

# **Menominee County Intermediate School District**

**Employment Guide  
For:  
Non-represented Employees**

2023-2024

## **BELIEFS**

We believe all students can learn in an educational environment which recognizes varied needs, abilities, and learning styles.

We believe everyone deserves respect, dignity, and access to an exemplary education.

We believe self-learning is fundamental.

We believe we must meet the demands of today's world as well as project educational needs of the future.

We believe we are in a unique position to provide the leadership required to bring about change, provide educational direction, and create vision.

We believe professional development is essential for organizational growth.

We believe each member of the Menominee County Intermediate School District is important and deserves support and recognition.

We believe and expect each member of the Menominee County Intermediate School District to be supportive of the total organization and its goals.

We believe input from our constituent districts and communities is essential if the Menominee County Intermediate School District's mission is to be realized.

We believe that it is imperative for parents to accept and fulfill their obligations as their child's first and most important teacher.

## **MISSION STATEMENT**

***Menominee County Intermediate School District will lead, serve and support the local schools districts and community partners to provide high quality educational opportunities for all learners.***

## *INTRODUCTION*

The purpose of this employment guide is to define the personnel policies and regulations of the Menominee County Intermediate School District as they apply to non-represented employees. Non-represented employees, such as some salaried positions (excluding those recognized under a collective bargaining unit agreement), may also hold an individual employment contract. It is important to note that an individual's CONTRACT or Board of Education policies may outline specific language about working conditions, procedures, compensation, and benefits and so overrides any language in this "guide" should questions come up.

The Menominee County Intermediate School District is an at-will employer. This means that the employment relationship is for an indefinite period of time and can be terminated at any time, with or without cause, and with or without notice.

It is our belief that each employee should be apprised of the working conditions provided by the District. This employment guide supersedes all previous employment guides, understandings, arrangements and/or handbooks for non-represented employees.

At the Board's discretion, language, salary and pay schedules, fringe benefits and other working conditions in this employment guide may and periodically will need to be changed, amended, added, or deleted prior to the end date of this guide. Amendments will be given to employees and we ask that you place the new sheets in the Handbook and remove the superseded or deleted sheets. Changes are effective as of the date of their occurrence.

If you have any questions about anything in this employment guide, please contact your supervisor or the office manager.

Welcome aboard!

## PART I

### OPERATIONAL ORGANIZATION AND GUIDELINES

#### **A. District Organization**

The Intermediate School District is an educational service agency that operates at a regional level, giving coordination and supplementary services to local school districts, operating specialized instructional programs, and serving as a link between the constituent districts and the State Department of Education.

The District is governed by a school board of five members. The term of office of each member is six years. The Board of Education is responsible for hiring and evaluating the superintendent who functions as the “Chief Executive Officer” as guided by Board Policy.

#### **B. Professional Qualifications and Assignments**

It is the policy of the Board that no employee or candidate for such a position in this District shall, on the basis of race, color, national origin, sex, sexual orientation, religion, age, disability, weight, height or marital status, be discriminated against, excluded from participation in, denied the benefits of, or otherwise be subjected to, discrimination in any program or activity for which the Board is responsible. Disabled employees who feel accommodation is needed to perform their job must notify the Office Manager in writing of the need for reasonable accommodation as soon as practicable but not later than 182 calendar days after the date the employee known or reasonably should have known that an accommodation was needed. Through an interactive process between the employee, the Menominee County Intermediate School District will seek to determine reasonable accommodations that may be utilized.

The following general criteria shall be utilized in filling personnel vacancies. A vacancy shall be defined as an unfilled position or a newly created position.

1. When a vacancy in the Menominee County Intermediate School District occurs, the office manager/HR will publish the vacancy by posting such a position for a minimum of five calendar days. The position will not be filled until after the posting period ends. The district will provide each position with a written job description consisting of assigned responsibilities, duties, and essential functions of the position.
2. The Board reserves the right to alter and to change classifications, wages, fringe, and other benefits.
3. Employees do not acquire any transfer, promotion or other rights to any vacancy in this or any other district employment guide or contract. In filling a vacancy, the experience, competency, and educational qualifications, along with other relevant factors (such as attendance, evaluations, recommendations) will be considered. An employee may apply for any vacancy and must fulfill credential, testing, and interviewing requirements for the posted position.
4. Administration reserves the right to assign and reassign employees as necessary.
5. Employees who have regular contact with students shall complete compliance procedures (Examples: confidentiality agreements, seclusion and restraint training, etc.) as outlined by MC-ISD Board Policy and/or as directed by his/her supervisor.

