may receive a paper check for their first payroll which will be mailed to the employee at the employee's address on file. Subsequent payroll distributions will be made via the electronic payment authorized by the employee.

Any change to an employee's choice of debit card, direct deposit or change of banks can only be made by the employee's submission of a new Authorization Form. The first payroll after making such a change may be by a paper check which will be mailed to the employee at the employee's address on file. Subsequent payroll distributions will be made via the most current electronic payment method authorized by the employee.

Etsell, Inc. reserves the right to issue a paper check in the event an employee does not complete the probationary period.

Etsell, Inc. is not responsible for lost checks or failed electronic transfers due to misinformation provided by the employee including wrong address and wrong bank information which causes a delay in employee's receipt of pay. It is the employee's responsibility to make sure they provide the correct information for direct deposits. Direct deposits will only be deposited to the bank account authorized by the employee, and those deposits cannot be reversed. Etsell, Inc. will not reissue a direct deposit so long as the deposit is confirmed to have been made using the bank information provided by the employee on the most current Authorization Form on file.

Etsell, Inc. recommends all employees set up your own online credentials at [www.paychexflex.com](http://www.paychexflex.com). By doing so, employees can log in and access your own payroll records including weekly pay stubs and past W-2's as needed.

## **Project Manager Position**

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### **Job Description**

The Project Manager for Etsell, Inc. is responsible for the management of all tasks of operating a call center for Etsell, Inc. To successfully accomplish this goal the Project Manager should have certain individual abilities and personal qualities which in the judgment of Etsell, Inc. executive management enhance the qualifications of that individual to succeed as a Project Manager.

For the purposes of the company policies and procedures, Project Managers may also be referred to as Managers, Call Center Managers or similar reference to employees who manage a call center.

### **Basic Qualifications**

The Project Manager must have a minimum of 2 years qualified experience in sales, sales management, call center management or related field and be available to work the hours and days designated by Etsell, Inc. and must be able to:

1. Demonstrate strong communication skills including being able to read, write and speak the English language fluently.
2. Successfully supervise and organize a call center staff including administrative personnel, telephone solicitation personnel for both business and residential calling, and independent contractors who collect business sponsorships. Qualifications must include the ability to recruit, interview, train, discipline and evaluate staff.
3. Demonstrate the ability to manage human resources issues in a manner consistent with the zero tolerance policy of Etsell, Inc.
4. Demonstrate the ability to analyze production reporting and utilize that analysis for sales training, employee review, setting production goals and achieving maximum production results.
5. Demonstrate the ability to manage lead databases to maximize residual success from a list of previous donors and to generate new donors through the successful utilization of sales staff using production analysis and goalsetting.
6. Demonstrate the ability to comply with all applicable laws for charitable solicitations.
7. Demonstrate the ability to do all required tasks in order to effectively train, monitor and evaluate staff including having sales ability, knowledge of the administrative requirements and use of Project Director.
8. Prioritize tasks for staff in order to make most efficient use of time.
9. Confer with and advise Etsell, Inc. executive management regarding issues related to the project including but not limited to:
  - a. Production goals;
  - b. Analysis of market factors and solutions for production improvements;
  - c. Human resources issues;
  - d. Staff organization and task management.
14. Physical requirements include ability to lift 30 lbs regularly and up to 60 lbs occasionally.
15. Other relevant tasks as assigned.
16. Demonstrate by their efforts and actions that they are trustworthy, use sound judgment and are discreet.
17. Demonstrate by their efforts a sincere support for the charitable activities being represented by Etsell, Inc.
18. Demonstrate their ability to work individually and as part of a team.
19. Demonstrate that they are goal-oriented and committed to task completion.
20. Demonstrate by personal interview with executive management of Etsell, Inc. that they have the will and desire to become a part of a successful team who will successfully promote and cultivate donors for Shriners and other charities for whom Etsell, Inc. is working on behalf of.
21. Adhere to the policies and guidelines of Etsell, Inc.

## **Telephone Contribution Solicitor Position**

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### **Job Description**

Telephone Contribution Solicitors (TCS) for Etsell, Inc. are responsible for making outbound calls to residential and business citizens of the area designated by Etsell, Inc. to solicit, verify and reset donations from those citizens. To successfully accomplish this goal the TCS should have certain individual abilities and personal qualities which in the judgment of Etsell, Inc. enhance the qualifications of that individual to succeed as a successful Solicitor.

For the purposes of the company policies and procedures, TCS may also be referred to as sales agents, call center agents, commissioned salesperson, business callers, residential callers or similar reference to employees who make fundraising calls.

### **Basic Qualifications**

The TCS must be at least sixteen years of age, be available to work the hours and days designated by Etsell, Inc. and must be able to:

1. Demonstrate strong communication skills including being able to read, write and speak the English language fluently.
2. Successfully solicit voluntary monetary contributions from strangers in support of the Shrine Circus or other charity via scripted presentation.
3. Will not solicit contributions of merchandise, goods, services or other non-monetary items.
4. Generate and qualify donors through cold calling and manage those donors through to successful donations.
5. Initiate and complete successful presentations with potential donors via telephone whom the TCS has never met before for the purpose of soliciting and verifying donations.
6. Demonstrate by their soliciting presentation a sincere support for the charitable activities they are calling for.
7. Demonstrate their ability to work individually and as part of a team.
8. Demonstrate that they are sales and goal-oriented by achieving sales goals.
9. Demonstrate by personal interview with a manager of Etsell, Inc. that they have the will and desire to become a part of a successful team who will successfully promote and cultivate donors for Shriners and other charities for whom they are calling on behalf of.
10. Adhere to the policies and guidelines of Etsell, Inc.

## **Administrative Assistant Salary Position**

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### **Job Description**

Administrative Assistants Salary (AAS) for Etsell, Inc. are responsible for providing support to the Project Manager in the administrative and general office processes in the operation of a local project office which includes supervising admin hourly staff in the processing of clerical records of solicited donations as well as gain proficiency with the use of Etsell, Inc. customized software, Project Director. To successfully accomplish this goal the AAS should have certain individual abilities and personal qualities which in the judgment of Etsell, Inc. enhance the qualifications of that individual to succeed as a successful Administrative Assistant.

For the purposes of the company policies and procedures, an AAS may also be referred to as secretary, office manager, admin or similar reference to employees who manage clerical duties.

### **Basic Qualifications**

The AAS must have qualified experience in office management, must be available to work the hours and days designated by Etsell, Inc. and must be able to:

1. Demonstrate strong communication skills including being able to read, write and speak the English language fluently.
2. Successfully supervise and organize an administrative staff of up to three employees in the completion of
  - a. Accurate and efficient alpha and numeric data entry in order to successfully create, update or otherwise modify a solicitation record;
  - b. The generating and completion of accurate and organized printed material for the purpose of mailing packets to donors;
  - c. Other general clerical duties accurately and efficiently including general filing, card-sorting and processing daily deposits.
3. Prioritize tasks for entire office staff in order to make most efficient use of time.
4. Assist Project Manager with administrative duties pertaining to discretionary records including but not limited to payroll and employee record maintenance.
5. Other relevant assignments as needed.
6. Demonstrate by their efforts and actions that they are trustworthy, use sound judgement and are discreet.
7. Demonstrate by their efforts a sincere support for the charitable activities being represented by Etsell, Inc.
8. Demonstrate their ability to work individually and as part of a team.
9. Demonstrate that they are goal-oriented and committed to task completion.
10. Demonstrate by personal interview with a manager of Etsell, Inc. that they have the will and desire to become a part of a successful team who will successfully promote and cultivate donors for Shriners and other charities for whom Etsell, Inc. is working on behalf of.
11. Adhere to the policies and guidelines of Etsell, Inc.

## **Administrative Assistant Hourly Position**

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### **Job Description**

Administrative Assistants Hourly (AAH) for Etsell, Inc. are responsible for providing clerical and general office assistance to Administrative Assistant Salary and Project Manager in the processing of clerical records of solicited donations as well as gain proficiency with the use of Etsell, Inc. customized software, Project Director. To successfully accomplish this goal the AAH should have certain individual abilities and personal qualities which in the judgment of Etsell, Inc. enhance the qualifications of that individual to succeed as a successful Administrative Assistant.

For the purposes of the company policies and procedures, an AAH may also be referred to as secretary, office worker, admin or similar reference to employees who perform clerical duties.

### **Basic Qualifications**

The AAH must be at least eighteen years of age, be available to work the hours and days designated by Etsell, Inc. and must be able to:

1. Demonstrate strong communication skills including being able to read, write and speak the English language fluently.
2. Accurately and efficiently complete both alpha and numeric data entry in order to successfully create, update or otherwise modify a solicitation record.
3. Generate and complete accurate and organized printed material for the purpose of making pledge packets available to donors.
4. Complete other general clerical duties accurately and efficiently including general filing, card-sorting and processing daily deposits.
5. Prioritize tasks in order to make most efficient use of time.
6. Successfully work in a fast-paced environment and be able to take and follow instructions when unplanned tasks may be requested in support of project management.
7. Demonstrate by their efforts a sincere support for the charitable activities being represented by Etsell, Inc.
8. Demonstrate their ability to work individually and as part of a team.
9. Demonstrate that they are goal-oriented and committed to task completion.
10. Demonstrate by personal interview with a manager of Etsell, Inc. that they have the will and desire to become a part of a successful team who will successfully promote and cultivate donors for Shriners and other charities for whom Etsell, Inc. is working on behalf of.
11. Adhere to the policies and guidelines of Etsell, Inc.



## **Manager of MIS Position**

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### **Job Description**

The Manager of the Management Information Systems department (MMIS) for Etsell, Inc. is responsible for the management of all computer hardware, customized software coding and support, packaged software use, telephony and networking processes used by Etsell, Inc. To successfully accomplish this goal the MMIS should have certain individual abilities and personal qualities which in the judgment of Etsell, Inc. enhance the qualifications of that individual to succeed as a successful Manager of MIS.

### **Basic Qualifications**

The MMIS must have a minimum of a 2-year degree in computer-related field, have 3 to 5 years qualified experience in office systems management, and be available to work the hours and days designated by Etsell, Inc. and must be able to:

10. Demonstrate strong communication skills including being able to read, write and speak the English language fluently.
11. Successfully supervise and organize an MIS staff of up to three employees including the ability to recruit, interview, train, discipline and evaluate staff.
12. Write code, update, debug and enhance functionality of Etsell, Inc. customized software called Project Director utilizing SQL Server for database management through successful relational database modeling.
13. Successfully maintain, purge and manage proprietary list of donors.
14. Write and maintain successful interface between Project Direct and Touchstar which is used for predictive dialing functionality at cold calling center.
15. Update and maintenance of other software including anti-virus, reporting, office and accounting software.
16. Hardware maintenance and upgrades as needed.
17. Document procedures, processes and changes used by MIS department in order to make procedures duplicable, consistent and reliable.
18. Prioritize tasks for staff in order to make most efficient use of time.
19. Perform regular backups, storage and troubleshooting to ensure ease of data recovery.
20. Maintain LAN and WAN for all Etsell, Inc. offices.
21. Maintain predictive dialer and peripheral equipment to ensure equipment is running at optimum production.
22. Confer with and advise Etsell, Inc. executive management regarding issues related to MIS including but not limited to:
  - a. Hardware and software acquisition, upgrade and installation;
  - b. Analysis of computer problems and design solutions;
  - c. Staff organization and task management.
22. Physical requirements include ability to lift 30 lbs regularly and up to 60 lbs occasionally.
23. Other relevant tasks as assigned.
24. Demonstrate by their efforts and actions that they are trustworthy, use sound judgment and are discreet.
25. Demonstrate by their efforts a sincere support for the charitable activities being represented by Etsell, Inc.
26. Demonstrate their ability to work individually and as part of a team.
27. Demonstrate that they are goal-oriented and committed to task completion.
28. Demonstrate by personal interview with executive management of Etsell, Inc. that they have the will and desire to become a part of a successful team who will successfully promote and cultivate donors for Shriners and other charities for whom Etsell, Inc. is working on behalf of.
29. Adhere to the policies and guidelines of Etsell, Inc.

## **MIS Programmer Position**

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### **Job Description**

The MIS Programmer (MP) position for Etsell, Inc. is responsible for the support of customized software coding and user support for Etsell, Inc. proprietary software, Project Director with additional duties assisting the MIS Manager with hardware maintenance, packaged software use, telephony and networking processes used by Etsell, Inc. To successfully accomplish this goal the MP should have certain individual abilities and personal qualities which in the judgment of Etsell, Inc. enhance the qualifications of that individual to succeed as a successful MIS Programmer.

### **Basic Qualifications**

The MP must have a minimum of a 2-year degree in computer-related field, have 1 to 3 years qualified experience in database management, and be available to work the hours and days designated by Etsell, Inc. and must be able to:

1. Demonstrate strong communication skills including being able to read, write and speak the English language fluently.
2. Write code, update, debug and enhance functionality of Etsell, Inc. customized software called Project Director which includes the creation and maintenance of routine SQL Server database administrator functions including but not limited to: table indexing, views, backups, log review/error corrections, database creation, query-writing and reporting.
3. Assist department manager with all other phases of MIS department duties including but not limited to:
  - a. Creation and maintenance of successful interface between Project Direct and Touchstar which is used for predictive dialing functionality at cold calling center;
  - b. Installation and support with other software including anti-virus, reporting, office and accounting software;
  - c. Hardware maintenance and upgrades;
  - d. Document procedures, processes and changes used by MIS department in order to make procedures duplicable, consistent and reliable;
  - e. Proprietary list maintenance;
  - f. Perform regular backups, storage and troubleshooting to ensure ease of data recovery;
  - g. LAN and WAN maintenance for all Etsell, Inc. offices;
  - h. Maintain predictive dialer and peripheral equipment in order for the equipment to run at optimum production.
4. Physical requirements include ability to lift 30 lbs regularly and up to 60 lbs occasionally.
5. Other relevant tasks as assigned.
6. Demonstrate by their efforts and actions that they are trustworthy, use sound judgment and are discreet.
7. Demonstrate by their efforts a sincere support for the charitable activities being represented by Etsell, Inc.
8. Demonstrate their ability to work individually and as part of a team.
9. Demonstrate that they are goal-oriented and committed to task completion.
10. Demonstrate by personal interview with executive management of Etsell, Inc. that they have the will and desire to become a part of a successful team who will successfully promote and cultivate donors for Shriners and other charities for whom Etsell, Inc. is working on behalf of.
11. Adhere to the policies and guidelines of Etsell, Inc.

