Sabbaticals as Leadership Development
OFN Wednesday, October 26, 2016 2:30 – 3:45 pm

Description: Learn about a cost-effective way to develop leadership at all levels, improve organizational resilience, and retain talented staff. Hear how several CDFIs have designed and implemented sabbatical policies. Interact with CDFI staff who have taken sabbaticals or covered for colleagues, including both CEOs and non-CEOs, and how to prepare for a sabbatical to achieve maximum results for the organization. Learn how to make the case for this personnel policy to your Board, what problems it can solve and why it's even better for the organization than for the staff who think it's a fabulous benefit.

Session Presenters:

1. Juliana Eades, NH Community Loan Fund, jeades@communityloanfund.org
2. Debby Miller, New Hampshire Community Loan Fund, dmill@communityloanfund.org
3. Mary Rogier, Northern California Community Loan Fund, mrogier@ncclf.org
4. C. Lea Salem, Northern California Community Loan Fund, lsalem@nclf.org
5. Joan Brodhead, Community First Fund, jbrodhead@communityfirstfund.org
6. Adam Zimmerman, Craft3, azimmerman@craft3.org

OFN workshop materials:

1. Community First Fund, Professional/Personal Development Sabbatical – Pilot Program, June 2015
2. Craft3, Sabbatical Policy
4. Another link with sabbatical tips from an LA foundation that funds them in Los Angelos (only). https://durfee.org/our-programs/sabbatical/sabbatical-tips/
5. NH Community Loan Fund Sabbatical Policy (in the Personnel Handbook) see below

Paid Sabbatical (NH Community Loan Fund personnel policy)

Full-time employees who are in good standing and who have been employed continuously for a minimum of seven (7) years may be granted a paid sabbatical of up to twelve (12) weeks at the discretion of the Community Loan Fund. Requests for paid sabbatical must be made in writing to the employee’s manager and Human Resources at least six (6) and preferably twelve (12) months before the anticipated sabbatical date. This written request must include, at a minimum, the proposed dates of the sabbatical and an explanation of how the Community Loan Fund can minimize the impact of the sabbatical on the organization. Decisions with regard to sabbaticals are made on an individual basis, balancing the needs of the individual and the needs of the organization.

Employees who have had recent performance concerns or issues as articulated by their manager may be asked to delay their sabbatical until such issues have been resolved.

While on sabbatical, all benefits will continue except the accrual of vacation and sick time.
SABBATICAL POLICY

Sabbatical Leave

Craft3 offers paid sabbatical leaves of absence to any Craft3 employee in salary grade 16 or above. During your sabbatical, you are not required to perform Craft3 work.

You become eligible for a sabbatical leave after 10 years of continuous service with Craft3. In exceptional cases the Board of Directors may grant leaves to officers with 10 years of cumulative, but not continuous, service.

After your first sabbatical leave, you are eligible for additional sabbatical leaves every five (5) years.

In the case of a Craft3 acquisition or merger, previous service may be counted as service with Craft3 at the discretion of the Management Committee.

Sabbatical Leave is a paid leave. Paid leave means full salary and benefits are paid for the leave period. Vacation time does not accrue for any full month of leave.

Purpose of a Sabbatical Leave

Sabbatical leaves of absence may be granted for any valid purpose except to accept full-time paid employment from another institution.

The stated purpose of the sabbatical leave will be among those factors that the President considers when acting on individual requests. Other factors are budgetary and scheduling constraints, the quality of the applicant's work performance and the creativity of his or her contribution.

Requesting a Sabbatical Leave

The sabbatical leave period can be from thirty (30) to ninety (90) days. Vacation time may be added to your sabbatical leave time.

Your request for a sabbatical leave of absence should:

- Be in writing;
- State the beginning and ending dates of the paid personal leave and its purpose;
- Your application shall be endorsed by your supervisor;
- For budgeting purposes be submitted to the President by October 1 prior to the calendar year in which you are requesting the sabbatical leave.
## Approvals for Sabbatical Leave

<table>
<thead>
<tr>
<th>Steps</th>
<th>Actions</th>
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<tbody>
<tr>
<td><strong>Step One</strong></td>
<td>The President reviews your request for a sabbatical leave with your supervisor.</td>
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<tr>
<td><strong>Step Two</strong></td>
<td>The President discusses your request with you and your supervisor</td>
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<td><strong>Step Three</strong></td>
<td>The President makes a recommendation to the Board of Directors.</td>
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<td><strong>Step Four</strong></td>
<td>All applications will be acted upon at the Q4 Board of Directors meeting. In exceptional cases, Board of Directors may consider applications for sabbatical leaves at other regularly scheduled meetings.</td>
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The President or alternative designee has full and final decision-making authority on whether or not to grant each request. If your request is denied, you may reapply every twelve (12) months.

### Returning to Work

After a sabbatical leave, you must return to full-time employment for a minimum of twelve (12) months, during which period your performance must be rated as "Meets Standards" or better.