#### **C. Working Hours and Continuity of Operations**

All District buildings and offices will be closed on certain holidays, according to a schedule that will be published by the Superintendent each year (see Appendix B).

The MCISD Administration Building and all other ISD offices shall be closed for inclement weather when all four of the local schools within the District are closed or when the Superintendent of Schools determines that weather conditions are so severe that it is not reasonable to remain open.

When ISD offices are open and conditions between an employee's normal place of residence and his/her work-station make it impossible to report, the employee may use one of the following options:

**1. Take a personal business day; 2. Take a vacation day; 3. Take a day without pay**

As soon as possible and prior to normal reporting time, the employee shall contact his/her immediate supervisor concerning the inability to report for work. Employees assigned to a classroom shall contact the teacher of the classroom they are assigned to as well as the MCISD receptionist to arrange coverage for your absence.

**D. Employee Conduct and Corrective Discipline**

Employees are expected to conduct themselves in a professional manner. A list of specific concerns and the process for dealing with them can be found in Appendix C.

**E. Work Performance Evaluation**

Each employee may be evaluated in specific terms of his/her job responsibilities. Evaluations shall be based upon these responsibilities. If an administrator believes that an employee's work indicates a need for improvement, the reasons and suggestions for improvement shall be provided.

An employee who disagrees with the evaluation may submit a written statement within 10 calendar days that will be attached to the file copy of the evaluation. The supervisor may respond to the employee's written statement and that is the final document. Each evaluation becomes a permanent part of the employee's personnel record. Each evaluation shall be signed by the employee, indicating that they have read the evaluation.

**F. Appearance**

Professional employee appearance and workplace safety is important. Consistent with Board Policy, employees shall be physically clean, neat, and groomed. Employees are the "face of the ISD" and should dress knowing they are an ISD representative. Employee's appearance (dress, grooming, hairstyle) should not pose a safety hazard nor cause a disruption to the educational process. (Example: T-shirt slogans and illustrations that promote behaviors we do not wish students to exhibit are not acceptable.) It is expected that employees will dress in accordance with generally accepted standards. Employees assigned to a classroom should avoid wearing dangling jewelry, watches, bracelets, shoes with a heel, open toe and/or flip flop shoes.

**G. Employee Concerns or Complaints**

Employee concerns or complaints that cannot be resolved through informal discussion may be submitted in writing to the employee's immediate supervisor (or to the superintendent if the concern involves the direct supervisor). In all cases it is expected that employees attempt to resolve concerns by communicating with their immediate supervisor.

**H. Absenteeism and Tardiness**

Regular and reliable attendance is required. Employees are expected to cooperate in observance of scheduled starting times. Absenteeism and tardiness lower the efficiency of school district operation. If an employee finds that he/she cannot report on time, the immediate supervisor should be contacted and advised of expected arrival time or when you will return to work. Employees assigned to a classroom shall contact the classroom teacher and ISD receptionist. Failure to notify supervisor may result in corrective discipline up to and/or including dismissal.

Absences from work for (3) three or more consecutive days will require documentation of the medical nature of the absence from a health care provider. Attendance records, including tardiness, become a part of employment records and are used in evaluating overall performance. Excessive absenteeism, whether excused or not, is unacceptable. Each situation of excessive absenteeism or tardiness will be evaluated on a case-by-case basis. If an employee fails to report to work without any notification to their supervisor for a period of three (3) days or more, administration will consider the employee has voluntarily terminated employment.

**I. Short Term Illness**

An employee (or proper representative) must call his/her supervisor prior to the designated reporting time regarding an illness. Employees assigned to a classroom are to contact the teacher **and the** MCISD receptionist. It is expected that such a call will be made each day unless some other arrangement is made with the supervisor.

Upon request, an employee absent because of illness may be required to submit a physician's statement covering his/her health status.

Written notification of leave usage must be filed within 24 hours of return to work.

**J. Lay-Off Policy**

When layoffs are necessary, the Superintendent shall establish a list of positions to be eliminated. Employees subject to layoff have no right to transfer to another position or displace any other employee based on length of service with the school district.