## **Probationary Period**

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Keystone call center agents will be on a four (4)-week probationary period from date of hire which consists of 20 work days. After the four (4)-week probationary period Keystone call agents will be eligible to achieve a greater hourly wage based upon production in accordance with the "Keystone Pay Structure" and will be eligible for Keystone bonus programs.

All other Etsell, Inc. employees including management, administrative and sales staff will be on a two (2)-week probationary period from date of hire which consists of 10 work days.

During the probationary period, ALL employees will be evaluated daily based on the requirements of the position for which the employee was hired to determine the employee's ability to meet those requirements.

In the event an employee is terminated prior to completing the probationary period whether voluntarily or involuntarily, the employee will be paid the government-mandated minimum wage per hour for hours worked.

## **Insurance**

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Permanent employees who work at least thirty (30) hours per week for 21 weeks out of the year are eligible to sign up for Group Health Insurance benefits including Medical, Dental and Life after thirty (30) continuous days of employment.

### **Group Insurance**

If an employee enrolls in group coverage, coverage will begin on the 1st of the month following the 30th day of employment. Insurance must be elected within the first 60 days of employment. Employees who waive coverage must wait until the next open enrollment period to sign up for coverage. Open enrollment is Dec. 1 through Dec. 31 each year.

Etsell, Inc. will pay a portion of individual premium for plan coverage based on the minimum affordability requirements. The employee will be responsible to pay the additional premium for their choice of individual plan and for all dependent coverage. The employee pays their portion of the premium via payroll deduction.

The PPACA Notice is available at [www.shrineservices.com](http://www.shrineservices.com) under the Employee/Contractor tab and includes more detailed information regarding the choice of health insurance plans available as well as the employee's premium responsibility, HSA participation and also has information regarding other insurance options if you choose to waive the employee-sponsored group coverage.

Dental and vision benefits are also available through the employee-sponsored group plan. Premiums for dental and vision benefits are 100% paid by the employee via pre-tax payroll deduction.

Etsell, Inc. reserves the right to pay an additional portion of any company-sponsored group insurance premiums depending on length of employment, management positions or other factors.

Part-time employees, seasonal employees and independent contractors are not eligible for coverage under the company-sponsored group insurance plan.

### **Voluntary Insurance**

Voluntary insurance plans are available to all employees who have been employed for at least thirty days, even if the employment is part-time or seasonal. These include but are not limited to coverage for dental, accidents, hospitalization, cancer, life and critical illness.

If any voluntary insurance is elected, coverage will be effective on the 1<sup>st</sup> day of the month following completion of enrollment application. The employee will pay 100% of all insurance premiums for all voluntary insurance plans via payroll tax deduction, and Etsell, Inc. will not pay any portion of the premiums for voluntary insurance plans.

### **Waiver of Coverage**

If an employee is covered under another plan or chooses not to accept group insurance benefits, that employee must sign a waiver of insurance. Etsell, Inc. does not pay additional compensation in lieu of insurance coverage; therefore, no additional compensation will be paid to any employee who chooses to waive insurance coverage.

### **Subject to Change**

Insurance coverage is subject to change. Employees will be notified in a timely manner of changes in coverage, providers, premiums, and employer contributions.

## **Hours of Operation**

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Etsell, Inc. is not responsible for loss of work due to acts of God or circumstances outside of its control and does not guarantee any set amount of working hours per day, week or project.

Hours of operation may vary depending on location, management discretion, market factors and position. The local Project Manager will notify each employee of their work schedule at time of hire. Schedules may be changed as management deems necessary, and employees will be notified as to any adjusted schedule in a timely manner.

### **Call Center Hourly / Business Commission Salespeople and Keystone Agent Shifts**

All Etsell, Inc. Call Centers have three (3) typical shifts which are:

Monday through Thursday: 9 am – 12 pm, 1 pm – 5 pm, 5:30 pm – 8:30 pm  
Friday: 9 am – 12/1 pm

Shift schedules may vary depending on location, management discretion, market factors and position. Call center hourly / business commission salespeople and Keystone agents may not work more than 40 hours per week.

### **Call Center Managers**

Call Center Managers are expected to be at the office and preparing for operation at 8:30 am Monday through Friday and are expected to be at the project office during all project hours of operation.

### **Administrative Assistant Salary and Hourly**

Administrative Assistant Salary (AAS) staff are expected to work a minimum of 40 hours per week which must incorporate the core hours of operation which are the hours of 8:30 am to 5:30 pm, and AAS staff must be present all five (5) days of the workweek.

Administrative Assistant Hourly (AAH) staff hours will be based on project need as determined by the Project Manager and the AAS. The Project Manager or AAS will notify the AAH of their work schedule at time of hire. AAH staff may not work more than 40 hours per week.

## **Attendance Policy**

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### **Absenteeism**

Absences should be requested in writing at least one week in advance and the written request should include the employee's name, date of request, and dates of requested time off. Hourly, business commission callers, administrative hourly and Keystone agents will submit the request to their Manager.

Managers and salaried employees will submit their request to an officer of Etsell, Inc. for written approval. If the employee has not received written approval from an officer of Etsell, Inc. and takes the absence anyway, that absence will be considered unexcused.

No time off requests will be granted for the two weeks prior to and the two weeks immediately following the vacation holiday two week shutdown.

All absences for which an employee is unable to provide a one-week notice will be considered unexcused. An exception will be noted if employee provides a doctor's note indicating the absence was due to illness.

An employee must notify their manager a minimum of one half hour prior to their scheduled work time for all absences for which the employee is unable to provide a one-week notice.

Two (2) unexcused absences within a four (4) week period will result in a disciplinary action up to and including but not limited to loss of bonuses, written warning and termination.

Two (2) consecutive absences for which an employee does not call in will constitute job abandonment and will be considered the employee's resignation from the position, and the employee will be voluntarily terminated.

### **Tardiness**

If an employee will be late for their scheduled work time, they are required to notify their manager. If the employee has provided proper notice, then their time for that shift will begin on the next quarter hour after their arrival.

If an employee arrives late and has not given proper notification, the employee may be denied work for their scheduled shift that day, and further disciplinary action may be taken. If the tardy employee is allowed to work that day, their time for that shift will begin on the next quarter hour after their arrival. A second violation for an unexcused tardy will result in disciplinary action up to and including but not limited to loss of bonuses, written warning and termination. Seating is on a first-come, first-served basis.

### **Special Attendance Circumstances for Keystone Agents**

Keystone call center agents may not exceed five (5) scheduled days off in any one calendar year without making up the time missed. Time missed in excess of five (5) scheduled days during one calendar year and any unexcused absence must be made up within three (3) business days. If these hours are not made up, the missing shift hours will be included in the Keystone agent's total number of hours worked for that two (2) week pay period and will be calculated against the employee's actual production and will thus be calculated into the formula which determines the employee's pay rate for that pay period.

### **Special Attendance Circumstances for Salaried Employees**

Salaried Employees may request up to five (5) paid personal days off within a calendar year with the following exceptions: 1) No paid personal days may be taken during the two weeks immediately preceding and the two weeks immediately following the two week vacation holiday shutdown; 2) No paid personal days may be taken for the first 60 days of employment; 3) There is only one paid personal day allowed for every 60 working days. The five (5) personal days off will not be taken consecutively unless pre-approved in writing by an Officer of Etsell, Inc. Absences in excess of five (5) scheduled days will not be paid and will be considered excessive absenteeism. Unused personal days do not carry over into a new year.

Unpaid absences consisting of a full day for all Salaried Employees will be deducted in increments of 20% per day regardless of which day of the week on which the unpaid absence occurred.

Example: If a Manager's salary is \$800 per week, and they are absent one day during the week, the pay for that week would be \$800 minus 20% of \$800 (one day's pay) which equals total pay for the week of \$640.00.

Partial hours missed during the year will also be credited toward the five (5) personal days. Any partial time missed by Salaried Employees will be calculated as a percentage of the week based on 45 hours for Managers and 40 hours for all other Salaried Personnel. For example: if a salaried Administrative Assistant is absent 3 hours in one week, that will count as 7.5 % of the work week (3 hours missed divided by 40 hours) used for personal time. In that case and without any other absences, this employee still has eligibility for 92.5% of their five (5) paid personal days.

After a Salaried Employee has used all five (5) personal days, unpaid hours for increments less than one day will be deducted from the employee's pay calculated as a percentage of the week based on 45 hours for Managers and 40 hours for all other Salaried Personnel. For example: If a Manager's salary is \$800 per week, and they are absent 3 hours during the week, the pay for that week would be calculated as follows (3 hours missed / 45 = a 6.67% deduction X \$800 = \$53.33, therefore, the Managers pay for the week would be \$800 less \$53.33 for a total of \$ 746.67).

Project Managers are expected to be at the office and preparing for operation at 8:30 am and 1:00 pm after lunch Monday through Friday, and at 5:30 pm after the evening break Monday through Thursday during all scheduled work days. It is imperative that Project Managers arrive on time in the mornings and after each break in order to effectively monitor the attendance of staff and to set an example for the staff.

If at any time an Officer of Etsell, Inc. calls a project and the Project Manager or the AAS is absent from the office for any reason, an unexcused absence will be recorded on the attendance record of that employee unless: 1) that absence was pre-approved as noted in this Handbook, 2) the employee returns the call to the Officer of Etsell, Inc. in a reasonable amount of time while at the Project Office verifiable by caller ID to either Phil Jett at (865) 588-1322 or Tracy Sherrill Henderlight at (865) 246-0075.

### **Attendance Record Keeping**

An attendance calendar will be maintained for all employees by that employee's management. Attendance occurrences include absences, tardies, early outs or any time missed from an employee's regular schedule.

*Attendance occurrences are recorded daily for all employees. Any attendance occurrence not in accordance with policies stated in this Handbook will result in disciplinary action up to and including but not limited to loss of bonuses, written warning and termination.*

### **Excessive Attendance Occurrences**

Excessive absenteeism, tardiness, excessive breaks or other attendance occurrences whether excused or not will not be tolerated. Employees who violate this Attendance policy will be subject to disciplinary action up to and including but not limited to deductions from bonuses, written warning and termination.

### **Inclement Weather**

In the event of inclement weather the project / call center manager will leave a voice mail message on the main office phone number for employees to call in order to get the working schedule for the day. PLEASE LISTEN TO THE MESSAGE. This message will be updated regularly as weather conditions change. It is the Call Center Manager's responsibility to update the message periodically throughout the day if conditions change. It is the employee's responsibility to check the message regularly in order to avoid any unexcused absence or tardy.

If the office is closed due to inclement weather, DO NOT leave a message indicating you will not be at work as this absence will be considered excused since the office is closed.

If the weather conditions are suitable for any office to be open and operational, the Attendance Policy of this handbook will apply; and any absence, tardy or other attendance occurrence will be considered unexcused unless the employee brings a doctor's excuse. Employees will need to leave a message on the voicemail indicating they will not be at work.

## Meals and Breaks

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### **Break Times**

Employees who begin work prior to 10:30 am and work through the afternoon shift will take an unpaid lunch break. Employees who begin work after 1:00 pm and work through the evening shift will take an unpaid evening meal break. The local Project Manager will advise employees of meal break times and will have the schedules posted in each individual Call Center.

A ten (10) minute break will be given to employees in the middle of each shift worked.

Breaks should be used to get a drink, use the restroom, smoke, etc. These things should be done ONLY during your break.

If you are running late to work after any meal or ten-minute break, the tardy will be considered an attendance occurrence and the Attendance Policy section of this Handbook will apply.

Taking excessive breaks will be considered an attendance occurrence, and the Attendance Policy section of this handbook will apply.

Break times are subject to change at management's discretion, and Managers will notify employees as to any adjusted break schedule in a timely manner.

### **Break Area Guidelines**

- NO food is allowed in the calling area at any time.
- All food and drink containers will be thrown away if left on the tables in the break area after completion of any break.
- If a microwave is made available for your use, clean all food spills or splatters.
- A refrigerator may be provided for your use. All food must be removed from the refrigerator nightly. If you need to leave something in the refrigerator overnight, mark your container so that we know to whom it belongs.
- Remove all your containers from the refrigerator on Friday, because the refrigerator is usually cleaned out on that day and any items left will be thrown away.
- You are not allowed to receive calls at the office unless in case of emergency. If someone calls, we will take a message and give it to you during your next scheduled break. The only exception to this policy is in the event of an emergency in which case you will be notified immediately.



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## Observed Holidays

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All Etsell, Inc. offices will be closed in observance of the following holidays:

- Good Friday (the Friday before Easter)
- Memorial Day
- 4th of July
- Labor Day
- Thanksgiving Day and the following day
- Christmas \*\*
- New Years \*\*

\*\*All Etsell, Inc. offices will be closed for two weeks at the end of each year, which will include Christmas Day and New Years Day.

Observed holidays are not paid for hourly and commission employees except as noted under the "Vacation Holiday Pay" section of this Handbook. All employees will be notified as soon as possible as to the exact dates of this two-week shutdown period.

Etsell, Inc. will respectfully honor any holidays that an employee's religious faith or ethnicity may recognize. Employees will not be paid for any of these holidays. If you will be out of the office due to a holiday not listed, the absence must be pre-approved and the "Attendance Policy" of this Handbook will apply.

Any regular pay due an employee for a pay date that falls during any vacation or holiday period will be electronically deposited as per usual on the regularly scheduled pay date.

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## Vacation Holiday Pay

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### **Managers**

Only Managers who are currently employed at an active project are eligible to receive vacation pay. If the Manager does not work their regularly scheduled shift on the last day prior to the two-week vacation period, the employee's vacation pay will be forfeited.

Unless otherwise agreed to at time of hire, all Project and Call Center Managers will receive their usual salary for two weeks. Both weeks are typically paid on the pay date following the first day of the shutdown period so long as all eligibility requirements have been met.

### **Administrative Assistant Salary**

If the AAS does not work their regularly scheduled shift on the last day prior to the two-week vacation period or does not return to work for their regularly scheduled shift on the first day back from the two-week vacation period, that employee's vacation pay will be forfeited.

An AAS who has worked one full year of continuous employment will receive their usual salary for two weeks. One week of salary will be paid on the pay date following the first day of the shutdown period. The second week of salary will be paid on the pay date following the first day back to work from the shutdown period so long as all eligibility requirements have been met.

