

# Human Resources Policy Manual

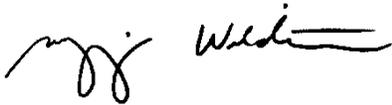
## *WELCOME FROM THE CHAIRMAN & CEO*

*Frontier welcomes you as a valued team member and looks forward to continued growth, which we hope you will share with us. The contents of this employee handbook outline Frontier basic Human Resources policies and procedures. It is essential that you familiarize yourself with them and follow them. Should you have any questions regarding any of the policies in this handbook or about any human resources matters, feel free to discuss the matter with your supervisor or Human Resources.*

*We also note that the law in some jurisdictions may differ from the guidelines in this handbook. Should this be the case, local law will always govern. You will be informed, by your supervisor, of any special work rules or laws that apply in your workplace.*

*In addition, some Frontier employees are covered by the terms of collective bargaining agreements. Employees so covered should consult their contract for descriptions of applicable benefits, practices and policies. In those instances where the terms of the union contract differ from provisions in this handbook, the provisions in the union contract will prevail.*

*Cordially,*



*Maggie Wilderotter  
Chairman & CEO*

**THIS HR POLICY MANUAL SUPERSEDES ALL PREVIOUS HANDBOOKS. THE POLICIES AND PROCEDURES DESCRIBED IN THIS MANUAL MAY NOT BE MODIFIED OR ALTERED BY SUPERVISORS OR MANAGERS AND ANY EXCEPTIONS MUST BE IN WRITING AND SIGNED BY THE PRESIDENT. FRONTIER RESERVES THE RIGHT TO AMEND OR OTHERWISE REVISE THIS HR POLICY MANUAL AND THE POLICIES DESCRIBED IN IT AT ANY TIME AND WITHOUT PRIOR NOTICE. FRONTIER WILL ENDEAVOR TO NOTIFY ITS EMPLOYEES PROMPTLY OF ANY POLICY CHANGE.**

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\*Note: A more extensive list of forms may be found in the HR section of *the Link*.

**\* \* \* PLEASE READ \* \* \***  
**January, 2005**

## **I. AT WILL STATEMENT**

All employees of Frontier are employed "at-will." This means that employees do not have a written or oral contract of employment promising employment with Frontier for a set period of time. Therefore, employees are free to resign their employment with Frontier at any time. Similarly, Frontier reserves its right, as an employer, to terminate an employee's employment at any time with or without notice.

Nothing in this document or any oral or written statement by a supervisor is to be construed as a contract or a promise of employment by Frontier for a specific period of time. Only the president of Frontier has the authority to enter into an employment contract with an employee. Also, any such agreement must be in writing and signed by the president of Frontier.

Frontier reserves the right to add to, revise, or eliminate any of its policies and benefits and to have such revised policies take effect with or without notice.

**The Human Resources policies and guidelines summarized in this manual supersede those set forth in any manual previously issued by Frontier. From time to time the policies in this manual will be revised. Updates will appear on Frontier Intranet website and/or will be provided to you in the form of hard copy insert. The policies set forth in this manual apply to all Frontier, ILEC operations and ELI employees.**

## **DIVERSITY POLICY**

It is Frontier Communications' belief that having a diverse workforce is essential to being a responsible employer. A commitment to diversity allows us to take advantage of the skills of all of our employees, and to enjoy the goodwill of our customers and regulators. It is our collective responsibility to foster an environment where differences are valued and where people who look, talk and think differently can come and work productively together. It is incumbent upon us to nurture this part of our corporate culture, by hiring and promoting diverse candidates, ensuring that our employees are mentored properly and maintaining an environment where all employees feel welcome and valued. Diversity is neither about quotas nor the personal, political or philosophical preferences of our various employees. Rather, a dedication to diversity and the actions we must take as a company to ensure a diverse workforce is a responsibility that we have as an employer and is required as a matter of law. Dedication to and encouragement of diversity is an inherent term and condition of employment with Frontier. Managers must strive to achieve a diverse workforce if they are to be considered effective in their jobs. It is understood that turning our commitment to diversity into action and action into results requires extra effort. Thus, all of our employees must give diversity efforts their full support.

## **II. EQUAL EMPLOYMENT POLICY**

Frontier is committed to providing equal opportunity for all persons without regard to race, color, age, sex, sexual orientation, religion, national origin, marital status, physical or veteran status, or without regard to the disability, physical or mental, or handicap of qualified people. It is our policy to make reasonable accommodations for employees' and applicants' disabilities. It is also the policy of Frontier to provide a workplace free from sexual, racial and all other forms of unlawful harassment. Instances of perceived discrimination or harassment should be referred immediately to your supervisor and/or the Human Resources department. Human Resources will investigate and take appropriate action. No employee shall suffer retaliation for registering any complaint

under this policy. All aspects of our employee relations and human resources management, including recruitment, selection, promotion, and administration of compensation and benefits, will be administered in accordance with this policy.

### **III. CODE OF CONDUCT**

Frontier has formulated a Code of Conduct in recognition of the fact that the success of any business, particularly a regulated company, is dependent upon maintaining a high level of public trust.

We live in a constantly changing world in which, for example, new laws and regulations may affect the way in which we do business. Therefore, it is useful, periodically, to re-examine the rules by which we operate to ensure that they are relevant, necessary, and complete.

Our Code of Conduct is in keeping with these objectives. The Code identifies the particular responsibilities that each of us must assume to merit public confidence and in a manner that does not unduly restrict our personal affairs. Please take a few minutes to read the Frontier Communications [Code of Conduct](#).

### **IV. BEGINNING YOUR EMPLOYMENT WITH FRONTIER - PROBATIONARY PERIOD**

All new full-time and part-time employees are in a probationary status for their first three months of employment. This period of time serves two purposes. It gives new employees a chance to see if the position suits them and their personal goals. At the same time, it provides Frontier an opportunity to evaluate the performance of each new employee to see if he or she is suited for the job for which they were hired. During the probationary period, your supervisor will make every effort to acclimate you to your job and to Frontier's policies. Thereafter, your supervisor and Human Resources shall continue to be resources to you regarding Human Resources policies and procedures.

Employees hired into positions that require training for a specific time before beginning their assignment will have their probation period extended by the length of time in training. Additionally, the probationary period may be extended beyond the adjusted period in some instances as warranted. If it is clear that a new hire is not suitable for continued employment by Frontier, the probationary period may be shortened, and the employment relationship terminated.

This adjustment allows for an adequate amount of time to evaluate on-the-job performance. Likewise, it gives employees enough time to see if the position suits them. Upon completion of initiatory training requirements and probationary period, a new employee will become a regular employee.