The Superintendent will provide written notice of recall from layoff by sending a certified letter to the employee at his/her last known address. It is the responsibility of each employee to notify office manager/HR of any change in address. If an employee fails to respond to the notice within five (5) business days from the date of receiving the notice or declines the position to which he/she is recalled, the employee's recall eligibility will be terminated.

**K. Procedure for Reporting On-the-Job Injuries**

In the event of accident or injury:

1. If treatment other than first aid is required:
  - a. An authorization for medical treatment is taken with the injured person to the hospital if possible.
  - b. If emergency treatment is required, the injured person should be transported as soon as possible to the nearest hospital emergency room. Emergency staff of the hospital should be notified prior to the patient's arrival whenever possible/practical. The hospital staff should be informed if it is a work-related injury and Workers' Compensation coverage charged.
  - c. For treatment other than emergency, contact human resources/office manager.
  - d. If treatment is required outside of working hours, the employee is to contact the nearest hospital emergency room and then notify their supervisor as soon as possible.
  - e. The human resources/office manager will log the injury in the MiOSHA injury log.
2. In all injury or accident cases, initiate an "Accident Report" form within twenty-four (24) hours of occurrence and submit it to the immediate supervisor. The injured party must sign the Accident Report form.

**L. Insurance Continuation – Not Applicable To All Employees**

A letter will be sent from the business department to an employee upon separation from employment with the district explaining when district-paid benefits end and what employee options are for continuing health, dental, and vision insurance coverage. The rate of premium will be based on the amount of insurance and the age of the separated employee. It is the employee's responsibility to contact the insurance company for

information on how this insurance continuation may be accomplished.

Separation is defined as layoff, retirement, unpaid leave of absence, termination, resignation, or any other temporary or permanent termination of employment.

## **M. Conferences**

A Conference/Travel Request Form must be filled out and approved prior to all conference travel. The form shall be submitted to the employee's direct supervisor. The supervisor will communicate with employee on approval status of the request. Actual expenses incurred while attending a prior-approved conference, workshop, seminar or training session will be reimbursed by the ISD in amounts according to the following guidelines:

**Meals:** A detailed receipt is required in order to be reimbursed for any meal. As a general guideline, a daily allowance for meals is \$40.00. If your lunch is provided by the conference or training, then \$10.00 should be deducted from the daily allowance. Tips should not exceed 20%. Requester may be responsible for any charges over these guidelines or would need to provide an explanation and obtain proper approval. Any receipts containing alcoholic beverages will **not** be reimbursed. Receipts should be provided to the employee's immediate supervisor within five (5) business days upon returning from the conference.

**Mileage:** All travel must be by a direct travel route. If you are traveling outside of the district, a route planner (MapQuest, Google Map) should be attached to the reimbursement form. Reimbursement will be at the prevailing IRS rate per mile.

When an employee travels to a conference from home, mileage will be paid from the employee's home or from MCISD, whichever is less. If unusual circumstances exist, they must be properly documented and approved on the reimbursement form. Employees should request the use of a District vehicle for job-related travel. If any employee chooses to use their own personal vehicle for job-related travel at a time when an ISD vehicle is available, the mileage reimbursement rate will be fifty percent (50%) of the current IRS rate. Whenever an employee requests the use of an ISD vehicle and one is unavailable, the mileage reimbursement rate will be the current IRS rate.

**Registration Fees:** Enrollment or registration fees for approved conferences/workshops are to be prepaid by the district whenever possible. Purchase Orders must be completed in advance of the due date for registration.

**Lodging:** Lodging expenses are to be prepaid by the district whenever possible (direct billing or credit card). Expenses are limited to reasonable single-room cost at the host hotel or other hotels located in the general conference area. Any miscellaneous charges for non-related approved conference expenses will be the responsibility of the employee. A detailed lodging receipt must be included with the conference request form. Employees are expected to request state/government rate for lodging as well as provide tax exempt information to hotel.

**Parking, Tolls & Miscellaneous Expenses:** All receipts must be submitted with the reimbursement request form. Valet parking will generally not be permitted. Necessary taxicab or other public transportation fares incurred by employee to get to/from conference sessions will be reimbursed with proper documentation.