An AAS who has worked less than one full year of continuous employment will receive their usual salary for one week of the shutdown period. This will be paid on the pay date following the first day back to work from the shutdown period so long as all eligibility requirements have been met.

### **Commissioned Salespeople**

Commissioned salespeople (business callers) who meet the following criteria are eligible to receive vacation pay:

- Must be currently employed at an active project.
- Must work their regularly scheduled shift on the last day prior to the two-week shutdown and must work their regularly scheduled shift on the first day back from the two-week shutdown.
- Employee cannot have more than 1 unexcused absence per month and cannot have more than 12 unexcused absences during the year.
- Employee cannot have more than 1 unexcused tardy per month and cannot have more than 12 unexcused tardies during the year.
- Employee cannot have received a contributor complaint during the year.
- Employee cannot have received reprimands during the year.
- Employee must have averaged a minimum of 27 business hours worked per week during the year without allowing for excused absences.
- Must have averaged weekly commission of \$350 or more over the previous 13 pay periods through the 2nd pay date in December.

If the commissioned salesperson has met all criteria and has maintained at least one full year of CONTINUOUS employment but less than two, they will receive one week's pay at their average commission for the 13 weeks used for calculation up to a maximum of \$500 per week. This one week's pay will be paid on the pay date following the first day back to work from the shutdown period.

If the commissioned salesperson has met all criteria and has maintained at least two years or more of CONTINUOUS employment, they will receive two weeks pay at their average commission for the the 13 weeks used for calculation up to a maximum of \$500 per week. One week will be paid on the last pay date of the year. The second week will be paid on the pay date following the first day back to work from the shutdown period.

The Project Manager may ***with authorization from Operations Center*** approve payment of all or a portion of the vacation pay for an employee in the event criteria for receipt of vacation pay has not been met.

### **Keystone Call Center Agents**

If a Keystone agent does not work their regularly scheduled shift on the last day prior to the two-week vacation period or does not return to work for their regularly scheduled shift on the first day back from the two-week vacation period, the employee's vacation pay will be forfeited. Keystone Vacation and/or Holiday Pay will be paid to the agent on the pay date following the first day back to work from the shutdown period so long as all eligibility requirements have been met.

#### **Vacation Pay**

Keystone agents who have FIVE YEARS or more of continuous employment will receive two weeks' pay for their average hours worked per week over the course of the year at their average hourly rate for the year.

Keystone agents who have at least THREE YEARS but LESS THAN FIVE YEARS of continuous employment will receive one week's pay for their average hours worked per week over the course of the year at their average hourly rate for the year.

Keystone agents who have more than ONE YEAR but LESS THAN THREE YEARS of continuous employment will receive one week's pay at their average hours worked per week over the course of the year at \$6.00 per hour.

Keystone agents who have at least SIX MONTHS but LESS THAN ONE YEAR of continuous employment will receive one week's pay calculated at a percentage of their average hours per week based on the number of month's worked at \$6.00 per hour.

**Example:** A Keystone agent who has worked six months will be paid for 50% of the hours worked in an average week. An employee who has worked nine months will be paid for 75% of the hours worked in an average week.

Keystone agents who have worked LESS THAN SIX MONTHS do not qualify for vacation pay.

**Christmas / New Year's Holiday**

Keystone agents who have at least THREE YEARS or more of continuous employment will receive two day's pay at their average hourly rate for the year.

Keystone agents who have at least THREE MONTHS but LESS THAN THREE YEARS of continuous employment will receive two day's pay at \$6.00 per hour.

Keystone agents who have worked LESS THAN THREE MONTHS do not qualify for holiday pay.

The average hours a Keystone agent worked per week as computed for Vacation Pay will be divided by five for full-time and day shift employees (20 hours or more per week). The average number of hours worked per week will be divided by four for part-time and evening employees (less than 20 hours per week).

## **Jury Duty**

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Jury duty is defined as a court summons for the obligation to serve on a jury or to act as a subpoenaed witness. Absences when employees appear in a case as a plaintiff or defendant or for any non-subpoenaed court appearance will not be considered jury duty and will not be paid as such.

While the Fair Labor Standards Act (FLSA) in federal law does not require payment for time not worked, including jury duty, some state laws require employers to pay employees who are called to jury duty. Etsell, Inc.'s policy with regard to jury duty has been written so as to comply with the state laws of all the states where we have employment presence.

Employment status will not be affected in any way due to an employee being summonsed to jury duty, so long as the employee gives the required notice prior to taking jury duty leave.

In order to make the required notice an employee must exhibit the summons to their manager the next day following receipt of the summons or within a minimum of 5 days before the date the employee is required to appear for jury duty.

Employees who work a shift preceding the hours in which court is normally held will be granted jury duty leave for the shift immediately preceding the court time displayed on the summons if it is during the same day.

The employee must provide notice of jury duty service from the court for every day of absence due to jury duty leave. Jury duty absences will be considered excused so long as the employee provides this notice to the manager. Any absence without proper documentation will be considered unexcused.

The employee will be paid their usual compensation for employment, LESS any fee received from the state or court for jury service. Usual compensation will be calculated using the average pay per hour the employee has achieved for the previous 6 months of work, or if an employee has worked less than six months the average will be calculated for their time of employment. In order to receive usual compensation the employee must provide to their manager a compensation notice from the state or court indicating the fee they received or will receive for jury service. If the fee for jury service exceeds the usual compensation, the employee will not receive any additional pay. The employee will receive no compensation from the company for jury duty until they provide a compensation notice from the state or court indicating the fee they received or will receive for jury service.

# The Family and Medical Leave Act (FMLA)

## **Basic Leave Entitlement**

FMLA requires covered employers to provide up to 12 weeks of unpaid, job-protected leave to eligible employees for the following reasons:

- For incapacity due to pregnancy, prenatal medical care or child birth;
- To care for the employee's child after birth, or placement for adoption or foster care;
- To care for the employee's spouse, son or daughter, or parent, who has a serious health condition; or
- For a serious health condition that makes the employee unable to perform the employee's job.

## **Military Family Leave Entitlements**

Eligible employees with a spouse, son, daughter, or parent on active duty or call to active duty status in the National Guard or Reserves in support of a contingency operation may use their 12-week leave entitlement to address certain qualifying exigencies. Qualifying exigencies may include attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.

FMLA also includes a special leave entitlement that permits eligible employees to take up to 26 weeks of leave to care for a covered service member during a single 12-month period. A covered service member is a current member of the Armed Forces, including a member of the National Guard or Reserves, who has a serious injury or illness incurred in the line of duty on active duty that may render the service member medically unfit to perform his or her duties for which the service member is undergoing medical treatment, recuperation, or therapy; or is in outpatient status; or is on the temporary disability retired list.

## **Benefits and Protections**

During FMLA leave, the employer must maintain the employee's health coverage under any "group health plan" on the same terms as if the employee had continued to work. Upon return from FMLA leave, most employees must be restored to their original or equivalent positions with equivalent pay, benefits, and other employment terms.

Use of FMLA leave cannot result in the loss of any employment benefit that accrued prior to the start of an employee's leave.

## **Eligibility Requirements**

Employees are eligible if they have worked for a covered employer for at least one year, for 1,250 hours over the previous 12 months, and if at least 50 employees are employed by the employer within 75 miles.

## **Definition of Serious Health Condition**

A serious health condition is an illness, injury, impairment, or physical or mental condition that involves either an overnight stay in a medical care facility, or continuing treatment by a health care provider for a condition that either prevents the employee from performing the functions of the employee's job, or prevents the qualified family member from participating in school or other daily activities.

Subject to certain conditions, the continuing treatment requirement may be met by a period of incapacity of more than 3 consecutive calendar days combined with at least two visits to a health care provider or one visit and a regimen of continuing treatment, or incapacity due to pregnancy, or incapacity due to a chronic condition. Other conditions may meet the definition of continuing treatment.

## **Use of Leave**

An employee does not need to use this leave entitlement in one block. Leave can be taken intermittently or on a reduced leave schedule when medically necessary. Employees must make reasonable efforts to schedule leave for planned medical treatment so as not to unduly disrupt the employer's operations. Leave due to qualifying exigencies may also be taken on an intermittent basis.

## **Substitution of Paid Leave for Unpaid Leave**

Employees may choose or employers may require use of accrued paid leave while taking FMLA leave. In order to use paid leave for FMLA leave, employees must comply with the employer's normal paid leave policies.

## **Employee Responsibilities**

Employees must provide 30 days advance notice of the need to take FMLA leave when the need is foreseeable. When 30 days notice is not possible, the employee must provide notice as soon as practicable and generally must comply with an employer's normal call-in procedures.

Employees must provide sufficient information for the employer to determine if the leave may qualify for FMLA protection and the anticipated timing and duration of the leave. Sufficient information may include that the employee is unable to perform job functions, the family member is unable to perform daily activities, the need for hospitalization or continuing treatment by a health care provider, or circumstances supporting the need for military family leave. Employees also must inform the employer if the requested leave is for a reason for which FMLA leave was previously taken or certified. Employees also may be required to provide a certification and periodic recertification supporting the need for leave and may also be required to provide a certified fitness for duty statement from a physician in order to return to work.

## **Employer Responsibilities**

Covered employers must inform employees requesting leave whether they are eligible under FMLA. If they are, the notice must specify any additional information required as well as the employees' rights and responsibilities. If they are not eligible, the employer must provide a reason for the ineligibility.

Covered employers must inform employees if leave will be designated as FMLA-protected and the amount of leave counted against the employee's leave entitlement. If the employer determines that the leave is not FMLA-protected, the employer must notify the employee.

## **Unlawful Acts by Employers**

FMLA makes it unlawful for any employer to:

- Interfere with, restrain, or deny the exercise of any right provided under FMLA;
- Discharge or discriminate against any person for opposing any practice made unlawful by FMLA or for involvement in any proceeding under or relating to FMLA.

## **Enforcement**

An employee may file a complaint with the U.S. Department of Labor or may bring a private lawsuit against an employer.

FMLA does not affect any Federal or State law prohibiting discrimination, or supersede any State or local law or collective bargaining agreement which provides greater family or medical leave rights.

## **Business Commission, Bonus and Escrow Guidelines**

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1. The Business Commission Employee will be paid at a rate of \$10.00 per hour during the two-week probationary period provided that the employee is present and on time for work each shift for each of the 10 (ten) days of the probationary period with no unexcused absences and no unexcused tardies.
2. If the conditions as described in paragraph 1 are not met, the employee will be paid minimum wage for the hours worked during the probationary period.
3. No commission will be due or paid to Business Commission Employee for any pledges made or collected during the probationary period for which time the Employee was paid by the hour.
4. If the Business Commission Employee is terminated whether voluntarily or by discharge at any time during the probationary period, that employee will be paid minimum wage for hours worked.
5. Business Commission Employee will solicit voluntary monetary contributions only and shall not solicit contributions of merchandise, goods, services or other non-monetary item.
6. After completion of the probationary period the Business Commission Employee will be paid on a commission basis in accordance with the terms and conditions given in the following paragraphs. If Business Commission Employee is not consistently producing a minimum of \$50.00 (fifty dollars) per hour in pledged contributions, that Employee may be terminated unless Project Manager obtains authorization from Operations Center for the approval of that employee's continued employment.
7. In the event that the commission due a Business Commission Employee for any particular pay period is less than minimum wage for the hours worked during that pay period, then Employee will be paid minimum wage for the hours worked. When a Business Commission Employee is paid by the hour in lieu of commission, no commission will be due or paid to Business Commission Employee for any pledges made or collected during that pay period. If an employee has two successive pay periods at minimum wage, that employee may be terminated unless Project Manager obtains authorization from Operations Center for the approval of that employee's continued employment.
8. Payday is every Friday. Each Friday the Business Commission Employee will receive a statement known as a commission slip which lists their collected pledges on which their commission and bonuses for that pay period are based. The employee will sign the commission slip(s) and their time card and return these documents to the office for verification of pay.
9. A terminated Business Commission Employee will have 1 (one) final paycheck direct deposited to their bank account or ALINE card. That final paycheck will be calculated for commission on the pledges collected during the final pay period up to the employee's last day worked. Any unpaid pledges still outstanding after the employee's last day worked will be forfeited and no further commission nor bonuses will be due or paid on any pledges collected after the employee's last day worked.
10. The Project Manager will provide currently-employed Business Commission Employee(s) a listing of outstanding unpaid pledges, so as to allow the Employee(s) every opportunity to contact outstanding unpaid pledges in order for the employee to get those pledges collected prior to the end of the project. No commission will be due or paid on pledges that are over 30 days old or that have been reset by another individual.
11. Upon satisfactory completion of the Project or upon transfer to another project location prior to the Project's end, each Business Commission Employee will receive one final paycheck via direct deposit to their bank account or ALINE card. The final paycheck will be calculated for escrow if earned (see paragraphs 18 and 19) and for commission on any of the remaining pledges which had been collected during a 3 to 4 week grace period commencing with the first day after the employee's last day of work at the completed project. The grace period is determined by the Project Manager. The final pay will be direct deposited or applied to the employee's ALINE Card within one week of completion of the one-month grace period. Etsell, Inc. reserves the right to issue a paper check in the event employee is no longer employed by Etsell, Inc.
- 12.

- 13. Any pledges made whether paid or not and all information provided to procure or attempt to procure any and all such pledges (names, phone numbers, lists, etc.) is and will remain the sole property of Etsell, Inc. including but not limited to lead cards, pledge tracking sheets, daily worksheet provided to the employee to keep a record of sales, and commission slips. Any attempt by anyone to obtain by copy or other methods any of these items for unauthorized purposes or any misuse of the information provided will result in immediate termination of employment and forfeiture of any and all future pay, commissions and bonuses. Furthermore, any such offense will be punishable to the fullest extent allowed by law.
- 14. If Business Commission Employee has already been paid commission on a pledge that later becomes subject to refund or for which the contribution check is returned due to insufficient funds, bank account closed or the funds become unavailable for any reason, any commission and bonuses previously paid on that pledge will be deducted from that employee's next regularly scheduled paycheck.
- 15. No employee will be guaranteed to call any tap type regardless of length of employment or any other factor. Distribution of all lead cards including taps will be at the discretion of the Project Manager and Operations Center.