*Completion of the probationary period does not alter the continuing at-will status of the employee and in no way guarantees continual employment with Frontier.* The probationary period will be included in the computation of the employee's continuous service with Frontier for determining benefits.

### **V. WORKING HOURS AND TIME OFF**

#### **A. Working Hours and Lunch Period**

The normal week is five days or 40 hours per week (specific hours vary across Frontier, consult with local Human Resources). Lunch hours are not subject to overtime pay nor are they considered as hours worked. Your supervisor will advise you during your new-employee orientation sessions of your scheduled lunch and break periods. Frontier may change this schedule from time to time. Some areas may have flexible scheduling or other alternate work-hour arrangements. Guidelines for these types of arrangements are developed in conjunction with your local or regional Human Resources office. Please check with your supervisor regarding

approvals for your work group.

## **B. Time and Attendance**

Every job is important to the organization and if employees are late or absent, the continuity of service we provide to our customers and co-workers is interrupted. Frontier expects its employees to maintain regular attendance.

When you are going to be late for or absent from work, it is important for you to inform your supervisor, in advance, if known, or as early in the day as possible for unexpected absence for any reason. If you are *absolutely unable* to call, a relative or friend may call for you. Where it can be reasonably expected that you could or should have called, an absence of three days without notification to your supervisor or their designated representative will be deemed voluntary termination of employment as of the close of business that third day.

Employees who will be absent from work should familiarize themselves with the Company's [Paid Time Off \(PTO\)](#) and [Leaves of Absence](#) policies as well as [Short-](#) and [Long-Term Disability](#) benefits.

Absence or lateness will be the cause for disciplinary action, up to and including termination. Upon your supervisor's request, you must provide a statement from your doctor for any absence because of illness.

Management discretion may be exercised in the application of corrective action for excessive unscheduled absences or tardiness and should be used as a guideline for monitoring attendance and determining what level of action is appropriate. Corrective action may include verbal, written and final written counseling, and separation. All corrective action must be discussed with Human Resources for counsel and guidance.

The decision as to what corrective action should be taken may be based on the employee's length of service, performance history and other relevant factors. Factors not permitted in the consideration of corrective action plans include: race, sex, age, national origin, religion, disabilities, marital status, or other criteria protected by law.

When corrective action has reached the stage of final written counseling and/or termination, Human Resources must review.

## **C. Emergency Closure/Adverse Weather**

Frontier Communications has operations throughout the United States. Occasionally, severe weather, natural disaster or such will force local operations to shut down. During emergency situations employees will not lose compensation if they arrive at work late or are permitted to leave early as a result of the extreme weather or other hazard. However, every reasonable effort must be put forth by the employee to make it to work. Similarly, in the event an emergency closure shortens (or eliminates) a normal business day, employees will not lose compensation because of the closure. Scheduled employees who do not arrive at work on a day that has **not** been declared an emergency closure, but who may have an individual circumstance, will be charged a paid time off (PTO) day for the absence. However, the absence will be considered an approved absence.

All decisions regarding emergency closures will be handled on a local level.

In the event weather conditions are likely to affect transportation to the office, employees are expected to be reasonably prepared by allowing sufficient time to get to the office at their normal starting time without putting themselves at unreasonable risk. As with any other occasion when someone is likely to be late, a call to the office advising of that fact should be made.

When a decision is made by Frontier to permit an early departure or delayed start at work due to weather conditions that substantially hamper usual commuting time, no one will be required to make up lost time or use vacation or holiday time in order to receive their regular pay.

Should a decision be made to delay opening or not to open the office, a message will be left on Frontier' voicemail system.

\*The adverse weather policy may vary from location to location. Please consult with your local Human Resources department.

**D. Paid Time Off (PTO)**

PTO is an allotted number of days provided to each employee to use for vacations, floating holidays, personal illness, and other personal reasons. PTO provides you with greater flexibility to manage time off in ways that better meet your own individual circumstances and needs. You may use PTO for vacation but you also might want to save some time for unanticipated illnesses, family matters, or personal business.

PTO does not affect other types of leave currently available to employees, such as jury duty, bereavement, military, FMLA leave, or leave due to a work-related injury. Nor does PTO affect Frontier' published fixed holiday schedule. Frontier also continues to maintain short- and long-term disability leave.

**Annual Allocation of PTO Days**

*You will accrue PTO days on a monthly basis (earning one-twelfth of your total allotment on the first of each month), but Frontier will conditionally make your total annual allocation of PTO days available to you as of January 1 of each year by allowing you to borrow from your prospective allocation. If you are not on a leave of absence, you must have worked at least one day in a given month in order to accrue your PTO benefit for that month.*

Effective January 1, 2007 and as reflected in the chart below, the number of PTO days allotted to each regular employee on January 1 is determined by length of service as of December 31 of the plan year.

<b>Length of Service (As of 12/31 of the plan year)</b>	<b>Annual Allocation Effective 1/1/07</b>	<b>Monthly Accrual Amount</b>	<b>Maximum Carryover Effective 1/1/07</b>
	Full-time Employee	Full-time Employee	Full-time Employee
fewer than 5 years	20 days	1.667	4 days
5 years but fewer than 10 years	25 days	2.083	5 days
10 years but fewer than 15 years	27 days	2.250	5 days
15 years but fewer than 20 years	30 days	2.500	6 days
20 years but fewer than 25 years	32 days	2.667	6 days
25 or more years	35 days	2.917	7 days

For example, a full-time employee hired in November 2001 would have 5 years of service as of December 31, 2006; therefore, the employee's annual allocation for the year 2006 would be 25 days. You will be credited the additional allocation in January of the year you receive your PTO adjustment.

PTO for part-time employees is based on the percentage of full time hours worked by the employee. For example, a part-time employee with 4 years of service who has regular standard hours of 20 hours per week (50% of full time) would receive 10 PTO days. Part-time employees must work a minimum of 20 hours per week to be eligible for PTO.

### **New Hires**

Effective April 1, 2007, new employees are provided PTO benefits on the first day of the month following 90 days of service. As a new employee you will be able to schedule time off when you have PTO benefits or sooner only with your supervisor's approval.