## **N. Notice of Resignation**

**An employee who gives less than a thirty (30) day notice indicating he/she intends to resign from his/her position may forfeit the current fiscal year's leave benefit unless approved otherwise by the superintendent. ISD property in the employee's**

possession (examples: keys, equipment, student records, etc.) must be turned in to the Human Resources on the last work day.

Employees who resign during the fiscal year shall have any benefits (sick, vacation, personal business days) prorated accordingly and so the costs of days off that were “unearned” will be deducted from the employee’s last paycheck.

## PART II

### EMPLOYEE COMPENSATION AND BENEFITS

#### A. Years of Service Defined

Years of service shall be defined as the number of uninterrupted years of employment with the Menominee County Intermediate School District in a Non-Represented position. A year's service shall be considered a 52-week work schedule of five (5) days per week for 7.5 hours per day for year round salaried employees. Employees working less than a full year or less than a full week schedule shall accrue years of service and other fringes on a prorated basis.

#### B. Compensation

1. Salary schedules; see Appendix A or employment contract.
2. Employees are responsible for getting to and from their regularly assigned place of work at their expense. Mileage reimbursement at the current IRS rate will be paid for travel between districts or home visits only. The rate will be provided in writing by the Business Office. Mileage reimbursement from home to the MCISD office or from the MCISD office to home, when the work day begins or ends at the office, is not an allowable expense. All mileage must be approved by a supervisor.
3. Employees receive the fringe benefits as outlined in Appendix A for the position held or what is listed in their employment contract.

#### C. 403b Plan

Employees interested in participating in the district's 403b investment plan should contact the Business Manager.

#### D. Minimal Essential Coverage Plan

Employee may opt to take advantage of Set-Seg’s Minimal Essential Coverage plan. Contact the Business Manager for more information.

#### E. Request for Leave Time

Employees are required to complete applicable District leave forms. Employees who leave MCISD employment prior to the end of the fiscal year will have all of that year’s leave days prorated. All leave days will be granted at the beginning of the fiscal year for year round employees and at the beginning of the academic year for academic year employees. In the case of a new employee, leave days are granted on a pro rata basis for the remainder of the year at the time of hire. **An employee who gives less than a thirty (30) calendar day notice of intent to leave employment will forfeit the current fiscal year’s leave benefit unless approved otherwise by the superintendent.**

#### Vacation Days

- Vacation days for eligible employees will be granted on the basis of continuous



employment with the Menominee County Intermediate School District. See Appendix A for applicable vacation allotments.

- Employees may carry over up to one half of a year's vacation allowance to the next year. Vacation days left over at the end of a fiscal year beyond what can be carried over will be lost.
- Vacation allowance will be credited on July 1 of each year based upon the maximum years of service that will be attained within the fiscal year.
- Administration reserves the discretion to grant or deny vacation day requests.
- Employees who are on paid or unpaid leave of absence will not accumulate vacation time during the leave.

**F. Personal Leave – See Appendix A or Employee Contracts for Leave allotments.**

On July 1, eligible employees will be credited with days to be used for the employee's personal leave. A personal day will be used at the discretion of the employee. An employee planning to use a personal day or days will notify his/her supervisor in advance, except in cases of emergency. Personal days not used will be credited to an employee's sick leave at the end of the fiscal year.

**G. Conference Days / Professional Leave**

Leaves of absence, with pay, may be granted with supervisor approval for conferences, workshops, seminars or training sessions conducted by colleges, classes, universities, professional organizations, or business and industry, which are related to the employee's job. The supervisor's decision whether or not to approve conference/professional leave is final.

**H. Judicial Leave**

Any employee called for jury duty during work hours, or who is subpoenaed to testify during work hours in a school-related judicial or administrative matter, including arbitration and/or fact-finding, will be paid his/her full salary without loss of personal business days for such time spent on jury or giving testimony. Additional expenses incurred by the employee will be deducted from the fees paid by the court and the balance of the fees is to be submitted to the Menominee County Intermediate School District Business Manager. If an employee serving on jury duty is dismissed before the end of the workday, he/she must return to work, or use personal leave time if it is available. Employees who appear in court for non-school related issues must use other leave provisions (e.g. personal business, vacation).