16. The following is the rate of commission for Business Commission Employees based on tap type:

- 10% - **A-taps** (paid pledges from last project year) if business cold dollars collected is less than 10% of total business dollars collected for the pay period.
- 10.25% - **A-taps** (paid pledges from last project year) if business cold dollars collected is at least 10% but less than 25% of total business dollars collected for the pay period.
- 11% - **A-taps** (paid pledges from last project year) if business cold dollars collected is 25% or more of total business dollars collected for the pay period.
- 0% - No commission will be paid on A-tap pledges collected if Pledges are aged to 30 days.
- 20% - **B-taps** (paid pledges from previous project years who did not Pay last year)
- 0% - No commission will be paid on B-tap pledges collected if Pledges are aged to 30 days.
- 33% - **Cold (Z's and ZT's** – unpaid pledges from previous years and new pledges)
- 0% - No commission will be paid on cold pledges collected if pledges are aged to 30 days.

- No commission will be paid on any pledge that is \$49.00 or less.
- If a "special deal" is offered on any pledge where passes are provided at a discounted rate, the commission paid on that collected pledge will be decreased by the same percentage as the discounted rate per pass.

Example: 100 \$10 passes are provided for \$5 each for a total \$500 cold (BZ) pledge. Because the passes were discounted by half, only half the commission will be paid on that collected pledge.

$$\begin{aligned}
 \$500 \times 33\% &= \$165.00 \\
 \text{Half of } \$165.00 &= \$82.50 \text{ will be paid in commission}
 \end{aligned}$$

17. A discretionary bonus rate of 7% may be paid on the amount of increase of an A-tap if collected amount is a minimum of 20% more than the previous paid amount.

<u>Example:</u>	Previous paid amount	\$300.00
	Collected amount this year	\$425.00
	= increase of	\$125.00 or 42%
	Pay includes	\$425.00 x 10% \$ 42.50 *
		\$125.00 x 7% \$ 8.75
	<hr/>	<hr/>
	Total pay	\$ 51.25

\*10% commission is for the purpose of this example only. Commission percentage will be based on A-tap commission rate listed in paragraph 14 above.

18. In order to receive bonuses the following conditions must be met:
- Be present all 5 days of pay period;
  - Be on time when arriving to work all 5 days of pay period;
  - Be on time when returning from lunch and all shift breaks all 5 days of pay period;
  - Have received no contributor complaints during the pay period;
  - Have received no reprimands during the pay period;
  - Maintain a total collection rate of 85% or higher.
19. Bonuses will be based and paid solely on collected pledges and paid on a weekly basis in the same pay period as the collected pledge which corresponds with bonus being paid. The Project Manager may **with authorization from Operations Center** otherwise approve payment of bonuses in the event bonus stipulations have not been met.
20. ESCROW Any Business Commission Employee who meets the criteria detailed in paragraph 19 may be eligible to receive an additional percentage of their dollars collected as detailed in the Escrow Percentages chart below. Escrow if earned will be paid on the employee's final project paycheck as described in paragraph 10.

Escrow Percentages	Total Bus \$\$ Collected are at least 25% Cold	Total Bus \$\$ Collected are 15-24.99% Cold	Total Bus \$\$ Collected are 10-14.99% Cold	Total Bus \$\$ Collected are 5%-9.99% Cold	Total Bus \$\$ Collected are under 5% Cold
A's	1%	0.75%	0.50%	0.25%	0
B's	1%	1%	1%	1%	1%
Z/ZT 's	3%	2.75%	2.5%	2%	2%

21. To be eligible for escrow the employee must:
- Be actively employed by Etsell, Inc. at the time the drag payroll is due to be paid;
  - Have been employed at the project for at least 60 (sixty) days;
  - Complete the project and work the last day;
  - Have no more than 1 unexcused attendance occurrence per month and no more than 5 unexcused attendance occurrences throughout the entire project. Attendance occurrences include absences, tardies including after break and early outs;
  - Have received no contributor complaints during the entire project;
  - Have received no reprimands during the entire project;
  - Have averaged a minimum of 27 business hours worked per week without allowing for excused absences;
  - Have ended the project with an overall total collection percentage on business dollars of 85% or higher.

The Project Manager may **with authorization from Operations Center** request payment of escrow or a portion of the escrow in the event escrow stipulations have not been met.

22. Etsell, Inc. reserves the right to modify any portion of this BUSINESS COMMISSION BONUS AND ESCROW GUIDELINES at its sole discretion without prior notice. Any such change will be made in writing. All commissions and bonuses earned prior to any change of these conditions will be paid at the rate earned under the conditions existing at the time the pledge was made. All escrow will be based on this policy effective immediately.



## Telecommuting Policy

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Telecommuting is a work arrangement that allows employees to work at home or at some other off-site location for all or some of their regularly scheduled work hours. Etsell has the capability to allow a limited number of employees the opportunity to telecommute. Employees selected for telecommuting opportunities must follow the policies and procedures described below. An employee's failure to adhere to these policies may result in lost telecommuting privileges, suspension, termination or other such corrective action at management's discretion.

### A. Employee Eligibility

- 1) Candidates for telecommuting arrangements must:
  - a. Possess good time-management and organizational skills;
  - b. Be self-motivated, self-reliant, and disciplined;
  - c. Demonstrate consistent use of fundamental best practices outlined by management;
  - d. Be able to set up a disruption-free environment in which to work.
- 2) Employee selection for telecommuting opportunities are made solely at management's discretion and telecommuting arrangements are approved by managers on a case-by-case basis.

### B. Technical Requirements/Equipment

- 1) Employees wishing to telecommute must have:
  - a. A computer, laptop or tablet with Windows 8 (or later version) or the most recent iOS;
  - b. A headset with microphone compatible with the Spitfire Web Agent Software (the "Web Agent");
  - c. A stable internet connection with requisite download speeds to run the Web Agent.
- 2) Etsell, as a general rule, does **not** provide telecommuting employees with equipment or office furnishings for their home offices. Employees are responsible for equipping and maintaining their home offices as necessary to accomplish their work.
- 3) Etsell may, however, offer to provide certain pieces of office equipment such as headsets, keyboards, etc. to employees as resources allow. Employees shall use any such equipment provided by Etsell **only for work purposes**.
  - a. Employees are responsible for providing office furnishings—such as desks, chairs, and lighting—at their own expense.
- 4) Employees are responsible for carrying and maintaining internet service sufficient to run the Web Agent. Employees will **not be paid for time lost due to internet outages** or other such technical difficulties on the employee's side that result in that employee's inability to log into the Web Agent and take calls.

### C. Basic Requirements

- 1) Employees must be able to carry out the same duties, assignments, and other work obligations at their home office as they do when working on Etsell's premises.
- 2) Employees must be available to carry out their job duties and communicate with their managers during core work hours.
  - a. There are two core work hour periods Monday through Thursday:
    - 9:00 a.m. to 12:30 p.m.
    - 1:30 p.m. to 5:00 p.m.
  - b. There is one core work hour period on Friday:
    - 9:00 a.m. to 1:00 p.m.

- 3) Employees shall work according to a telecommuting schedule **approved in advance** by management. An Employee shall not at any time exceed 40 hours worked per work week and each employee shall be responsible for keeping track of his or her own logged hours to ensure compliance with his or her **scheduled** hours.
- 4) Employee hours worked will be calculated and paid as per the Keystone Handbook Addendum.
- 5) Employees that telecommute shall be held to the same performance standards and metrics as employees working on Etsell's premises including shift start times, wrap time requirements, break times, paid-per-hour, disclosure requirements, attendance and other policies as outlined in the Etsell, Inc. Employee Handbook and Keystone Handbook Addendum.
- 6) Employees shall set up their home office to eliminate disruptions during core work hours. This includes ensuring there is no excessive background noise while employees are making calls.
- 7) Employees must arrange for childcare during core work hours.

#### **D. Password Security**

- 1) Managers will provide each employee with a username and password for accessing the Web Agent.
- 2) For security purposes employees shall **manually** enter their respective passwords **each time** they log into the Web Agent and shall **not** use any type of "Save Password" or "Remember My Password" function that stores and enters the employees' passwords automatically.
- 3) Employees shall log out of the session at the end of each shift.
- 4) Employees shall keep their respective passwords confidential and are responsible for ensuring those passwords are not disclosed in any way to unauthorized individuals.

#### **E. Contributor Information**

- 1) Employees shall not record, in any manner (write down, screenshot, print, save file, etc.), the personal information of any contributor for any purpose.
- 2) Employees who violate this rule are subject to immediate termination.

#### **F. Restrictions**

- 1) Etsell has the right to cancel or suspend employee telecommuting privileges at any time, for any reason or for no reason.

## General Rules of Conduct

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- Be respectful of others.
- Solicit voluntary monetary contributions only. Solicitation of contributions for merchandise, goods, services or other non-monetary item will be grounds for termination.
- This is a non-tobacco work place. Use of any tobacco products including smoking and smokeless tobacco as well as e-cigs and vapes will not be permitted in any part of our offices including bathrooms. There will be no smoking in the parking area except inside one's car. Smoking in a designated area is permissible but only during designated breaks. Butts and other smoking refuse should be discarded in the receptacles provided. Improper disposal of butts including leaving butts on the ground or throwing hot butts in the trash may result in forfeiture of all smoking privileges on the premises.
- All employees must park where instructed to by management at their respective locations.
- All employees at the Fox Rd, Knoxville location must park in spaces designated for Suite 105 in the rear parking area or in spaces with no designation. Do not park in spaces reserved for suites other than 105. You must park where instructed. Fox Rd. staff should also park facing the back of the parking space. Do not back in as this may damage landscaping.
- Etsell, Inc. will not be responsible for towing fees.
- Use extreme caution and drive slowly through the parking area.
- Possession of weapons on the premises is strictly prohibited. For the purpose of this paragraph the term "weapon" includes firearms, explosives, knives or any item that would be considered dangerous or that could cause harm. For the purposes of this paragraph the term "premises" includes company-owned, leased or rented offices and surrounding areas such as sidewalks, walkways, driveways and parking lots. Etsell, Inc. reserves the right at any time and at its discretion to search packages, containers, purses, desks, enclosures, cubicles and persons entering the premises for the purpose of determining whether any weapon is being or has been brought onto the premises in violation of this policy. Employees who fail or refuse to promptly permit a search under this policy will be subject to disciplinary action up to and including termination.
- Use of profane language is not allowed.
- Any willful or intentional destruction (writing, carving, etc.) of property or theft of any office property will result in a deduction from the employee's wages for the amount owed for the replacement or repair of that property and will result in disciplinary action up to and including termination.
- Workstations are assigned by management and may change at any time.
- Employee cell phones, pagers, tablets and games are not allowed in the workstations during working hours. These devices should be turned off and stored out of sight. Use of these items during working hours is not allowed, and unauthorized use may result in the device being confiscated and held in the manager's office until the end of the shift.
- Eating food and chewing gum at the workstations is not allowed and is cause for disciplinary action up to and including termination and loss of all bonuses due to that employee. (You may have bottled water or a drink in a spill proof container or mints at your desk).
- Employees are not allowed to have puzzles or puzzle books, magazines, catalogs, newspapers or games or any items that will distract them from their job at their workstations during working hours.
- Employees will be allowed two (2) 5 x 7 or smaller photos or personal decorations for their workstations, as long as items are not profane, discriminatory or indecent.
- All materials needed for an employee to do their job will be provided by the company. Extraneous materials such as backpacks, laptop computers, briefcases, tape recorders, video recorders and cameras or any similar electronic devices are not needed and are not allowed in the workplace.
- Employees are not allowed to make any adjustment to the thermostat.
- Any correspondence the company may mail to an employee will be mailed to the address provided by the employee. Please keep that information updated with management.
- If an employee is terminated for any reason, any and all monies owed to that employee less policy described deductions, will be disbursed to the former employee on the next regularly scheduled pay date.

Failure to adhere to these General Rules of Conduct will result in disciplinary action up to and including termination of employment.

## **Dress Code and Hygiene**

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All employees are required to maintain a professionally conducive working environment for everyone, and appropriate dress is one way of achieving that goal.

Employees will be required to follow the dress code and hygiene rules as outlined below. Remember, if you don't feel like you should wear it to work, you probably shouldn't.

- Because poor hygiene can negatively affect coworkers and create an unpleasant working environment, all employees are expected to practice good daily hygiene and good grooming habits.
- All clothing must be clean and neat.
- Clothing through which or under which you can see your underwear is not acceptable.
- Jeans, khaki's, chinos, slacks and sweatpants are acceptable so long as they are not torn or ripped.
- Shorts and skirts are acceptable so long as they are not torn or ripped with the following exceptions: length cannot be shorter than 4" above the kneecap; shorts and skirts made from lycra and spandex are not acceptable; running shorts, sports shorts, sweat shorts and sheer shorts are not acceptable.
- T-Shirts, sweatshirts and sweaters are acceptable so long as they are not torn or ripped with the following exceptions: clothing that displays offensive or profane language or graphics is not acceptable, sheer shirts are not acceptable.
- All blouses must cover shoulders and cannot be torn or ripped.
- Tank tops, low-cut and/or revealing necklines and midriff tops are not acceptable.
- Dress shoes, tennis shoes, sandals and flip-flops are acceptable as long as they are clean and neat. Heels in excess of 3 inches are not acceptable and bare feet are not acceptable.
- Hats are acceptable so long as they do not display offensive or profane language or graphics.
- Tattoos which display offensive or profane language and/or graphics must be covered at all times while on work premises.
- Excessive visible body piercings are not acceptable.

Any clothing deemed by management as being inappropriate may not be worn, and management reserves the right to suspend an employee without pay until dress code is met.

Management will control the thermostat in the office, and employees should dress accordingly. Any employee who is found to be making unauthorized adjustments to thermostats will be subject to disciplinary action up to and including termination.

Failure to adhere to the dress code and/or hygiene rules will result in disciplinary action up to and including termination.

## Americans with Disabilities Act

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Etsell, Inc. also known as Etsell, Inc. (hereinafter referred to as the "Company") in compliance with all applicable provisions of the Americans with Disabilities Act of 1990 (ADA) and the Americans with Disabilities Amendment Act of 2008 (ADAAA 2008) as defined by the Equal Employment Opportunities Commission and the State and Federal governments of the United States affirms it will not discriminate against any qualified employee, contractor or qualified applicant for employment with regard to any qualifications, terms or conditions of employment due to such individual's disability or perceived disability, so long as the employee/contractor can perform the essential functions of the position.

Consistent with the Company's policy of nondiscrimination, the Company will provide reasonable accommodations to a qualified individual with a disability or perceived disability as defined by the ADA and ADAAA 2008 when the individual has made the Company aware of a disability or when a perceived disability has been recognized through employee/contractor interaction during job performance evaluations, provided such accommodation does not constitute an undue hardship on the Company.