<b>Month Hired</b>	<b>PTO days available</b>
January	14 days
February	13 days
March	11 days
April	9 days
May	8 days
June	6 days
July	5 days
August	4 days
September	3 days
October	2 days
November	1 day
December	0 day

### **Conditional Advances of PTO**

Although you will accrue PTO days on a monthly basis, Frontier will make your total annual allocation of PTO days available to you as of January 1 of each year by allowing you to borrow from your prospective allocation. **for scheduled vacation or unscheduled time off for illness, family matters or personal business. However, in these situations you must sign a Deduction Authorization form ([Deduction Authorization Form](#)) provided by Frontier to allow Frontier to recoup the unearned PTO that you use if your employment subsequently ends before the PTO taken has been accrued. Frontier will recoup the unearned advance from your final paycheck in such situations. Frontier will not allow an employee on leave to borrow from the employee's prospective PTO allocation to offset reduced STD payments or to continue salary while on FMLA.**

### **Effect of Leave of Absence on Accrual**

An employee will not accrue PTO during any leave of absence that exceeds 30 consecutive calendar days, whether the leave is compensated (e.g. short- or long-term disability, worker's compensation) or is unpaid.

### **Increments**

You may use PTO days in hourly increments based on an 8-hour workday.

### **Short Term Disability**

Coverage under the company's Short Term Disability program ("STD") begins on the 6<sup>th</sup> consecutive working day of an employee's absence due to illness or disability. The first 5

consecutive working days of absence due to illness are deducted from an employee's PTO allocation. If an individual does not have any PTO time available, these first five days are unpaid.

Beginning on the 6<sup>th</sup> consecutive working day, you will be covered by the company's Short-Term Disability plan and procedures. On the 181<sup>st</sup> day of consecutive absence, you may be eligible for Long Term Disability ("LTD") coverage.

### **Worker's Compensation**

If you are absent from work because of a work-related injury, your time off is covered under applicable Worker's Compensation laws and regulations, and will not be deducted from your PTO. If you initially use PTO and your injury is later determined to be work-related, your PTO account will be credited for the PTO days used because of the injury.

### **Carryover**

At the end of each year you may carry over a limited amount of your accrued, unused, PTO to the following year. Carryover is limited to the maximum number of days included on the chart on page one of this policy. Unused PTO that exceeds the maximum allowable carryover limit will be forfeited.

### **Scheduling PTO**

As a Frontier employee, you will be able to schedule your PTO days to suit your personal circumstances. Requesting and scheduling of PTO days is to be done in accordance with Frontier' procedures. Upon your supervisor's request, you must provide a statement from your doctor for any absence because of illness. Your supervisor will be responsible for tracking and reporting PTO usage.

### **E. Holidays**

Frontier Communications generally observes seven fixed holidays a year when the offices are closed, including, but not limited to, New Year's Day, Martin Luther King Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day.

\*Holidays may vary from property to property.

### **F. Miscellaneous Time Off**

#### **1. Military Leave of Absence**

Employees who are members of the National Guard, Air National Guard, U.S. Naval Reserve, Coast Guard Reserve, Marine Reserve, Air Force Reserve or Army Reserve may apply for and be paid the difference between their reserve pay and their base straight-time pay for the annual two-week (10-day) training.

An employee who is scheduled for such two-week training shall notify his or her supervisor as soon as possible of training and no later than 30 calendar days before the departure date for training. Employees must provide an official copy of the military orders indicating the date of training.

Employees must complete an [Application for Military Leave](#) and fax form to HRIS at (585) 262-9517 before leaving.

To be paid the difference between base straight-time pay and military pay, employees must complete and have an officer of their unit certify their attendance, completion of training and pay received (excluding per diem and/or other reimbursed expenses).

In times of national emergencies or crisis, the Company will adopt the [Emergency Military Leave Policy](#).

## **2. Death in Family Leave**

An employee who is absent due to a death in the immediate family will be excused without loss of pay for a reasonable period of time (as determined by their supervisor), based on need and circumstances, usually one to three days. Paid time off ([PTO request form](#)) may be requested in the instance of a death of someone outside of an employee's immediate family. Immediate family shall be defined as spouse, parents, mother-in-law, father-in-law, grandparents, son or daughter, brother or sister, grandchildren, sisters-in-law, brothers-in-law or domestic partners. Employees may choose to participate in the Company's Family Medical Leave Act (FMLA) plan if they will need to be out of work for an extended period of time ([FMLA form](#)). All requests must be made through and granted by the employee's supervisor.

\*Death in family leave may vary from property to property.

## **3. Voting Time**

On general and primary election days, employees may request up to two hours off (or more if applicable by law) without any loss of pay for purposes of voting in instances when their work schedules interfere with their ability to vote. Employees must advise their supervisor of the amount of time off from work they will need no later than the day before.

\*Voting time is based on state law and may vary between locations.

## **4. Jury Duty**

Time off for Jury Duty will be allowed without loss of pay or benefits in order to fulfill your obligation. Employees are required to notify your supervisor and provide **documentation** at the time notice to serve is received or as soon thereafter as possible.

If the Company is paying you your regular salary, any reimbursement you receive for Jury Duty must be turned into payroll immediately upon receipt.

If you are released from Jury Duty at a reasonably early hour, you are expected to return to work for the balance of the workday. You are not expected to report for Jury Duty and work for more days in the week than the number of days in the scheduled workweek.

## **G. Leaves of Absence**

### **1. Eligibility**

If an employee has been with Frontier Communications for one year or longer, he or she may request a leave of absence (LOA) without pay. The Human Resources manager, upon consent of the affected business unit head, may authorize exceptions to this one-year eligibility in special circumstances.

### **2. Procedures**

Requests for leaves of absence are made in writing to the head of the employee's department who then forwards them to Human Resources for approval/denial. Except in unusual or emergency circumstances, the request is to be made at least one month

before the date the requested leave would commence. The request must state the reason for the leave and whether any prior LOA or requests for a LOA have been granted. A specified date for returning to work, after the leave, must be established with the employee's supervisor and Human Resources before any requests will be approved.

### **3. Length of Leaves and Extensions**

Leaves of absence may be granted for no more than six months at a time. If an employee needs to extend leave beyond the time approved, a written request for extension is to be submitted according to the same procedures as the original request. A leave of absence may not be granted for more than six months in any 12-month period.

Leaves of absence may be taken continuously or on a reduced or intermittent schedule (if working conditions permit and your supervisor approves). The provisions of this option should be discussed further with your supervisor or Human Resources.

### **4. Pay and Benefits while on Leave**

Leaves of absence are without pay (with the exception of short-term disability). Except as specified in the [Family Medical Leave Act](#) (FMLA), an employee may or may not, with approval according to normal procedures, use any earned PTO or, where appropriate, any other applicable paid-time leave before the commencement of a leave of absence. Paid time taken will be counted toward the total 12 weeks of leave time available.

In the event that changes are made to benefit and/or insurance plans while an employee is on a leave of absence, he or she will be entitled to the same options where he or she not on leave.