**I. Sick and Other Leaves**

- A. Personal Illness or Disability. Eligible employees covered by this policy shall accumulate sick days.
1. Each employee will be entitled to accumulate the unused portion of each year's sick leave to a total of one hundred fifty (150) working days. They will be able to accumulate sick days to a total of one hundred fifty (150) working days. Sick leave days can be used in quarter, half or full days. Employees will be paid at the end of the fiscal year at the rate of seventy five dollars (\$75) per each accumulated sick leave day beyond one hundred fifty (150) unless their specific contract states otherwise. Upon retirement **and** MPERS eligibility, employee sick bank will be paid out to employee at \$75 per day up to 150 days.

2. Each employee may use all or any portion of his/her sick leave for

emergency leave, with good cause shown, or to recover from his/her own illness or disability. Emergency leave may be used for accidents or major illness involving the employee's spouse, parent, child or another immediate family member.

3. Immediate family shall be interpreted as husband, wife, mother, father, brother, sister, children, grandchildren, father-and mother-in-law, grandparents, brother-in-law, sister-in-law, niece and nephew.
  4. Sick leave may be used as per the Family Medical Leave Act ("FMLA") policy. The School District may also designate or substitute certain sick leave as FMLA leave under the FMLA policy.
- b. Bereavement. Eligible employees will have the same leave provisions for bereavement as contained in the MC-ISD EA Master Agreement. Additional days for funeral leave may be granted at the discretion of the Superintendent. Additional funeral days will be deducted from employee's sick, personal, or vacation bank.
- c. Unpaid Leaves of Absence. Requests for unpaid leaves of absence shall be submitted to employee's immediate supervisor for consideration.

#### **Family Medical Leave**

Menominee County ISD complies with all federal and state Family Medical Leave Act policies. Please contact Human Resources as needed.

**This policy is not intended to create legal rights or obligations beyond those established by Federal, State, or local law.**

**Menominee County Intermediate School District**  
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Menominee, MI 49858  
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**Menominee County ISD is an Equal Opportunity Employer**

Updated & Revised 6/2023  
Approved by Board of Education on: 6/28/2023

**Appendix A**  
**Hourly Employee Compensation and Benefits**

**Summary of Board Approved Benefits for Year  
Round Hourly Employees**

Employees who leave MCISD employment prior to the end of the fiscal year will have all of that years leave days prorated. Fiscal year is defined as July 1 through June 30.

**BOE portion of Retirement   FICA   Workers Compensation**

**Bereavement Days:** Four (4) per death in the immediate family

**Paid Holidays:** See Appendix B

**Personal Business Days:** three (3)

**Sick Days:** Twelve (12)

**Vacation Days:** Upon hire - Five (5) days prorated  
Years 1-4 - Ten (10) days  
Years 5-9 - Fifteen (15) days  
Over 10 years - Twenty (20) days

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**Summary of Board Approved Benefits for  
Academic Year Hourly Employees**

Employees who leave MCISD employment prior to the end of the academic year will have all of that years leave days prorated.

**BOE portion of Retirement   FICA   Workers Compensation**

**Bereavement Days:** Four (4) per death in the immediate family

**Act of God days (LEA unable to hold classes):** two (2)

**Sick Days: Accumulated Hours** One (1) hour of leave time for every 35 hours worked

**Paid Holidays:** Hourly-academic year employees receive their hourly rate based on their typical day for the following holidays: Thanksgiving Day, Friday after Thanksgiving, Christmas Eve, Christmas Day, New Year's Eve, New Year's Day.

**Bus Drivers: Continuing certification costs and required medical exam**

## Appendix A Continued

### LONGEVITY PAY

<b>*Years of Employment</b>	<b>Amount</b>	<b>*Years of Employment</b>	<b>Amount</b>
<b>0 - 4</b>	<b>None</b>	<b>12 -15</b>	<b>\$550</b>
<b>5 - 7</b>	<b>\$350</b>	<b>16 - 19</b>	<b>\$650</b>
<b>8 - 11</b>	<b>\$400</b>	<b>20 - over</b>	<b>\$800</b>

Longevity payment will be made on the second pay of July for eligible employees currently on the active payroll. Employees who return from leave or terminate a position will receive a prorated adjustment based on the number of days and hours actually worked during that fiscal year.