Employees/contractors with a disability who believe they need a reasonable accommodation in order to perform the essential functions of their job are encouraged to call this belief to the attention of their immediate supervisor who will refer the request to the Company Human Resources Department for their review and evaluation.

### **Review and Evaluation of Requests for Reasonable Accommodations**

Upon receipt of an accommodation request or upon recognition that a reasonable accommodation may be needed for an employee/contractor to perform the essential functions of their position, a member of the Human Resources Department along with the requesting employee's/contractor's supervisor will meet with the requesting employee/contractor to review the request. A subsequent evaluation of possible actions to accommodate the request will then be provided to the employee/contractor for comments. Thereafter, the recommendation will be forwarded to upper management for their review and evaluation.

The Company will determine the feasibility of the requested accommodation considering factors including but not limited to the nature and cost of the accommodation, the availability of tax credits and deductions, the accommodations impact on the overall operation of the Company, and the accommodations impact on the ability of other employees/contractors to perform the essential functions of their individual positions.

The Company will inform the employee/contractor of its decision regarding the request for accommodation. If the accommodation request is denied, employees/contractors will be advised of their right to appeal the decision by submitting a written statement explaining the reason for the request. If the request on appeal is denied, that decision is final.

The ADA and ADAAA 2008 require the Company to make reasonable accommodation when such accommodation is necessary for the an employee/contractor to perform the essential functions of the job; however, the Acts do not require the Company to make the best possible accommodation, nor to re-allocate essential job functions nor to provide personal use items (i.e. eyeglasses, hearing aids, wheelchairs). Etsell, Inc. will not be responsible in the event an employee/contractor fails to follow doctor's orders if they are under a doctor's care when the employee's/contractor's failure to follow those orders results in a disability. Etsell, Inc. will not store, administer, or distribute medications as a reasonable accommodation or for any other reason.

Every employee, contractor and staff member is urged to contact the Human Resources Department at any time they perceive incidents of discrimination. That number is: **(866) 839-1442**. All such inquiries or complaints will be treated as confidential to the extent provided by law.

## **Unlawful Discrimination and Harassment in the Workplace**

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***Etsell, Inc. also known as Etsell, Inc., is an equal opportunity employer and does not permit unlawful discrimination in violation of Federal or State statutes in our workplace.***

***Etsell, Inc. is committed to providing a work environment where all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits discriminatory practices including harassment. Therefore Etsell, Inc. expects that all staff members including management, employees and subcontractors conduct themselves in a business-like manner free of bias, prejudice and harassment toward coworkers.***

***Etsell, Inc. maintains a Zero Tolerance Policy with respect to unlawful discrimination in any form in our places of business. Violation of this Policy will subject the violator to penalties up to and including suspension without pay and/or termination of employment should the circumstances warrant.***

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### **Equal Employment Opportunity**

It is the policy of Etsell, Inc. to ensure equal employment opportunity without discrimination or harassment on the basis of race, color, religion, sex, sexual orientation, age, national origin, disability, marital status, citizenship or any other characteristic protected by law. Etsell, Inc. prohibits any such discrimination or harassment.

### **Reporting Incidents of Perceived Discrimination, Harassment or Retaliation**

Etsell, Inc. encourages reporting of all perceived incidents of discrimination, harassment or retaliation regardless of the offender's identity or position. It is the policy of Etsell, Inc. to investigate such reports. To facilitate reporting of perceived incidents of discrimination, Etsell, Inc. has provided a toll free telephone number which is connected directly to the Human Resources Office. Every employee and staff member is urged to contact the Human Resources Department at any time when they perceive any incidents of discrimination. That number is:

**866-839-1442**

In the event no one is available to immediately answer your call, you should leave a detailed message regarding your complaint and where you can be reached by telephone. Your call will be returned within twenty-four hours.

In addition Etsell, Inc. encourages individuals who believe they are being subjected to such conduct to promptly advise the offender that his or her behavior is unwelcome and request that it be discontinued. Often this action alone will resolve the problem. Etsell, Inc. recognizes, however, that an individual may prefer to pursue the matter through a formal complaint procedure, which is strongly encouraged by the company.

### **Definitions of Harassment**

- A. Sexual harassment constitutes discrimination and is illegal under federal, state and local laws. For the purpose of this policy, sexual harassment is defined, as per Equal Employment Opportunity Commission Guidelines, as unwelcome sexual advances and/or requests for sexual favors and other verbal or physical conduct of a sexual nature when;
1. submission to such conduct is made either explicitly or implicitly as a term or condition of an individual's employment;
  2. submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual;
  3. such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Sexual harassment may include a range of subtle and not so subtle behaviors and may involve individuals of the same or different gender. Depending on the circumstances these behaviors may include but are not limited to: unwanted sexual advances or requests for sexual favors; sexual

jokes and innuendo; verbal abuse of a sexual nature; commentary about an individual's body, sexual prowess, or sexual deficiencies; leering, whistling, or touching; insulting or obscene comments or gestures; display in the workplace of sexually suggestive comments or gestures; display in the workplace of sexually suggestive objects or pictures; and other physical, verbal, or visual conduct of a sexual nature.

- B. Harassment on the basis of any other protected characteristic is also strictly prohibited. Under this Policy harassment is verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of his or her race, color, religion, sex, sexual orientation, national origin, age, disability, marital status, friends or associates and that:
1. has the purpose or effect of creating an intimidating, hostile or offensive work environment;
  2. has the purpose or effect of unreasonably interfering with an individual's performance;
  3. otherwise adversely affects an individual's employment opportunities.

### **Individual and Conduct Covered**

These policies apply to all Etsell, Inc. management, staff, employees and contractors while engaged in doing the business of Etsell, Inc. whether such action is targeted toward coworkers or persons not directly connected to Etsell, Inc. e.g. outside vendors, prospective employees, customers, clients, or consultants.

Conduct prohibited by this Policy is unacceptable in the workplace and in any work-related setting outside the workplace such as during business trips, business meetings, or business-sponsored social events.

### **Formal Complaint Procedure**

As previously noted individuals who believe they have been the victims of conduct prohibited by this Policy or who believe they have witnessed such conduct should discuss their concerns with the Human Resources Department as soon as possible by contacting the Director via the toll free Human Resources Hotline at 866-839-1442

Etsell, Inc. encourages the prompt reporting of complaints or concerns so that immediate constructive action can be taken. Early reporting and intervention will be the most effective method of resolving actual or perceived incidents of harassment.

Any reported allegations of harassment, discrimination, or retaliation will be investigated promptly. The investigation may include individual interviews with the parties involved and, when necessary, with individuals who may have observed the alleged conduct or may have other relevant knowledge.

A full report will be made available to Etsell, Inc. upper management upon completion of the investigation of the perceived violation. After review, upper management will take appropriate corrective action as warranted by the circumstances.

Confidentiality will be maintained throughout the investigatory process to the extent consistent with adequate investigation and appropriate corrective action.

### **Retaliation**

Retaliation against an individual for reporting perceived harassment or discrimination or for participating in an investigation of a claim of harassment or discrimination is a serious violation of this Policy and, like harassment or discrimination, will be subject to disciplinary action. Acts of retaliation should be reported immediately and will be promptly investigated and addressed.

### **Resolution**

Misconduct constituting harassment, discrimination or retaliation will be dealt with appropriately. Responsive action may include training; referral to counseling; disciplinary action such as warning, reprimand, withholding of promotion or pay increase; reassignment; temporary suspension without pay; termination. Responsive action will be taken as Etsell, Inc. believes appropriate under the circumstances.

If a party to a complaint does not agree with the resolution, that party may appeal to the President of Etsell, Inc.

False and malicious complaints of harassment, discrimination or retaliation may be the subject of disciplinary action.

**Summary**

Etsell, Inc. has developed this Zero Tolerance Policy to ensure that all its employees and staff can work in an environment free from harassment, discrimination and retaliation. Etsell, Inc. will make every reasonable effort to ensure that all concerned are familiar with this Policy and to make all concerned aware that any complaint of perceived violation of this Policy will be investigated and resolved appropriately.

The law and the Policy of Etsell, Inc. prohibit disparate treatment on the conditions, privileges and perquisites of employment. The prohibitions against harassment, discrimination and retaliation are intended to complement and further those policies, not to form the basis of an exception to them.

Any questions regarding this Policy should be referred to the Human Resources Department.



## Etsell, Inc. Drug/Alcohol Testing Policy

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Etsell Inc. has a vital interest in maintaining a safe, healthy and efficient working environment in all of our facilities. Being under the influence of drugs and/or alcohol on the job poses serious safety and health risks to the user and all those who work with the user. The use, sale, purchase, transfer or possession of an illegal drug or alcohol in the workplace or being under the influence of either also poses unacceptable risks to healthy and efficient operations.

Etsell Inc. has the right and obligation to all of our employees/contractors to maintain a safe, healthy and efficient workplace. Also the company is dedicated to protecting the organization's property, information, equipment, operations and reputation. Etsell Inc. recognizes its special obligations to its clients to provide services that are free of the influence of illegal drugs and alcohol and will endeavor through this policy to provide drug and alcohol free services.

This policy outlines the goals and objectives of Etsell Inc. drug and alcohol testing program and provides guidance to supervisors and employees/contractors concerning their responsibilities for carrying out the program. This policy applies to all employees of Etsell Inc. and independent contractors. Acceptance of this policy is a condition of employment.

Etsell Inc. has established contact with certified Drug Testing Laboratories in each geographic area where Etsell Inc. conducts business. In the event an employee is required to have a drug test performed, the project manager will arrange for the testing.

### **DEFINITIONS**

1. **Alcohol** means any beverage that contains ethyl alcohol (ethanol) including but not limited to beer, wine and distilled spirits.
2. **Company premises or company facilities** means all property of Etsell Inc. including but not limited to the offices, facilities and surrounding areas on Etsell Inc. owned, leased or occupied property, parking and storage areas. The term also includes Etsell Inc. owned or leased vehicles and equipment wherever located.
3. **Contraband** means any article, the possession of which on Etsell Inc. premises while performing Etsell Inc. business causes an employee to be in violation of Etsell Inc. work rule or law. Contraband includes but is not limited to illegal drugs and alcoholic beverages, drug paraphernalia, lethal weapons, firearms, explosives, incendiaries, stolen property, counterfeit money, untaxed whiskey, and pornographic materials.
4. **Drug testing** means the scientific analysis of urine, blood, breath, saliva, hair, tissue and other specimens of the human body for the purpose of detecting drug or alcohol.
5. **Illegal drug** means any drug which has been designated as a controlled and/or illegal substance by state or federal agencies. Illegal drug also means any prescribed drug not legally obtained. Examples of illegal drugs are cannabis substances such as marijuana and hashish, and also cocaine, heroin, methamphetamines and phencyclidine (PCP).
6. **Legal drug** means any prescribed drug or over-the-counter drug that has been legally obtained and is being used by the person named on the prescription for the purpose for which it is prescribed or manufactured.
7. **Reasonable belief** means a belief based on objective facts sufficient to lead a prudent person to conclude that an employee/contractor is unable to satisfactorily perform his or her job duties due to drug or alcohol impairment. Such inability to perform may include but is not limited to decreases in the quality or quantity of the employee's/contractor's productivity, judgment, reasoning, concentration and psychomotor control, and mood changes in behavior. Accidents, deviations from safe working practice, erratic conduct indicative of impairment are examples of "reasonable belief" situations.

8. ***Under the influence*** means a condition in which a person is affected by a drug or by alcohol in any detectable manner. The symptoms of influence are not confined to those consistent with misbehavior, and include obvious impairment of physical and/or mental ability such as slurred speech and difficulty in maintaining balance. A determination of being under the influence can be established by a professional opinion, a scientifically conducted test, such as urinalysis or blood analysis, and in some cases by the call of a layperson.

### **PROHIBITED ACTIVITIES**

The use, sale, purchase, transfer and/or possession of an illegal drug, alcohol and/or illegally obtained prescription drug or being under the influence of any of these by any employee/contractor while on Etsell Inc. premises or while performing Etsell Inc. business is prohibited and is a violation of the Etsell Inc. Policy.

### **DRUG AND ALCOHOL TESTING OF EMPLOYEES**

Etsell Inc. may require a drug or alcohol test of any employee at any time during the employee's/contractor's work schedule if the employee/contractor manifests "reasonable belief" behavior.

Etsell, Inc. will require an immediate drug test upon notice from an employee/contractor that he or she has had a work-related injury or accident. In this case a drug test is mandatory and must be completed no later than an hour after the incident unless circumstances preclude immediate testing.

### **DISCIPLINE**

- A. Any employee/contractor who refuses to take a drug test when requested by his or her immediate supervisor or any member of management will be terminated.
- B. Any employee/contractor who possesses, distributes, sells, attempts to sell, transfers illegal drugs, or who illegally transfers prescription drugs on Etsell Inc. premises or while performing Etsell Inc. business will be terminated.
- C. Any employee/contractor who is found to be in possession of or under the influence of alcohol in violation of this policy will be subject to discipline up to and including termination.
- D. Any employee/contractor who is found to be in possession of contraband in violation of this policy will be subject to discipline up to and including termination.

### **CONFIDENTIALITY**

All information relating to drug or alcohol testing or the identification of persons as users of drugs and alcohol will be protected by Etsell Inc. as confidential unless otherwise required by law, overriding public health and safety concerns, or authorized in writing by the persons in question.