Employees will continue to be responsible for their benefit contribution during leave; however, they may elect to discontinue coverage under existing benefit plans for the duration of the leave. Upon their return, they will be reinstated in these plans with no loss of benefit, no new eligibility requirements, no limitations on pre-existing conditions and no new deductibles to satisfy provided it's the same year.

### **5. Returning to Work from a Leave**

No less than two weeks before the end of a leave of absence, employees are required to notify their supervisor of their intent to return to work. If an employee fails to return to work at the end of a leave of absence, he or she will be considered as having resigned employment with Frontier.

An employee may return to the position he or she left at the conclusion of a leave of absence. If the position has been eliminated or significantly changed while the employee was on leave, he or she will be entitled to the same rights had he/she been at work when the elimination or job change occurred.

\*Leaves of absence may vary from location to location. Please consult with your local Human Resources department.

### **6. Types of Leaves**

#### **a. Personal Leave**

If you have been an employee of Frontier for one year or more, you may request a leave for personal reasons. If the employee's circumstances warrant, a personal leave may be requested from your supervisor. The duration of such leave is at the discretion of your supervisor who will work with you to determine the specific start and end dates of such a leave. No leave shall exceed six months without the

approval of the relevant functional Vice President. Leave will not be granted for the purpose of employment outside of Frontier unless authorized by your sector Vice President and the Vice President of Human Resources. Employees who request unpaid personal leaves must first use any and all accrued PTO days he or she may have.

**b. Family Medical Leave**

i. Any employee, including a 'key employee' (top 10% pay of all paid employees), who has been employed at Frontier for a minimum of 12 months and has worked at least 1,250 hours during the previous 12-month period may be eligible for a family/medical leave of up to 12 weeks in the following circumstances:\*

- a. upon the birth or adoption of a child by the employee
- b. upon the "serious health condition" of the employee
- c. upon the "serious health condition" of the employee's spouse, parent or child

\*Except where state law or bargaining units differ.

ii. If a family/medical leave is taken due to the serious health condition and/or disability of the employee, the leave will be subject to the terms of Frontier' Short-Term (and Long-Term) Disability policy and may be extended up to, but not for more than, 12 weeks. In all other cases, the employee shall be required to use all accrued PTO, which time shall be counted towards the 12-week leave. The balance of the family/medical leave (FMLA) will be unpaid and will end after 12 weeks. Health benefits will be maintained on the same terms as for active employees for the duration of the leave up to 12 weeks.

iii. Employees are only entitled to 12 weeks family/medical leave in a rolling 12-month period. Under certain circumstances, and at Frontier' discretion, the employee may be permitted to take the leave intermittently or in the form of a reduced work schedule.

iv. Each employee who wishes to take a family/medical leave should file a written [FMLA form](#) with Human Resources. Depending on the circumstances, the employee may be required to provide Frontier with advance notice of his or her need to take a family/medical leave. Human Resources may also require [medical certification](#) of the need for the leave or even a second opinion (paid for at Frontier' expense).

Frontier will, after three days, treat emergency leaves, due to employee's own serious medical condition, as FMLA leave (eligible employees only). Employees are advised to check with Human Resources to ascertain the specific requirements for a family/medical leave.

v. Should an employee on family/medical leave return to work before the conclusion of the 12-week FMLA portion of his or her leave, the employee will be restored to his or her former position or to an equivalent position. In the case of a leave has expired, Frontier will make every reasonable effort to rehire the employee to his or her former position or a comparable position, but cannot promise that it will do so.

vi. In the instance of a leave for the employee's serious health condition, medical updates may be required periodically during such a leave, and

medical certification may be required, including an examination by a Frontier-appointed physician (at Frontier' cost), before returning to work.

**vii.** FMLA leave will run concurrently with short- or long-term disability. When state and federal law cover leave, state leave runs concurrently with the federal leave.

**d. Short-Term Disability/Workers' Compensation (Sick Leave)**

The short-term disability (STD) benefit is designed to assist employees who are unable to work due to disability or extended illness by providing a salary continuation benefit paid by the Company. Employees may apply for STD due to a disability or extended illness that requires an employee to be absent from work for 6 or more continuous working days. Disability means that you are unable to perform the essential duties of your job.

Regular, full-time employees who have been employed 90 days or more are eligible to apply for STD benefits. Employees must be under the care of a licensed physician.

Employees must notify their Supervisor of the need for STD leave as early as possible (30 days in advance for planned leaves, and as soon as they are aware for unplanned leaves) and follow the Company's process for applying for STD benefits.

Employees must call Prudential at **1-800-842-1718** to initiate an STD claim.

Employees are responsible for submitting claims in a timely fashion to avoid delaying receipt of benefits. Payment of benefits will not begin until medical certification is received and the Company is able to certify the initiation or continuing status of the disability period. The fact that an employee presents a doctor's certificate does not in and of itself establish eligibility for STD benefits.

For further information, please refer to Frontier' [Short-Term Disability Policy](#).

**e. Long-Term Disability**

When STD is exhausted an employee may apply for Long-Term Disability (LTD).

The Corporate Benefits Group will oversee the [LTD process](#) and work with the insurance carrier and local HR to monitor all LTD claims. Employees' LTD benefit payments are offset by payments from other benefit sources such as state disability where applicable, workers' compensation, etc. At the present time pension benefits are not an offset.

## **VI. COMPENSATION**

### **A. Salary Administration**

Frontier focuses on a total compensation approach to employee pay that encourages employees to focus on their total package of compensation, not just base wages. For the bulk of our non-union employees, compensation is made up of base salary, bonus and depending on position, stock options. The compensation of our union employees is determined via the collective bargaining process and set forth in various collective bargaining agreements between Frontier and various unions.

Frontier has moved away from traditional pay grades to broader based "Career Bands." Career bands contain a wide variety of jobs and are designed to promote knowledge, skill development, and flexibility rather than upward advancement through grades. Frontier has eight bands, (A) Technical/Administrative, (B) Professional, (C) Supervisor/Seasoned Professional, (D) People Manager/Program Manager, (E) Director/Assistant VP, (F) Vice President, (G) Senior Vice President, (H) Executive. Each of these bands organizes jobs based on the relative level in the organization as it relates to career growth and organizational impact. Compensation is based on internal and external market references and the cost of labor and living for a given work location.

Compensation increases need not involve a change in band, but are based on individual performance, market data, and the compensation of similarly situated employees within Frontier and available budget. Likewise *promotions* need not involve a band change. Rather a promotion is defined as movement to an open position in a higher band or movement within a band where career progression has been designated. A *career development move* is a job change within a band where specific progression has not been defined. A development move may include a compensation increase in order to encourage an employee to learn new skills and gain specific experience.