<b>Position</b>	<b>Hourly Rate</b>
<b>Bus Driver</b>	<b>16.88-19.48</b>
<b>Driver with Chauffer Only</b>	<b>15.50-16.00</b>
<b>Custodial/Maintenance Worker</b>	<b>14.00 - 16.30 per hour</b>
<b>Aides**</b>	
<b>Instructional</b>	<b>14.00 - 16.50</b>
<b>Classroom/Bus</b>	<b>14.00– 15.00</b>
<b>Truancy Officer</b>	<b>12.38 - 16.00</b>
<b>Receptionist/Medicaid Biller</b>	<b>12.38 - 17.93</b>
<b>Home Visitor (Early On)</b>	<b>13.00 - 15.00</b>
<b>Substitute:</b>	
<b>Teacher</b>	<b>\$16.00</b>
<b>Long term teacher*</b>	<b>\$19.00</b>
<b>Aides</b>	<b>\$13.00</b>
<b>Bus Driver</b>	<b>\$18.00</b>

*\*Pre-arranged long term substitute teachers are defined as 11 or more consecutive days in the same classroom. Long term teacher assignments will receive a three dollar (\$3.00) hourly rate increase in compensation, beginning on the 11th day, for the duration of the long term assignment*

*\*\* Aides receive a \$2.00/hr increase when working in the SCI classroom. Transportation Aides (Sub or permanent) receive \$2.00/hr increase to their regular hourly rate.*

*If new aides have a successful first 30 days of employment they will receive a \$1.00/hr increase*

## **Appendix B**

### **Holiday Schedule (MCISD Office Closed)**

#### **2023-2024**

**July 3 and 4, 2023 (4<sup>th</sup> of July)**

**September 1 and September 4, 2023 (Labor Day)**

**November 23 and 24, 2023 (Thanksgiving)**

**December 25, 2023 through January 2, 2024 (7 days)**

**March 29, 2024 (Good Friday)**

**May 27, 2024 (Memorial Day)**

**Total: 15 days**

## Appendix C

The following are examples of acts or omissions by an employee of the District, individually or with any other person or persons, shall constitute misconduct and discipline, which could include written reprimand up to discharge:

1. Violations of any established policies, rules, regulations, or directives.
2. Violation of criminal law.
3. Conduct that is prejudicial to the proper administration of the duties and obligations imposed on the school district by the laws of the State of Michigan.
4. Conduct that exposes the school district or education profession to contempt, censure, ridicule, or reproach.
5. Conduct that is contrary to common established standards of justice, ethics, honesty, or good morals.
6. Consuming, possessing, reporting to work under the influence of, or working under the influence of “controlled substances” or alcoholic beverages or other narcotics.
7. Theft, deliberate or careless damage of any property of the district or the property of any employee.
8. Destruction of any property of the district or the property of any employee.
9. Unauthorized use of the property, equipment, or facilities of the district. Unauthorized use of telephones for personal use during working hours or use or possession of another employee’s personal equipment or possessions without the employee’s consent. Removal of any property or records from the premises without permission from management personnel.
10. Insubordination or refusal to obey or willful failure to carry out verbal or written instructions of supervisory personnel.
11. Carrying firearms or any other dangerous weapons at any time on our premises.
12. Sexual or illegal harassment of others.
13. Falsifying records or revealing confidential information to unauthorized persons.
14. Dress or appearance inappropriate to the business of the district.
15. Attendance problems or failure to observe working schedule.
16. Abuse/misuse of paid sick leave.
17. Failure to provide a physician’s certificate when requested or required to do so.
18. Gross incompetence.

Misconduct may be grounds for applying the following corrective disciplinary measures:

1. Written warning
2. Written reprimand
3. Suspension without pay
4. Discharge

This shall not be an all-inclusive list of offenses; other offenses may result in discipline. The Board agrees to follow the concept of progressive discipline. However, in instances of serious breaches of conduct, the Administration shall apply the level of discipline appropriate to such conduct.

## Appendix D

### **Aide (Instructional, Classroom, Bus, GSRP Associate Teacher) Leave Time Incentive**

Aides **who use zero leave time**, during an established quarter of the school year will receive a \$250 one time stipend.

Quarters will be defined as:

August 28, 2023- October 27, 2023

October 30, 2023- January 12, 2024

January 15, 2024- March 22, 2024

March 25, 2024- Last day of School

- *Employees hired during the school year are not eligible until they start a full quarter as established above.*
- *Bereavement Days will not count against the employee when calculating days for the Leave Time Incentive.*