## **Guidelines for Members of Management**

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### **Members of Management UNDER NO CIRCUMSTANCES SHOULD EVER:**

1. Delegate your authority and responsibilities as a member of Management to any other employee without approval from Etsell, Inc. Executive Management.
2. Lend money to an employee or borrow money from an employee.
3. Socialize with any employee.
4. Cash any employees' or drivers' checks.
5. Permit any employee to vary from company procedures at any time.
6. Permit any employee to use their own leads.
7. Permit any employee to hand out the project tap cards nor any other lead card.
8. Permit any employee to copy any proprietary Etsell Inc. information for their own personal use.
9. Permit any employee to carry any Etsell Inc. materials, particularly TAPS, from our offices.
10. Permit any employee to set their own work schedule.
11. Get involved in any employee's personal life.
12. Offer an employee advice on a personal matter not related to their employment.
13. Resolve a dispute between employees except when it concerns company matters, and only to the extent of protecting company interests.
14. Confide company business to any employee.
15. Reprimand an employee in front of other fellow employees.
16. Terminate an employee in front of other fellow employees.
17. Negotiate any company policy or rule with any employee.
18. Permit smoking or smokeless tobacco use in any form in the office.
19. Permit any profane or obscene language or gestures in the office.
20. Permit ethnically slanted stories or jokes in the office.
21. Permit any employee, other than the office secretary to be in the office alone without supervision.
22. Permit anyone with the exception of the office salaried administrative assistant to have a key to the office.
23. Permit employees to have food or drink at their telemarketing position.
24. Instruct a company employee to perform the duties of an independent contractor.
25. Instruct an independent contractor to perform the duties of a company employee.
26. Permit any employee to refer to or mention Shrine Hospitals to any potential donor on the telephone.
27. Permit any employee to describe a donation to our program as being tax deductible.
28. Permit any employee to make unwanted overtures of a sexual nature to you or any fellow employee in the office.
29. Permit the use of alcohol or any illegal substances within or around the immediate confines of the office.
30. Mislead or deceive any potential donor on the phone.
31. Act as a representative for Etsell, Inc. to the Shrine or any other charity.
32. Discuss any proprietary company business with company employees without approval from Etsell, Inc. Executive Management.
33. Discuss any proprietary company business with Shriners, Shrine employees or members of other charities without approval from Etsell, Inc. Executive Management.

34. Allow company employees to discuss Etsell, Inc. business with Shriners, Shrine employees or members of other charities.

**Some of the Things that Members of Management Should Do:**

1. Conduct yourself in a manner which will build trust with all your staff and generate the respect you must have in order to be an effective Manager.
2. Be in control of your office at all times.
3. Maintain the same standards for all employees. (no favoritism)
4. Be knowledgeable and enforce all company policies and procedures for all positions that you will be managing including project management, administrative personnel, residential callers, business callers and contractors.
5. Be available to all employees on an as-needed basis for training and guidance on how to better perform their responsibilities.
6. Be consistent in all your responses to employees.
7. Constantly motivate your employees to be more effective in their assignments.
8. Act in such a manner that your employees will regard you with respect.
9. Never violate a company rule. If you unintentionally violate a company rule, that fact should be kept confidential from your staff, and make every effort not to repeat the error or violation.
10. Maintain an atmosphere in the office which is conducive to attaining the company goals.
11. Never permit any employee to conduct themselves within our offices in a manner which could bring unfavorable publicity to Etsell Inc., the Shrine or any other charity with whom we are performing our promotional services.
12. Maintain a high standard of professionalism in our offices at all times.
13. Refer all matters concerning the relationship between Etsell Inc. and its clients, to Etsell, Inc. Executive Management at Operations Center in Knoxville, TN.

**Avoiding Discrimination Claims**

**The Project Manager nor any Salaried Personnel UNDER NO CIRCUMSTANCES SHOULD EVER:**

1. Socialize with any employee.
2. Get involved in any employee's personal life.
3. Offer any employee advice on a personal matter not related to their employment.
4. Confide company business to any employee.
5. Reprimand an employee in front of other fellow employees.
6. Terminate an employee in front of other fellow employees.
7. Negotiate any company policy or rule with any employee.
8. Permit smoking or smokeless tobacco use in any form in the office.
9. Permit profane or obscene language nor gestures in the office.
10. Permit ethnically slanted stories or jokes in the office.
11. Take part in any discussion with any employee regarding your own or another employee's sexual matters.
12. Refer to any employee using discriminatory language in any form.
13. Permit any employee to make unwanted overtures of a sexual nature to you or any fellow employee in the office.

**Violation of any Guidelines for Members of Management will subject the Project Manager or Salaried Personnel to disciplinary action up to and including but not limited to deductions from bonuses, written warning and termination.**

## **Computer and Telephony Equipment – Security, Use and Care**

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If an employee willfully or intentionally misuses and/or damages any company computer or telephony equipment, and/or downloads any malicious content the employee will be held personally responsible for that misuse, damage and/or download; and the employee will be required to pay for the repair or replacement costs for said equipment and any corrupted software. This policy includes all equipment that an employee may use or come in contact with during the course of their employment with Etsell, Inc. Failure to take diligent care of the equipment made available to an employee in order for an employee to do their job will result in a deduction from the responsible employee's wages for the amount owed for the replacement or repair of that property or software replacement and will result in disciplinary action up to and including termination.

### **Keystone Call Center Agent - UserID / Password Protection**

Keystone call center agents are given a personal User ID and password in order to access the dialer agent which includes access to agent terminals and to proprietary software in order to execute their job. Employee access is limited to the dialer software only.

Keystone call center agents have the responsibility to secure and safeguard the corporate data assets that may be accessed with the UserID and password assigned to the agent. This information is unique to the individual employee and will be given to the Keystone agent only. Agents will not discuss or divulge their unique UserID and password with other personnel within the company outside the normal Management Information Systems personnel. Employees will not discuss or divulge their unique UserID and password with anyone not associated with Etsell, Inc.

Release of their unique UserID and password by an employee in disregard of this policy and failure to secure and safeguard this information will result in disciplinary action up to and including termination of employment.

### **Equipment Use and Care**

All computer upgrades, software applications and downloads will be managed by the MIS department staff and will be processed only as needed for company operations. No other employee is authorized to open, access, retrieve or download any computer program not related to company business on any company equipment unless instructed to do so by a member of the MIS staff or by an officer of Etsell, Inc. If it is determined that an employee has opened, accessed, retrieved or downloaded any computer program not related to company business on any Etsell, Inc. computer without instruction or authorization, the employee will be subject to disciplinary action up to and including termination of employment.

Do not plug any peripheral device into any work computer port as these devices may interfere with computer functionality. Peripheral devices include flash drives, cellphone chargers, iPod or similar devices. Failure to follow this instruction will result in disciplinary action up to and including termination of employment.

# Internet Use Policy

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## 1. Purpose

This Policy is instituted by Etsell Inc. to protect the Company and individual employees against claims of violations of individual rights by other employees in the workplace.

## 2. Use of Internet

Access to the Internet through Etsell Inc. network is a privilege and carries responsibilities reflecting responsible and ethical use. Internet access is granted to all Project Managers, all Operations Center Managers and certain members of the Operations Center and Administrative staff as a part of their respective employment agreements. As a condition of employment, these employees agree they will comply with this policy in using company Internet equipment and facilities.

## 3. Authentication

Applicable staff are assigned a network username and password. The protection of these tools is the responsibility of the individual to whom it is assigned. Any unauthorized use of the username and password by other individuals (i.e., family members or other employees) to gain access to the Etsell Inc. network and Internet, makes that manager responsible for any and all actions of those individuals. Violations of Company Internet Use Policy and other Etsell Inc. policies through the authorized use of the username and password subjects the individual to whom it is assigned to disciplinary action, up to and including termination. You should not expect that transmissions made through the Company network are confidential. Although you will be given a username and password, this does not insulate transmissions from employer review for business purposes.

## 4. Ethical Use of the Internet

At any time and without prior notice, Etsell Inc. management reserves the right to examine e-mail, personal file directories, and other information stored on Etsell Inc. computers. This examination helps to ensure compliance with internal policies, supports the performance of internal investigations, and assists the management of our information system. As such, the Company may monitor access to the Internet. Use of the Internet constitutes acceptance of such monitoring.

This Policy should be read and interpreted in conjunction with all other Company policies including but not limited to policies prohibiting harassment, discrimination, offensive conduct or inappropriate behavior. Employee-users are prohibited from accessing the Internet for any unethical purposes, including pornography, violence, gambling, racism, harassment, or any illegal activity.

Employee-users are prohibited from using profanity or vulgarity when posting electronic mail via the Internet, or posting to public forums. The employee-user must abide by all federal and state laws with regard to information sent through the Internet. Etsell Inc. Code of Ethics strictly prohibits unauthorized release or disclosure of any member information through the Internet or through any other means. Etsell Inc. trade secrets and confidential information should not be transmitted over the Internet.

Employee-users are also prohibited from using Internet access through Etsell Inc. systems for any other business or profit-making activities.

In general, employees should exercise the same restraint and caution in drafting and transmitting messages over the Internet as they would when writing a memorandum and should assume that their message will be saved and reviewed by someone other than the intended recipients. Violation of these standards can lead to disciplinary action including termination.

## 5. Downloading Software

Employee-users are prohibited from downloading any software from the Internet to Etsell Inc. computers. Employee-users may not install other on-line services to access the Internet on Company owned computers, such as America Online, CompuServe, Earthlink, etc. Any questions should be directed to an officer of the company.

## 6. Personal Use

Use of company computers for personal purposes is strictly prohibited. Use of a company T1 line to access the internet with personal laptop computers using a personal internet service provider is permitted only with specific permission of an officer of Etsell, Inc.

## **7. Agreement to this Internet Use Policy**

As an employee of Etsell, Inc. I understand and agree that my use of the Etsell Inc. network constitutes full acceptance of the terms of this policy and consent to monitoring. I further understand that any violation of the Etsell, Inc. Internet Use Policy may result in disciplinary action up to and including but not limited to loss of bonuses, written warning and termination.

## **Proprietary Information, Inventions and Non-Solicitation Agreement**

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### **All Management and Salaried Personnel**

**All Management and Salaried Personnel employed by Etsell, Inc. are hereby notified that ETSSELL, INC., a Florida corporation, together with its subsidiaries, partnerships, clients and affiliates (collectively, the "Company"), is engaged in the business of fundraising through telemarketing and other means of communication and is engaged in a continuous program of research, development and production respecting said business, present and future. By employee's acceptance of position, employee agrees and attests to the following:**

A. Employment creates a relationship of confidence and trust between employee and the Company with respect to any information:

- 1) Applicable to the business of the Company; or
- 2) Applicable to the business of any partnership, client or customer of the Company, which may be made known to me by the Company or by any partner, client or customer of the Company, or learned by me in such context during the period of my employment.

B. The Company possesses and will continue to possess information that has been created, discovered, developed or otherwise become known to the Company (including without limitations any and all information created, discovered, developed or made known to employee during employment with the Company) and/or in which property rights have been assigned or otherwise conveyed to the Company, which information has commercial value in the business in which the Company is or may become engaged. All of the aforementioned information is hereinafter called "Proprietary Information." By way of illustration but not limitation, Proprietary Information includes trade secrets, processes, structures, formulas, data and know-how, improvements, computer programs, product concepts, techniques, marketing plans, strategies, forecasts, customer lists, office keys, post office box keys, file cabinet keys and information about the Company's employees and/or consultants (including without limitations the compensation, job responsibility and job performance of such employees and/or consultants.)

C. In consideration of employment or continued employment as the case may be, and the compensation received by employee from the Company from time to time, employee hereby agrees:

1) Ownership of Proprietary Information – All Proprietary Information shall be the sole property of the Company and its assigns, and the Company and its assigns shall be the sole owner of all copyrights and other rights in connection therewith. Employee assigns to the Company any and all rights they may have or acquire in such Proprietary Information. At all times, both during employment by the Company and after termination of employment with the Company:

- a) Employee will keep in confidence trust all Proprietary Information,
- b) Employee will not use or disclose any Proprietary Information or anything directly related to it without written consent of the Company, except as may be necessary in the ordinary course of performing duties as an employee of the Company and only for the benefit of the Company.

Notwithstanding the foregoing, it is understood that, at all such times, employee is free to use

- c) Information in the public domain not as a result of a breach of this Agreement, and
- d) Employee's own skill, knowledge, know-how and experience to whatever extent and in whatever way employee wishes, in each case consistent with any obligations as an employee of the Company.

2) Delivery of Documents and Data - In the event of the termination of employment from the Company for any reason, employee will immediately deliver to the Company all Proprietary Information as described including documents, data, keys or any other items of any nature pertaining to employment with the Company, and employee will not take or deliver to anyone else any documents or data of any description containing or pertaining to any Proprietary Information.



3) Employee acknowledges that all original works of authorship which are made by employee (solely or jointly with others) within the scope of the employee's position and assignment with Company and which are protectable by copyright are "works made for hire," as that term is defined in the United States Copyright Act (17 USCA, Section 101).

4) Non-Solicitation – During the terms of employee's employment by the Company, and for a period of six months thereafter, without the prior written consent of the Company:

a) Employee will not solicit or induce any employee of the Company to leave the employ of the Company and,

b) Employee will not hire or solicit or induce to be hired any employ of the Company or any employ who has left the employment of the Company within six months of the termination of said employee's employment with the Company and,

c) Employee will not solicit or accept employment or be retained by any party who, at any time during the term of employment, was a client of the Company if such client is engaged in any activity, business or enterprise that is competitive with any significant part of the business conducted by the Company or any subsidiary or affiliate thereof at the time of the termination of employment or as contemplated to be conducted by the Company at such time and,

d) Employee will not solicit or accept the business of any client of the Company, which business is competitive with any significant part of the business conducted by the Company or any subsidiary or affiliate thereof at the time of termination of employment or as contemplated to be conducted by the Company at such time.

Employee recognizes, understands, agrees and acknowledges that the Company has a legitimate and necessary interest in protecting its goodwill and Proprietary Information and that the identity and particular business needs of the Company's clients will be conveyed to employee during the term of employment and such information constitutes Proprietary Information which is not publicly available.

5) No Employment Agreement – Employee agrees that the Company is not by reason of this Agreement obligated to continue employment.

6) Remedies for Breach – Employee agrees that any breach of this Agreement by employee would cause irreparable damage to the Company, and in the event of such breach, the Company shall have, in addition to any and all remedies of law, the right to an injunction or other equitable relief to prevent or redress the violation of employee's obligations hereunder.

7) Separability – If any provision hereof shall be declared unenforceable for any reason, such unenforceability shall not affect the enforceability of the remaining provisions of the Agreement. Further, such provision shall be reformed and construed to the extent permitted by law, so that it would be valid, legal and enforceable to the maximum extent possible.

8) Effective Date – This Agreement shall be effective as of the first day of employment by the Company.

9) Assign Ability – This Agreement shall be binding upon employee, employee's heirs, executors, assigns and administrators and shall inure to the benefit of the Company, its successors and assigns and shall survive the termination of employment by the Company, regardless of the manner of such termination.

## **Operations Center Staff Discretionary Issues**

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Members of Operations Center staff including MIS Department personnel, Operations Center administrative staff, Keystone call center management and Keystone agents have a high level of accessibility to upper management and work in close proximity to corporate and company-confidential materials.