It is also possible that an employee could ask for less responsibility or for performance reasons, be placed in a less demanding position. In these cases compensation may be adjusted downward.

\*Career bands may not be implemented in every location throughout the organization.

### **B. Position Descriptions**

Position descriptions are the foundation on which compensation is based. Written job descriptions are used to evaluate the qualifications for a position, communicate to incumbents the responsibilities of the position and establish a basis for performance management.

### **C. PERFORMANCE FEEDBACK PROCESS**

The Performance Feedback Process is a formal process for providing employees with valuable feedback regarding their performance, career development goals and to provide a means for making compensation decisions.

It is designed to provide employees with clear information regarding their performance and to facilitate communications between employees and supervisors. While the annual review is required once a year, a mid year review should also take place between the manager and the employee. Additional performance feedback sessions, which can be formal or informal, can take place on a more frequent basis if needed throughout the year. The process includes individual objectives as well as assessment of demonstrating company values.

**PROCESS:**

- Gather all pertinent information (objectives, commendations, coaching or counseling notes, last year's Form) to assist you in providing feedback. If an employee has transferred INTO your group during the review period, please contact the previous supervisor to gather additional information.
- Solicit employee to complete a self appraisal prior to the performance feedback session. This can be helpful as you complete the employee's appraisal. If significant differences exist between the employee and supervisor, particular attention should be paid to these areas. Specific examples should be referenced to come to understanding and to ensure expectations are clear.
- Complete the Performance Feedback Form in January of each year for all applicable employees. Specific examples of past performance (both positive and negative) should be used to ensure a complete understanding between employees and supervisors.
- Sign the Form and send to next level of management for review and signature.
- Meet with employee to review and discuss. Ask employee to provide his/her written comments and sign the last page.
- Give employee a copy of the form, keep one in your department files, and send one copy to your local Human Resources Manager for signature.
- Once the performance review of the previous year is completed, the supervisor will also need to complete and discuss the Individual Goals Worksheet with the employee for the new year. The Goals Worksheet can be found in HR Forms.

**OPTIONAL:**

- Weighting Objectives

You may weight individual objectives based on their importance to meeting overall department/functional objectives. Objectives should be weighted at the beginning of the year and clearly communicated to the employee. You must enter the weighting percentage in the weighting column in decimal form and they must all add up to 100%. You will need to modify the calculation in the formula to ensure it is calculating a weighted average of your ratings versus a straight average.

- Non-Exempt Performance Feedback Form

The Non-exempt Performance Feedback Form is a simplified version of the Performance Feedback Form which may be more appropriate to be used for non-exempt employees in certain jobs. It is the manager's discretion to use either the Performance Feedback Form or the Non-exempt Feedback Form for non-exempt employees.

The performance feedback forms can be found on the Link under HR Forms. The forms for exempt and non-exempt employees are in both Excel and Word versions. In the Excel form, there are separate worksheets for the different sections of the form and are clearly labeled. The worksheets are protected and therefore cannot be changed. This form can also be printed out blank and completed by hand.

#### **D. Confidentiality of Compensation Information**

Wage or salary information is to be kept strictly confidential. Employees should not discuss compensation with anyone except their supervisor and/or Human Resources.

### **VII. EMPLOYEE BENEFIT PLANS**

#### **A. General Benefits**

Frontier presently offers medical, dental and vision plans, flexible spending accounts, long-term disability, life insurance, and personal accident insurance to full-time employees. Part-time employees hired prior to October 2002 are grandfathered for these benefits.

Eligibility to participate in health and welfare programs begins on the 30th day of employment. Employees are eligible to participate in the Frontier 401(k) savings plan after 90 days of employment.

As part of your total compensation, Frontier maintains benefit programs that provide employees with:

1. some protection against financial hardship due to illness, disability or death
2. assistance in accumulating income for retirement years
3. short- and long-term incentive plans
4. paid time off and holidays

Benefits are explained in detail in the [Summary Plan Description](#) of each plan. Employees may be eligible to participate in the benefit program subject to the requirements of each plan. Please refer to the informational materials mailed to you on Frontier' benefit programs for more detail or view the "[Benefits Center](#)" Intranet site. Questions about the plans should be directed to the local Human Resources department.

#### **B. Relocation**

The Company offers a relocation assistance program to attract the most qualified candidates and encourage key employees to take advantage of career opportunities in different locations. Our program is generally available to employees in Band D and above. The program offers lump sum relocation allowances to help defray the usual expenses of relocating. Usual relocation expenses include home sale, household goods transfer, home finding/purchase assistance and temporary housing assistance.

Those employees affected by relocation will be provided with more information.

### **VIII. AWARDS and RECOGNITION – (Being Revised)**

### **IX. CAREER OPPORTUNITIES**

### **Career Opportunity Network**

Frontier believes its employees should have opportunities for career development. [Available positions](#) are posted on the Intranet (*the Link*) for five days or the length of time required by prior agreement. It is designed solely for Frontier employees and allows all employees to have equal access to job openings at all Frontier locations.

To apply for a position, you must be in your current position for a minimum of six months. You must follow instructions as stated on *the Link*, completing all necessary forms. Please notify your current supervisor that you have applied, as he/she may be contacted for a reference. In addition to the Intranet site, job postings can be found on bulletin boards in most field locations.

\*Electric Lightwave does not post to bulletin boards; rather all job postings are electronic.

## **X. YOUR WORK ENVIRONMENT**

### **A. Environmental, Health and Safety – Statement of Policy**

As Frontier looks to a bright future as a provider of quality telecommunications services, it is committed to achieving a high level of environmental, health and safety (EHS) performance.

Frontier seeks to maintain and assure compliance with local, state and federal regulation; eliminate injuries and hazards to employees and the public; avoid adverse environmental impact and thus contribute to improved business performance. Frontier will accomplish this objective throughout its operations by doing its best to develop and implement effective policies and procedures to protect our employees, the public and the environment.

The ultimate success of these policies and procedures will rely on each employee assuming responsibility and ownership for environmental, health, and safety by complying with the letter and spirit of Frontier' guidelines, policies, rules and procedures, as well as applicable laws and regulations.

- **Management** will provide direction and support and is committed to ensuring adherence to this Statement of Policy through accountability, education, review and development of procedures.
- **Supervisors** will be held accountable for the health and safety of their employees by ensuring that work is performed safely and according to Frontier' programs and applicable laws and regulations.
- **Employees** will be responsible for integrating environmental, health and safety requirements into their daily tasks; and to actively support, understand and comply with Frontier' programs and applicable regulations.
- **Environmental Health and Safety staff** will provide technical support and assistance in implementing, monitoring, and maintaining comprehensive and effective environmental, health and safety programs and systems.