If you voluntarily terminate your employment, or you are terminated for cause, prior to twelve months following the end of a sabbatical leave, you must reimburse Craft3 for the full amount of compensation that you received while on leave. Craft3 reserves the right to pursue all appropriate legal remedies if these conditions are not met.
Community First Fund
Professional/Personal Development Sabbatical – Pilot Program
June 2015

Paid Sabbatical
Full-time employees who are in good standing and who have been employed for a minimum of seven (7) years, with at least four (4) years of consecutive full-time employment, may be granted a paid Professional/Personal Development Sabbatical ("Sabbatical") of up to four (4) weeks at the discretion of Community First Fund. In addition, employees may take a Sabbatical every seven (7) years following the initial Sabbatical. Requests for paid Sabbatical must be made in writing to the employee’s manager and special staff committee at least six (6) and preferably twelve (12) months before the anticipated Sabbatical date. The CEO (or designee) will have final approval of the Sabbatical plan.

This written request must include the proposed dates of the Sabbatical and an explanation of how Community First Fund can minimize the impact of the Sabbatical on the organization. The proposal must also describe the professional/personal development activities and objectives you plan to address during the time away from the office. The plan will describe how the activities are in alignment with the Community First Fund’s core values. The activities must adhere to the organization’s code of conduct. Decisions with regard to Sabbaticals are made on an individual basis, balancing the needs of the individual and the needs of the organization.

Generally up to two (2) eligible employees per year will be granted a personal development Sabbatical and only one person per department may be on Sabbatical concurrently. Staff members are required to select a period during the year when the department has moderate activity (for example, lenders and loan administration should schedule Sabbaticals for months other than June, during the weeks leading up to our fiscal year end; Finance should ensure a Sabbatical does not interfere with annual audit; Development should ensure no significant impact on the CDFI Fund applications, Annual Report and Friends of the Fund event, etc.).

Employees who have had recent performance concerns or issues as articulated by their manager may be asked to delay their Sabbatical until such issues have been resolved.

While on Sabbatical, all benefits will continue except the accrual of paid-time-off. (PTO - vacation/personal and sick time)

Community First Fund will offer a stipend of up to $2,500 to support selected Sabbatical activities. The stipend level will be confirmed annually, based on budget considerations. The stipend may cover expenses such as professional/personal development and/or educational expenses and travel expenses such as transportation, lodging, and a per diem for meals while traveling. All expenses must be approved by the special staff.
committee and CEO at least 90 days before the commencement of the Sabbatical. The expenses will be reimbursed to the employee after his/her return to office following the end of the Sabbatical, using the standard Community First Fund expense reimbursement form and related expenditure documentation. Staff members are expected to use the stipend in a responsible manner, for example “shopping” for transportation and lodging at reasonable rates, and expending modest rates for meals, in alignment with the Community First Fund reimbursement practices. The stipend is to cover expenses incurred by the employee only. A partial advance of Sabbatical costs may be approved as necessary.

Employees who participate in the Professional/Personal Development Sabbatical will make a presentation to staff regarding their experience and comment on professional/personal development outcomes resulting from the Sabbatical. The presentation will be scheduled for the next Quarterly Business Meeting after returning to work.

General Requirements

- At least 6 months before your anticipated Sabbatical date, speak with your manager of your plans, and then submit a formal request to the special staff committee, using the Personal/Professional Development Sabbatical Form.
- Coordinate with COO and supervisor to determine dates of departure and return.
- Notify your team of the dates.
- Begin planning for your Sabbatical – back up, cross training and prepare the Job Responsibilities Coverage Plan no later than 60 days before departure date.
- Employees are strongly encouraged to focus on their professional and/or personal development activities and not engage in Community First Fund work during the time off. Other staff members will not be permitted to communicate except for extreme emergencies. Communication with the employee on Sabbatical must be approved by CEO.

Human Resources

- Benefits - health, dental, and 403(b) - remain constant.
- Holidays, sick days, and vacation days (PTO) do not accrue.
- Complete current timesheet prior to departure.
- Accrued Personal Time Off of up to five (5) days may be taken directly prior to or following the Personal/Professional Development Sabbatical.

Operations

- Work with your team and/or manager to determine work flow distribution.
Community First Fund  
Professional/Personal Development Sabbatical – Pilot Program  
June 2015

- A documented Responsibilities Coverage Plan must be approved by your supervisor and the COO no later than 60 days prior to Sabbatical departure date.
- Determine who will handle your mail.
- Notify contacts, borrowers and outside organizations, which you work with on a regular basis, regarding the staff member(s) who will cover you during your absence.
- Forward phone to central staff; record “out of office” voicemail message.
- Staff member will not have access to email. VP of Finance or designee will coordinate email forwarding to central staff. Staff member will set “out of office reply” re: departure/return dates and contact info for staff who will be doing your work while you’re gone.
- Work delegation list (include phone calls)
- Voicemail passwords will be changed during the time off.
- All security fobs and/or office keys will remain in a secure location in Lancaster during Sabbatical.
- Community First Fund issued credit cards will remain in a secure location in Lancaster during Sabbatical.

**Finance**
Check signers should coordinate with Finance to determine availability of alternate signers.

**Information Technology**
Out of office email must identify two individuals who can assist someone. Community First Fund cell phone will remain in a secure location in the Lancaster office and will have a message as to whom to contact while you are out on Sabbatical. Community First Fund computer equipment including, laptop computers, will remain in a secure location in Lancaster during Sabbatical. All other technology items will remain in a secure location in Lancaster during Sabbatical.

**Lending**
Lenders, in conjunction with supervisor, will identify a staff person who will oversee their loan and technical assistance clients.