These employees do not have authorization to use, read, disseminate, distribute, copy or store any company-confidential material unless verifiable authorization is granted from a corporate officer. Company-confidential material includes but is not limited to: material owned, produced, transmitted to or from a corporate officer; electronic transmissions made by corporate officers through the OpCenter local area network, company network and/or company email server; files, documents or other writings in the work areas and/or files of corporate officers; client contracts and/or correspondence; OpCenter and management personnel files; incoming or outgoing mail; any other company-confidential material.

If authorization is granted, authorized employee agrees to maintain discretion and hold such material and/or information in confidence, and further agrees to use the material and/or information for its intended purpose only.

Failure to follow this policy will subject the employee to disciplinary action up to and including termination of employment.

## **Employee Disclaimer**

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Acceptance of employment with Etsell, Inc. signifies employee's acknowledgement that that are not employed by or under contract with any other telemarketing organizations to obtain trade secrets or any other information concerning the operational procedures or techniques of Etsell, Inc., its DBA's, its clients or agents.

Acceptance of employment with Etsell, Inc. signifies employee's acknowledgement that that are not connected with any person or group directly related to the organization being solicited for the purpose of obtaining trade secrets or any other information concerning the operational procedures or techniques of Etsell, Inc., its DBA's, its clients or agents.

Acceptance of employment with Etsell, Inc. signifies employee's acknowledgement that that are not employed by or under contract with any law enforcement agency or mass media for the purpose of reporting, evaluating, or scrutinizing operational procedures, techniques, or policies of Etsell, Inc., its DBA's, its clients or agents.

## Occupational Safety and Health Administration (OSHA)

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Etsell, Inc. is committed to providing every employee a workplace free of known health and safety hazards, and the company maintains compliance with the Occupational Safety and Health Act of 1970 (OSH Act) and other relevant laws.

### **Employee Rights**

- Be trained in a language you understand
- Work on equipment that is safe
- Be provided required safety gear applicable for duties
- Be protected from toxic chemicals
- Request an OSHA inspection, and speak to the inspector
- Report an injury or illness, and get copies of your medical records
- See copies of the workplace injury and illness log
- Review records of work-related injuries and illnesses
- Get copies of test results done to find hazards in the workplace
- If you have concerns, you have the right to speak up about them without fear of retaliation.

### **Employer Responsibilities**

#### ***Short summary of key employer responsibilities:***

- Provide a workplace free from serious recognized hazards and comply with standards, rules and regulations issued under the OSHA Act.
- Examine workplace conditions to make sure they conform to applicable OSHA standards.
- Make sure employees have and use safe tools and equipment and properly maintain this equipment.
- Use color codes, posters, labels or signs to warn employees of potential hazards.
- Establish or update operating procedures and communicate them so that employees follow safety and health requirements.
- Employers must provide safety training in a language and vocabulary workers can understand.
- Employers with hazardous chemicals in the workplace must develop and implement a written hazard communication program and train employees on the hazards they are exposed to and proper precautions (and a copy of safety data sheets must be readily available). See the OSHA page on Hazard Communication.
- Provide medical examinations and training when required by OSHA standards.
- Post, at a prominent location within the workplace, the OSHA poster (or the state-plan equivalent) informing employees of their rights and responsibilities.
- Report to the nearest OSHA office all work-related fatalities within 8 hours, and all work-related inpatient hospitalizations, all amputations and all losses of an eye within 24 hours. Call our toll-free number: 1-800-321-OSHA (6742); TTY 1-877-889-5627. [Employers under federal OSHA's jurisdiction were required to begin reporting by Jan. 1, 2015. Establishments in a state with a state-run OSHA program should contact their state plan for the implementation date].
- Keep records of work-related injuries and illnesses. (Note: Employers with 10 or fewer employees and employers in certain low-hazard industries are exempt from this requirement.)
- Provide employees, former employees and their representatives access to the Log of Work-Related Injuries and Illnesses (OSHA Form 300). On February 1, and for three months, covered employers must post the summary of the OSHA log of injuries and illnesses (OSHA Form 300A).
- Provide access to employee medical records and exposure records to employees or their authorized representatives.
- Provide to the OSHA compliance officer the names of authorized employee representatives who may be asked to accompany the compliance officer during an inspection.
- Not discriminate against employees who exercise their rights under the Act. See our "Whistleblower Protection" webpage.
- Post OSHA citations at or near the work area involved. Each citation must remain posted until the violation has been corrected, or for three working days, whichever is longer. Post abatement verification documents or tags.
- Correct cited violations by the deadline set in the OSHA citation and submit required abatement verification documentation.
- OSHA encourages all employers to adopt an Injury and Illness Prevention Program. Injury and Illness Prevention Programs, known by a variety of names, are universal interventions that can substantially reduce the number and severity of workplace injuries and alleviate the associated financial burdens on U.S. workplaces. Many states have requirements or voluntary guidelines for workplace Injury and Illness Prevention Programs. Also, numerous employers in the United States already manage safety using Injury and Illness Prevention Programs, and we believe that all employers can and should do the same. Most successful Injury and Illness Prevention Programs are based on a common set of key elements. These include: management leadership, worker participation, hazard identification, hazard prevention and control, education and training, and program evaluation and improvement. OSHA's Injury and Illness Prevention Programs topics page contains more information including examples of programs and systems that have reduced workplace injuries and illnesses.
- For more information visit [www.OSHA.org](http://www.OSHA.org).

## State Disclosure Requirements

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The following disclosures must be used at the beginning of your script when calling the States indicated.

**ALABAMA** – Hello, my name is (say full name) with Shrine Services, a paid solicitor, calling on behalf of the Shriners in (name of town).

**FLORIDA** – Hello, my name is (say full name) and I work for Shrine Services calling on behalf of the Shriners in (name of town).

**NORTH CAROLINA** – Hello, my name is (say full name). I’m a paid solicitor employed by Shrine Services calling on behalf of the Shriners in (name of town).

**SOUTH CAROLINA** - Hello, my name is (say full name). I’m a paid solicitor employed by Shrine Services calling on behalf of the Shriners in (name of town).

**TENNESSEE** - Hello, my name is (say full name). I’m calling from Shrine Services, a paid solicitor, calling on behalf of the Shriners in (name of town).

**TEXAS** - Hello, my name is (say full name) and I work for Shrine Services calling on behalf of the Shriners in (name of town).

**VIRGINIA** - Hello, my name is (say full name). I’m a paid solicitor employed by Shrine Services calling on behalf of the Shriners in (name of town).

NOTE: There may be campaigns where Etsell, Inc. operates as Community Assistance Services, which would replace “Shrine Services” in the above disclosures. Your manager will notify you where appropriate.

## Sales Requirements

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### Common Words That Are NOT to be used

(Unless included in the local organization name)

Handicapped  
Retarded

Disabled  
Burn Units

Information Packs  
Tickets

Shrine Hospitals  
Crippled Children

Our reset department has experienced many typical and repeated questions about our circus coupons and how they work. Therefore, they have made the following recommendations which we require for ALL salespeople to use. These will increase collections and sponsorship dollars. These requirements are as follows:

- Always disclose your full name and that you are a paid employee of Shrine Services.
- Always use the word "**COUPON**" and "**PASS**" during your presentation
- Always explain what the "**COUPON**" looks like and how it is to be used.
- **Never tell a contributor that they will be sponsoring a specific number of people.** You should tell them their sponsorship will help us distribute thousands of free passes to deserving organizations from all over the city. Remember to name a few of them.
- Do not write negative comments on the pledge cards.
- Make sure all cards are cover-carded properly at the end of the day and placed in the proper receptacles as instructed by your project manager.
- Donations are NOT tax deductible and you should never indicate otherwise.
- Use SECOND EFFORTS! No second effort is no effort at all.
- Solicit voluntary monetary contributions only. Solicitation of contributions for merchandise, goods, services or other non-monetary items will be grounds for termination.

### Specifically for Business Contributors

- **Always ask for credit card / echeck payment immediately.**
- If sponsor does not want to pay by e-fund, always explain that a Representative will be coming by to drop off their invoice and passes.
- Always ask for the sponsor's delivery address, and never read the address that appears on the pledge card. Always ask for directions and if there is someone else the check can be left with in case that person is unavailable or leaves the office.
- Always tell the sponsor someone will be calling them back to verify the pledge.
- Always when closing, remind them to go ahead and write the check, put it in an envelope, and have it ready for the driver. We get a stronger commitment this way.

Remember your commissions and bonuses are dependent on the prompt return of the pledges you make. The more informed the donor is the better chance you have of receiving your pay from a promptly paid donation.

### Specifically for Residential Contributors

- **Always ask for credit card / echeck payment immediately.**
- If sponsor does not want to pay by e-fund, always ask for the sponsor's mailing address, and never read the address from the card.
- Always tell the sponsor someone will be calling them back in a few minutes to verify their mailing address and sponsorship amount.
- Always explain the Postage-Paid Business Reply Envelope with their local Shriner's return mailing address on it that will be included when we send their coupon, so the contributor knows we have provided a convenient and legitimate way for them to send back their pledge.
- Always when closing, inform the sponsor we need them to mail back their generous donation within one to two days after receiving the sponsorship packet. We get stronger collections this way.

## Objection Handling / Rebuttals

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### **Shoring Up A Wavering Customer**

**If someone says "Maybe," "I'll try," "I'll see what I can do," "I don't understand," or anything similar to this, then tell them:**

I understand sir/ma'am, but considering the cost of postage and printing we need to know you can definitely return these funds for the children. Can you commit to that for us?

### **If they don't understand why it is this way, then use one of the following rebuttals:**

- 1) If we mail out the packets only for information, we would actually lose money toward the cause. Most people don't respond anyway. It costs much less to call people up first to see who can definitely help these children before we create expense by mailing something out.
- 2) We don't have any printed materials other than the pledge packets. The cost of the paper, printing, postage, and processing would increase our expenses and would actually decrease the available money for the fundraiser. The reason I am calling is to give you the information and answer any questions you may have. Was I clear on what we are doing and about helping the Shrine and the kids? I can put you down for our basic pledge of \$\$.

### **OBJECTION: I'm not interested (If in the beginning of pitch before talking about \$\$)**

You know **(sir/ma'am)** I have heard that a couple of times today but both of those folks thought they had to pay over the phone today. That of course is an option, but you're certainly not obligated to. We can mail you out a pledge packet with a self-addressed stamped envelope, and you can mail your donation if that is what you prefer. Now what you donate is up to you of course. Some give \$100 and others give \$40, but most have been donating around \$60. Which can I put you down for? **(Proceed Accordingly)**

### **OBJECTION: I'm not interested (After talking about \$\$)**

Are you not interested because you don't like to do business over the phone or is it something else? **(Follow up accordingly)**

### **OBJECTION: I'm broke / can't afford / no money / on SSI**

- 1) Just to be clear **(sir/ma'am)** even a little goes a LONG way. So if you could find it in your heart to help these children with a generous donation of ONLY **(2 pass amount)** then it sure would mean a lot to the kids. We can put you down for that can't we? **(If no, drop to 1 pass amount)**
- 2) That's understandable **(sir/ma'am)** we hear that more and more every year, but if everybody gives just a little then next thing you know there are a whole lot of happy kids at the circus and that's something you would be proud to be part of wouldn't you **(sir/ma'am)** So what I'll do for you is put you down for **(# of passes)** for **(amount)** or **(# of passes)** for **(amount)**, which works best for you?
- 3) I understand **(sir/ma'am)** budgets are tight everywhere this year and that's why we need your help more than ever! The Shriner's just can't do it without you, and without your help the Shriner's won't be around to continue doing all the other GREAT work they do in your community. So what I'll do for you is put you down for just a small level of **(# of passes)** for **(amount)** or **(# of passes)** for **(amount)**, which works best for you?
- 4) I understand **(sir/ma'am)**. Believe it or not most of the donations we receive are from people in the exact same situation. It doesn't take much to put a smile on these children's faces and it's such a GREAT thing to be a part of. So what I'll do for you is put you down for just a small level of **(# of passes)** for **(amount)** or **(# of passes)** for **(amount)**, which works best for you? **(Use smaller # here 3 pass level and 2 pass level)**

### **OBJECTION: I give to a Shriner I know or When I see them out**

It's great that you do that, but this is the single biggest fundraiser the Shrine does all year. Without us generating these funds for them, many of the things the Shrine tries to do for the community and those that need them might be shut down. We ask for very little and only do this once a year. So many people promise to do this through someone else but either forget to or change their minds. While I have you on the line, could you commit this just once for these kids? We mark it in our system so we know where every penny is, and that it goes to the proper place. We send you a circus coupon so you can attend the show and know exactly where the money goes, and you can call the Shrine and verify who we are. So what I'll do for you is put you down for just a small level of **(# of passes)** for **(amount)** or **(# of passes)** for **(amount)**, which works best for you? **(Use smaller # here 3 pass level and 2 pass level)**

**OBJECTION: I give locally / I give to church / I give to another charity**

- 1) I can appreciate that and you don't have to worry because what we do is local and stays local. Hundreds of needy kids in the area get to experience a once in a lifetime event without having to go too far away. When you get this in the mail, it will verify that. We do it like this to maximize the number of children who can go while keeping fundraising costs as low as possible.
- 2) 2) Sir/Ma'am, I think that's wonderful that you support your church and its ministries, but we only do this once a year and we ask for very little to go a long way for kids who really need help from caring folks like you. I know God would bless you if you could give a little more above and beyond what you already have. So what I'll do for you is put you down for just a small level of (# of passes) for (amount) or (# of passes) for (amount), which works best for you? (Use smaller # here 3 pass level and 2 pass level).
- 3) 3) That's great (sir/ma'am) I certainly don't want to take away from that, but if you could find it in your heart to spare just a little more, I know these special needs children and the Shriner's will be grateful. So what I'll do for you is put you down for (# of passes) for (amount) or (# of passes) for (amount), which works best for you?