\*Rather than Environmental Health and Safety staff Electric Lightwave employees should consult with their Safety Committee.

Environmental, health and safety excellence will be based on a continuous improvement process and will be measured using key industry measures, goal attainment, and industry benchmarks.

#### **Additionally, Employee's Safety Responsibility:**

1. Maintain safety on the job for themselves and their co-workers.
2. Report any unsafe practice or unsafe conditions.
3. Immediately report accidents or injuries to their supervisor or their designate.

4. Housekeeping of their vehicle/area.
5. Report all unsafe conditions to their supervisor or Safety Committee member.
6. Wear personal protective equipment, such as safety glasses, gloves and helmets, which is provided, as work conditions require.
7. Horseplay causes needless hazards and will not be permitted or tolerated.
8. Ask their supervisor for instructions on the safe way to perform their jobs.
9. Check all personal protective equipment regularly for defects. Report defects to their supervisor.
10. Wear suitable clothing and footwear at all times.
11. Report any threats or incidents with violence in the workplace. Inform their supervisor of any court orders of protection issued on their behalf.

## **B. Firearm Policy**

**Frontier prohibits all persons entering its property, be it land, building or vehicle, from carrying a handgun, firearm or prohibited weapon of any kind onto the property, regardless of whether the person is licensed to carry the weapon or not.**

All Frontier employees are also prohibited from carrying a weapon while in the course and scope of performing their job, whether they are on Frontier property at the time or not and whether they are licensed to carry a handgun or not. Employees may not carry a weapon covered by this policy while performing any task on Frontier behalf. The only exceptions to this policy will be persons who have been given written consent by Frontier to carry a weapon while performing specific tasks on Frontier behalf. This policy also prohibits weapons at any Frontier-sponsored functions such as parties or picnics.

Prohibited weapons include any form of weapon or explosive restricted under local, state or federal regulation. This includes all firearms, illegal knives or other weapons covered by the law. (Legal, chemical-dispensing devices, such as pepper sprays, that are sold commercially for personal protection are not covered by this policy.) If you have a question about whether an item is covered by this policy, please call Human Resources. Employees are responsible for making sure that any potentially covered items they possess are not prohibited by this policy.

Property covered by this policy includes, without limitation, all Frontier -owned or leased buildings and surrounding areas, such as sidewalks, walkways, driveways and parking lots, under Frontier ownership or control. Frontier' vehicles are covered by this policy at all times, regardless of whether they are on Frontier property at the time.

Failure to abide by all terms and conditions of the policies described above may result in discipline up to and including termination. Further, carrying a weapon on Frontier property in violation of this policy will be considered an act of criminal trespass and will be grounds for immediate removal from Frontier property, and may result in prosecution.

**THIS POLICY SHALL NOT BE CONSTRUED TO CREATE ANY DUTY OR OBLIGATION ON THE PART OF FRONTIER TO TAKE ANY ACTIONS BEYOND THOSE REQUIRED OF ANY EMPLOYER BY EXISTING LAW.**

**If you become aware of anyone violating this policy, please report it to your supervisor or Human Resources immediately.**

### **C. Image and Office Attire**

Each employee represents Frontier to its customers and the public. Their satisfaction in dealing with Frontier depends upon the manner in which every employee serves them. Courtesy and thoughtfulness to our customers and the public, as well as fellow employees, will ensure a productive and pleasant working environment.

Frontier offers a "business casual dress" atmosphere in which employees may wear attire that is appropriate for the office. Frontier asks employees to use good taste and dress in a well-groomed, businesslike manner. Appearance is important to Frontier reputation. Common sense and employee safety should be the guide for the job and facility in which you work. For further guidance ask your Human Resources Department.

### **D. Violence in the Workplace**

#### **1. Safe Environment**

Frontier is committed to providing a safe environment for employees, customers, vendors and visitors. Frontier will not tolerate any harassment or violence in the workplace. "Violent behavior" is defined to include but not limited to physically harming oneself or another, shoving, pushing, harassment, verbal or physical intimidation, coercion, brandishing weapons and threats of violence. Joking about engaging in violent behavior towards a co-worker is not acceptable behavior. Other conduct or behavior may be regarded as violent or threatening violence when considered in the context of an event.

Anyone who engages in violent behavior will be subject to removal from the premises and subject to appropriate disciplinary action, up to and including termination of employment.

#### **2. Reporting Incidents**

In all situations involving a violation or potential violation of this policy, employees should immediately notify their supervisor and/or department head and Human Resources during or immediately following the event. Frontier will make every reasonable effort to promptly investigate all reports of violence in as confidential a manner as possible.

It is against Frontier policy to retaliate against an employee who has made a good-faith complaint of intimidation, harassment, or threat of violence or who has cooperated with the investigation of such a complaint. Any employee who retaliates against another employee in violation of this policy will be subject to appropriate disciplinary action, up to and including immediate termination of employment.

If Frontier is convinced that the threat is genuine and imminent, Frontier may, within its discretion, suspend the alleged employee/offender (with or without pay) until a proper investigation can be completed.

#### **3. Investigation and Intervention Plan**

Employees who experience or witness workplace violence should take the following steps:

- a. Do their best to remove themselves and others from the threatening situation.
- b. If, in the employee's best judgment, police involvement is warranted, call 911 at once. Be prepared to give your name, telephone number, location and a brief description of the situation (injury, police assistance and damage).
- c. Based on the circumstances and in consideration of personal safety and the safety of others, determine whether or not intervention is appropriate. In the event that

intervention is not appropriate, remain in a protected area until notified that it is safe to return to the work area.

- d. If possible, assist any injured individuals.

#### **E. Privacy at Work**

Frontier reserves the right to conduct, at any time, a search of an employee's office, computer disks, computer hard drive, desk, file cabinet or locker or any other property or materials on the premises. Frontier furnishes these items for the storage of work-related items, materials or data.

Additionally, all packages, brief cases, parcels and computer floppy disks brought into or taken out of any Frontier facility by any employee or visitor are subject to inspection and/or review by Frontier Human Resources.

All employees may be required to sign a security and confidentiality agreement. In addition, Frontier' premises are protected by security systems. All employees and contractors are required to wear a picture ID at all times while on Frontier' premises or while representing Frontier (where applicable). When unknown visitors enter, they should be required to sign in, receive a temporary ID and be escorted until: (1) an appropriate individual receives the visitor, or (2) the visitor leaves. Door-to-door vendors are not welcome and should be discouraged from entering the office. It is every employee's responsibility to be aware of his or her local security measures and issues.

The following precautions are to be taken to safeguard all Frontier' properties:

1. When the day's work is concluded, all windows should be closed, all exterior doors should be locked, and all records and papers should be put in their designated places.
2. No records or documents may be taken from Frontier' premises without the approval of an appropriate supervisor.
3. All Frontier' furniture, business machines and business forms, equipment, records and books should be properly handled and safeguarded.
4. All employees must observe the instructions of supervisors with respect to security and safety measures on Frontier' premises.

#### **F. Electronic Communications Policy**

- 1. Purpose and Intent.** Use of Frontier' electronic communications facilities – electronic mail (e-mail), Internet and Company Intranet access by Frontier employees is permitted and encouraged where such use is suitable for business purposes. Frontier reserves the absolute right to determine which employees have access to these communications facilities and to control their use, including stopping, blocking or canceling access to Internet sites as deemed necessary. Frontier routinely monitors electronic communications, including usage patterns, to ensure compliance with this Policy, to monitor employee productivity and to manage network resources.
- 2. Approved Business Use.** Company e-mail, Internet access and Intranet access are to be used exclusively for communications and research that are part of an employee's normal job responsibilities. They must also be used in a manner that is consistent with the Company's standards of business conduct and Code of Conduct. Incidental personal use of the Internet and e-mail is permitted but should be on one's own time and not interfere with job responsibilities.
- 3. Inappropriate Use.** Inappropriate use of e-mail, Internet access and Intranet access by employees is prohibited. Examples of such use include, but are not limited to:

- a. Transmitting, receiving intentionally or knowingly or both, or storing information that is discriminatory or harassing, obscene, pornographic, indecent or offensive.
  - b. Broadcasting or transmitting inappropriate personal views on business or non-business matters or representing personal views as those of the Company.
  - c. Using Frontier' electronic communications facilities or systems to conduct or support any private business or one that involves buying and selling goods for personal gain or resale or for transmitting chain letters.
  - d. Conducting illegal activities such as gambling.
  - e. Any activity that violates a copyright.
  - f. Interfering with the normal operation or performance of the Company's electronic communications facilities.
- 4. Company Information.** Distribution of any Company information through the Internet or Intranet, e-mail and instant messaging systems, bulletin board systems, public or private newsgroups or other means is strictly prohibited unless authorized by an appropriate official of Frontier. Without prior approval, employees are not authorized to contribute or post material to or through the Internet under Frontier' name and may not use Frontier' facilities for these purposes.
- 5. Confidentiality.** E-mail and other electronic communications should be considered confidential and treated accordingly. E-mail messages are to be accessed and read only by the intended recipient or his or her authorized representative and are to be treated as confidential by other employees. Confidential information obtained from any of Frontier' electronic communications facilities or computing resources may be revealed only to authorized individuals.
- 6. Encryption and Security.** Encryption is a method of securing confidential and proprietary information that is being transmitted between networks. No confidential information should be sent via electronic communications facilities or other similar means without using suitable safeguards and protections, such as encryption or passwords. Also for security purposes, you may not provide or establish any physical or electronic access to Company networks, systems or facilities, to any person, vendor or outsider for any reason, unless expressly permitted by an authorized Information Technology representative.
- 7. Ownership.** All documents, communications, or other information that are transmitted using the Company's electronic communications facilities or computing resources are the property of Frontier, which reserves the absolute right to access and monitor all communications, messages and files. Frontier information systems and facilities (including Frontier computers, networks, systems and software, associated peripheral equipment, e-mail systems and messages, Internet and Intranet access, and including equipment issued to employees or provided for employee use) are the property of Frontier and are to be used solely for Company business purposes. Frontier prohibits copying of hard drives and files, as they are property of the Company.
- 8. Monitoring.** Frontier reserves the right to review, audit, intercept, access and, when appropriate, disclose any business or personal messages or files created, sent or received on any electronic communications facilities or computing resources that belong to or are operated by the Company. Monitoring may include reading, interpreting, and copying data files and information in transit or reviewing material on a user's hard or disk

drives. Frontier regularly monitors and provides management with reports related to individual usage of non-business websites. Frontier further maintains logs and records of access, messages and transactions on its electronic communications facilities.

**9. Message Storage.** Company e-mail systems are not to be used for long-term message storage. Generally, messages should be discarded promptly after use. If not, messages are deleted after 15 days and cannot be restored after an additional 15 days. Messages that must be saved are to be stored externally to the e-mail systems. The message recipient is responsible for appropriately managing and storing messages.

**10. Downloading Software.** Individually downloading or installing software is PROHIBITED. All software downloads and installations are to be performed by authorized IS personnel. The installation, download or use of streaming audio/video, automatic weather updates, screen savers and online games is included in the prohibition. The use of streaming audio/video can cause undue stress upon our corporate network resources and jeopardize our operation. Also, downloading software and the use of streaming audio/video can result in the Company being in violation of copyright laws.

**11. Violations.** Violations of this Policy will result in disciplinary action that may include termination from the Company.

#### **G. Interpersonal Relationships**

Frontier expects all business relationships conducted by employees or which involve employees to be handled professionally with honesty and integrity. Employees are expected to exercise good judgment and treat all individuals with whom they interact with dignity and respect.

#### **H. Non-Harassment Policy**

Frontier will not tolerate, condone or allow any discriminatory harassment, including sexual, of any of its employees by a manager or supervisor, co-workers, customers, vendors or others with whom the Company does business. The Company has no tolerance for such harassment.

Frontier will not tolerate verbal, written or physical conduct that harasses, disrupts or interferes with another's work performance or which creates an intimidating, offensive or hostile environment.

This conduct includes, but is not limited to:

1. Epithets, slurs, negative stereotyping, threatening, intimidating or hostile acts, that relate to race, color, religion, gender, national origin, sexual orientation, age or disability.
2. Written or graphic material that denigrates or shows hostility or aversion toward an individual or group because of race, color, religion, gender, national origin, sexual orientation, age or disability and that is placed on walls, bulletin boards, e-mail, downloaded and displayed from the Internet, or elsewhere circulated in the workplace.

Supervisors or employees who engage in any of the above conduct will be subject to disciplinary action, up to and including discharge.

Any employee who believes actions or words of a supervisor or fellow employee or any other person with whom the employee interacts during the course of his or her daily duties constitute harassment or create a hostile work environment should follow this complaint procedure.