**OBJECTION: I can't give that much**

That's not a problem (**sir/ma'am**) not everybody does. The important thing to remember is that even a little goes a LONG way, so even (**3 pass amount**) or (**2 pass amount**) will benefit the kids and help the Shriner's reach their goal. Which is going to work best for you? (**If still can't help drop to 1 pass amount**)

**OBJECTION: I don't want to attend the circus / I don't have kids to take to the circus / Circus too far away**

- 1) Most of our sponsors don't attend the show (sir/ma'am) so you certainly don't have to. The great thing about the circus is that it helps these special needs children create a lifetime of memories that otherwise just wouldn't be possible and I'm sure you can appreciate that can't you? So what I'll do for you is put you down for (# of passes) for (amount) or (# of passes) for (amount), which works best for you?
- 2) Please understand, it's about helping these special needs and underprivileged children go to the circus. This is a once a year event that gives them the chance to just be a kid even if it's only for a day, and I'm sure you can agree that's a worthy cause can't you? So what I'll do for you is put you down for (# of passes) for (amount) or (# of passes) for (amount), which works best for you?
- 3) I can understand that, but the true purpose of the circus is to give these special needs children the opportunity to experience something they might not ever have the chance to do again. So what I'll do for you is put you down for (# of passes) for (amount) or (# of passes) for (amount), which works best for you?
- 4) I understand, but you can still help the Shrine with a sponsorship. This is for the kids and is also the Shrine's biggest fundraiser for the local fraternity. When you receive your sponsorship packet in the mail, just sign the back of your pass/coupon and return it along with your sponsorship check or money order and that helps increase Shrine-donated attendance! Or you can give your passes to someone that you think would enjoy attending.

**OBJECTION: I don't do business over the phone**

- 1) That's a smart idea (sir/ma'am), you never know who you are talking to. We just make initial contact over the phone so we know who to mail the pledge packet to. It costs so much to mail things these days we don't want to waste even a single penny. That being said let me tell you why I'm calling today. (Roll into pitch)
- 2) I understand and I am only getting a pledge and wouldn't ask you to pay over the phone. We send out the pledge packet and inside is the redeemable coupon and return envelope including a phone number to call if you have any further questions. Any legitimacy issues will be answered with the pledge packet. Now, can I put you down for \$\$ or \$\$?

**OBJECTION: Send me something in the mail**

- 1) I'm glad you mentioned that (sir/ma'am), because that's exactly why I'm calling. We mail out pledge packets to people just like you who want to help special needs children attend the Shrine Circus and have an experience they otherwise may never get to have. We just need to find out what donation amount you are comfortable with and we can mail out the pledge packet with a self-addressed stamped envelope for you to return your donation. So what I'll do for you is put you down for (# of passes) for (amount) or (# of passes) for (amount), which works best for you?

- 2) (Sir/ma'am), due to rising costs of mailing information we found that answering questions over the phone is more cost effective. By doing this, more of the money donated goes toward helping these special needs children attend the circus and giving the Shriner's the ability to continue all the great work they do. Once I have answered all of your questions and you have chosen a donation amount you are comfortable with I will mail out the pledge packet with a self-addressed stamped envelope for you to return your donation. So what I'll do for you is put you down for (# of passes) for (amount) or (# of passes) for (amount), which works best for you?

**OBJECTION: Mistreated Animals**

I'm glad to hear you're concerned for the animals (**sir/ma'am**). Let me assure you that every circus we are affiliated with treat these animals with the upmost care and meet ALL state and federal inspection codes. They are bathed daily, fed only the best food, and in some cases the animals are kept at local farms between shows. Based on these facts and the level of medical care each animal receives, the average life expectancy is about 80% longer than if that animal was in the wild. I'm sure you see the good in that don't you?

**OBJECTION: I'm in the middle of something / on the other line**

This is the Shrine's biggest fundraiser for the local fraternity and we're getting sponsors for the Shrine Circus. We really need your help. I promise this will only take 1 minute.

**OBJECTION: I don't want to participate / This is not something I believe in**

I'm sure you're familiar with the great work the Shriners do, that's all this is about is helping some kids who wouldn't otherwise get a chance to go to the circus. We have a packet that's only \$\_\_\_\_ .

**OBJECTION: I'm sick / just got out of the hospital / I'm ill**

Well I certainly hope you get to feeling better soon. I know just the thing to pick up your spirits. You could help the Shrine get circus passes to kids in your name by doing just small sponsorship for \$\_\_\_\_.

**OBJECTION: You will have to call back and talk to my husband/wife**

For as good a cause as something like this, I'm sure your husband/wife won't mind if you do the smallest amount to help the Shrine get circus passes to kids in your area. With the two free passes you get, you could even take him or her to the circus as a date.

**OBJECTION: No one here by that name / they don't live at this number**

Well that's ok. We're trying to reach everyone to let them know about the Shrine Circus and the good the works the Shriners do. Proceed with script.

**OBJECTION: That's too far for me to drive / don't drive at night / wouldn't be interested in going to the circus**

I understand that Mr/Mrs. \_\_\_\_ but the main focus of the Shrine Circus is about sending some children who wouldn't have an opportunity any other way to see the circus for free. If you don't want to go yourself you can still help the Shrine. Let me put our smallest packet together for you. It's just \$\_\_ and it gives you a coupon good for \_\_ free passes to donate to a needy family. If you don't want to go, sign the back of the pass when you receive it and return it with your check or money, which will increase Shrine-donated attendance or you can give it to anyone you know.

**OBJECTION: This is my computer / children's line**

I'm terribly sorry for calling you on this line. If you will give me the correct number along with your complete mailing address I can send your pledge packet out to you and get your number changed in our records. Now which level would you like for me to put you down for? We have one that is \$\_\_\_\_ that entitles you to a coupon good for \_\_\_\_ free passes and one that is \$\_\_\_\_ that will entitle you to a coupon good for \_\_\_\_ free passes.

**OBJECTION: Sound hateful – I don't have time for that**

These are kids from area organizations such as . . . We just really need to make time for them. They are depending on us, and this will take just one minute of your time. I just need your mailing address and I can mail you our minimum pledge packet which is just \$\_\_\_\_ and you get a coupon good for \_\_\_\_ free passes so that you can take your friends and family.



**OBJECTION: If they begin throwing combinations of excuses**

(Sir/Ma'am) please understand how many underprivileged children and seniors the Shriners have on the list and how much they look forward to going to the circus. These are children from area organizations such as . . . , children that otherwise wouldn't be able to do anything such as this. How about if I put you down for our smallest level which is . . .

**OBJECTION: I can only send \$5.00 or \$10**

That's awesome! Please make your check payable to SHRINE CIRCUS FUND and include your contributor ID and my name on the outside of the envelope. Mail it to PO Box # \_\_\_\_\_, City/State/Zip. Thank you very much.

## Frequently Asked Questions

*Sponsorship Levels (Varies by project, below is example at \$15/each)*

<u>\$ Amount</u>	<u># of Passes</u>	<u>\$ Amount</u>	<u># of Passes</u>
\$30	2 passes	\$90	7 passes
\$45	3 passes	\$105	8 passes
\$60	4 passes	\$120	9 passes
\$75	5 passes	\$135	10 passes

**Who are the Shriners?** An organization of businessmen involved in the community activities who help children.

**Where did you get my name/number?** We buy a list, upload it into the computer system, and then go through it alphabetically. Always assure them that the Shriners will NEVER sell their list, share the list or use it for any other purpose than to contact them regarding the Shrine Circus.

**What is the percentage breakdown?** All monies collected are deposited into the (Name of Temple) Shrine Circus Fund bank account. Typically after expenses of the campaign are paid the Shrine retains 75% of net receipts and Shrine Services receives 25% of net receipts. \*\* Consult your manager if you need help answering this question.

**What is your authorization to do this?** We comply with all necessary local and state licensing procedures in order to solicit funds. Alabama registration # AL16-058PF; Florida registration # SS659; North Carolina registration # SL10029; South Carolina registration # PFRID F4772; Tennessee registration # PS25; Texas No registration required; Virginia Registered name Etsell, Inc.

**Do you have a website?** For circus info visit: [www.shrinecircusfund.com](http://www.shrinecircusfund.com). For Shriners info visit [www.shrinershq.org](http://www.shrinershq.org). For company info visit: [www.etsellinc.com](http://www.etsellinc.com) or [www.shrineservices.com](http://www.shrineservices.com).

**Why are you calling so early?** Everything must be paid for in advance before the Shriners can start the enormous job of distributing free passes to the organizations.

**Do children under a certain age get in for free?** Children who do not take up a seat get in for free. All others must have a pass to get into the circus.

**Is my pledge tax deductible?** No. The fact that you are getting passes in return for sponsoring negates this.

**How many children does my pledge sponsor?** The number of kids each pass will sponsor depends on total community participation. We try to send just as many children as possible with each donation.

**Why are you paid/ why not have volunteers?**

The reason we can't get volunteers is because the average age of a Shriner now is 72. We cannot get volunteers to come in and do this every day. If we weren't helping these folks out, there might not be a circus and the Shrine might have to close its doors and not be available when needed.

**If you are sending special needs children to the Shrine Circus with a sponsorship from me, then why are you sending me passes that you could be giving to them?** Sir/Ma'am, we do this as a way of showing our appreciation for your sponsorship. Sixty percent of those who donate do not attend and end up sending their passes back anyway. By attending the circus yourself, you get to see where your money is going, and you get to see the children firsthand that you've helped to sponsor.

## Where Do the Donations Go?

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### **What percent goes to the children?**

The Shrine Circus has been the Shriner's major fundraiser for years now. The profits go to the annual operation budget to keep this city's local Shrine office open. As you know the Shriners are not paid, but the support staff such as the secretaries are paid a modest wage. They also have costs such as utilities, office supplies, phone bills, etc. that need to be paid. The Shriners work with non-profit groups from this area all year long either volunteering or giving them financial help. The children, and in some cases, the elderly people from our community that you are sponsoring are coming as guests of the community to a special presentation of the Shriner's circus! The Shriners need for the community to get involved in this sponsorship because they simply couldn't reach their lofty goals of free tickets given away without your help. These are people who really would not have this opportunity to attend without the support of the community. We provide complimentary passes so the community can go and see what a difference their sponsorship makes to these kids. It's a great way to get out for some family fun at the same time.

### **If they continue to question what percent goes to the Shriner's or to the Professional Solicitor:**

Please refer to the Frequently Asked Questions (FAQ's). On average the professional solicitor receives approximately 10% of net receipts after payment of campaign expenses.

## Who are the Shriners?

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Members of the Ancient Arabic Order of the Nobles of the Mystic Shrine for North America are members of the Masonic Order and adhere to the principles of Freemasonry — Brotherly Love, Relief and Truth.

Freemasonry is the oldest, largest, and most widely known fraternal organization in the world. It dates back hundreds of years to when stonemasons and other craftsmen on building projects gathered in shelter houses or lodges. Through the years these gatherings changed in many ways until formal Masonic lodges emerged, with members bound together not by trade, but by their own wishes to be fraternal brothers.

Shriners are distinguished by an enjoyment of life in the interest of philanthropy. The approximately 500,000 member organization has a buoyant philosophy that has been expressed as "Pleasure without intemperance, hospitality without rudeness and jollity without coarseness."

Shriners support what has become known as the "World's Greatest Philanthropy," Shriner's Hospitals for Children.

Men from all walks of life and all levels of income find fun, fellowship and relaxation in their local Shrine Center and its activities. There are also regional Shrine Clubs in many communities. Family picnics, dances, parties and scheduled trips to near and far are just a few of the activities available.

There are 191 Shrine Centers, or chapters, located in the United States, Canada, Mexico and the Republic of Panama. Informal Shrine Clubs are located all around the world.



# Masonic Statement of Non-Religious Affiliation

The  
GRAND LODGE

THOMAS E. HAGER  
GRAND MASTER, F. & A. M.  
1894



of TENNESSEE

FREE AND ACCEPTED MASONS  
5126 JOHN HAGER ROAD, HERMITAGE, TN 37076  
(615) 863-1613

April 22, 1994

The Baptist Press  
901 Commerce Street  
Nashville, Tennessee 37203

Dear Sirs:

The following is the official position of the Grand Lodge, Free and Accepted Masons of Tennessee on the subject of Freemasonry and Religion.

Freemasonry is not a religion, nor is it a substitute for religion. It requires of its members, belief in God as part of the obligation of every responsible adult, but advocates no sectarian faith or practice. Masonic ceremonies include prayer, both traditional and extempore, to reaffirm each individual's dependence on God and to seek divine guidance. Freemasonry is open to men of any faith, but religion may not be discussed at Masonic meetings. The Grand Lodge of Tennessee does not teach or advocate universalism (the doctrine that all people will eventually be saved and go to heaven) or any other theological doctrine.

Masons believe that there is one God and that people employ many different ways to seek and to express what they know of God. Masonry primarily uses the appellation, "Grand Architect of the Universe" and other non-sectarian titles, to address Deity. In this way, persons of different faiths may join together in prayer, concentrating on God, rather than differences among themselves. Masonry believes in religious freedom and that the relationship between the individual and God is personal, private and sacred.

An open Volume of the Sacred Law, "the rule and guide of life," is an essential part of every Masonic meeting. The volume of the Sacred Law to a Christian is the Bible; to Freemasons of other faiths, it is the Book held holy by them.

The obligations taken by Freemasons are sworn on the Volume of the Sacred Law. They are undertakings to follow the principles of Freemasonry and to keep confidential a Freemason's means of recognition. The much discussed "penalties", judicial remnants from an earlier era, are symbolic, not literal. They refer only to the pain any honest man should feel at the thought of violating his word.

Freemasonry lacks the basic elements of religion:

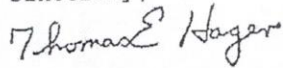
- (a) It has no dogmas or theology, no wish or means to enforce religious orthodoxy.
- (b) It offers no sacraments.
- (c) It does not claim to lead to salvation by works, by secret knowledge or by any other means. The secrets of Freemasonry are concerned with modes of recognition, not with the means of salvation.

page 2

Freemasonry is far from indifferent toward religion. Without interfering in religious practice, it expects each member to follow his own faith and to place his duty to God above all other duties. Its moral teachings are acceptable to all religions.

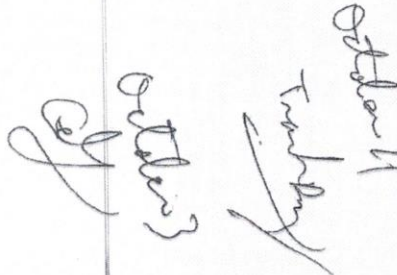
I hope this clarification of Freemasonry and Religion will enlighten the critics of this ancient Craft. In other words, "Better to light one candle than curse the darkness."

Sincerely,



Thomas E. Hager  
Grand Master

TEH:ct



Handwritten signatures and initials, including "O'Brien", "T. Hager", and "O'Brien".