1. The employee has the responsibility to report the incident as soon as possible to the appropriate supervisor or to the Human Resources department. You may do so without fear of reprisal.
2. The supervisor will immediately report any incident or reported incident of harassment to Human Resources.
3. All incidents will be investigated promptly in an impartial and confidential manner. Each employee is expected to cooperate fully with an investigation of a harassment complaint. Cooperation includes maintaining the confidentiality of any information provided in connection with the investigation. Failure to fully cooperate with the Company's investigation may result in disciplinary action up to and including discharge.

The employee will be advised of the result of the investigation. Employees will not be retaliated against in any future employment decision where a complaint was filed in good faith; **such retaliation will subject the retaliator to disciplinary action up to and including dismissal. If an employee believes the employee or others have been subjected to retaliation for reporting in good faith an alleged violation of this Policy or for participating in an investigation of any complaint, the concern must be immediately reported to Human Resources or to the EthicsPoint Hotline.**

#### **I. Conflicts of Interest**

Frontier' [Code of Conduct](#) outlines policies regarding confidential information, personal finances, conflicts of interest, business conduct, protecting the integrity of Company records, outside activities, professional conduct, substance abuse and miscellaneous issues. We recommend that you review these policies frequently and seek clarification when you have questions.

#### **J. Smoking Policy**

Frontier Communications supports and enforces a smoke-free environment.

In fairness to all employees, individuals who smoke are expected to comply with the local policy authorizing acceptable locations for smoking. In support of our commitment to a smoke-free environment, smoking is permitted only outside of the building or plant and in areas not normally frequented by other employees or customers. Smoking is prohibited in and outside the primary entrance to all of our properties, and in any outside area on our properties that will infringe on the rights of nonsmokers to enjoy a smoke-free environment. Your local management will specify which entrances are to be smoke free, and may designate specific areas outside the building for smoking.

Employees violating local policy on designated smoking areas will be subject to disciplinary action in accordance with company policy.

Smokers are not to be singled out or monitored in any way that results in treatment different from that applied to other employees.

#### **K. Substance Abuse Policy**

1. **Introduction.** This Policy describes the Company's expectations of its employees regarding the use of illegal drugs and alcohol. It encourages employees to obtain assistance in resolving problems associated with illegal drug use and alcohol misuse.
2. **Coverage.** All job applicants to and employees of the Company must comply with this Policy as a condition of employment and continued employment with the Company.

Employees in positions covered by Department of Transportation regulations, including Federal Highway Administration (FHWA), and/or in safety-sensitive positions as defined by the Research and Special Programs Administration (RSPA) are subject to specific substance abuse requirements under federal law. Frontier provides separate written notice of those requirements directly to covered employees.

### 3. Guidelines

- a. The use, sale, manufacture, transfer or possession of illegal drugs or drug paraphernalia or of alcohol or alcoholic beverages during working hours, while on duty, on Company premises, or in Company vehicles is prohibited.
- b. Employees are prohibited from working for the Company, being on duty, or being present on Company premises or in Company vehicles with any detectable level of any illegal drug in their body.
- c. Employees are prohibited from working for the Company, being on duty, or being present on Company premises or in Company vehicles while intoxicated or otherwise having an inappropriately high alcohol concentration level in the blood (having an alcohol concentration of 0.02 or greater).

#### Affirmative Duties:

- d. A job applicant or employee must disclose his or her illegal drug use or alcohol misuse to the supervisor or a management official if such use violates this Policy.
- e. An employee charged with or convicted of any criminal drug statute for a violation occurring in the workplace or during working hours must report the charge or conviction to his or her immediate supervisor within two business days.

4. **Voluntary Treatment and Reimbursement.** The Company encourages employees to request assistance in resolving problems associated with illegal drug use and alcohol misuse. Employees may be offered a one-time opportunity to obtain assistance and/or treatment for a substance abuse problem without disciplinary consequences if: (1) they voluntarily request assistance for their substance abuse problem before being required to submit to Company-mandated drug or alcohol testing; and (2) their conduct does not otherwise violate this Policy or any other Company policy or guideline. The Company, together with the employee, will determine the appropriate assistance and/or treatment for an employee's substance abuse problem and the conditions for maintaining employment with the Company.

### 5. Substance Abuse Testing

- a. **Pre-employment Testing.** All job applicants to whom a job offer is extended (including rehires and recalls who have been on layoff for over one month) are

required to undergo pre-employment drug testing.

- b. **Suspicion Testing.** The Company will require an employee to submit to drug and/or alcohol testing if the Company has reason to believe that the employee has violated the Company's substance abuse Policy.
  - c. **Return-to-Duty Testing.** After receiving a positive drug or alcohol test result, an employee allowed to return to work in any capacity must first successfully complete treatment as recommended by the Company and then test negative.
  - d. **Follow-up Testing.** An employee returning to work after receiving a positive drug or alcohol test must undergo follow-up drug or alcohol testing.
6. **Discipline.** Violation of any provision of this Policy, including failure to comply with any provision or procedure relative thereto, will subject the employee to disciplinary action, which may include termination. Any applicant for a position with the Company who fails to comply with the terms of this Policy or who tests positive in accordance with the procedures of this Policy will be ineligible for employment.

**L. Confidentiality of Records**

In the course of your employment, you may gain knowledge of financial matters and business relationships concerning Frontier Communications and its clients and have access to the telephone conversations of our customers. It is expected that you will, at all times, maintain the confidentiality of this information. Except as required to perform your duties in the course of your employment, disclosure of this information is expressly forbidden. Any violation of this policy may subject the offender to immediate termination.

**M. Employment of Relatives**

A relative of an employee will only be hired, promoted or assigned if, their employment is not in conflict with the following guidelines.

**No employee may work either:** (1) under the direct or indirect supervision of a relative (2) in any other position where the primary duties would involve the employee in the review and determination of employment, promotion, salary administration or other related management or Human Resources consideration involving the relative; (3) where the employment could cause others to give such employee special consideration because of the position held by the employee's relative or (4) where both employees would be working in the same work group for the same supervisor.

For the purpose of this policy, the term "relative" shall mean the following relationships between or among employees: husband and wife, brother and sister, grandparent and grandchildren, parent and children, father-in-law and mother-in-law, son-in-law, daughter-in-law, sister-in-law and brother-in-law, nieces and nephews, uncles and aunts, cousins and domestic partners.

Should current employees become related to each other, whether by marriage, adoption or otherwise, and they either work in the same department or operating unit or supervisor-subordinate relationship is created, the affected employees must, no later than 30 calendar days after they become related, alert the Human Resources department of the situation. Every effort will be made to laterally transfer one of the employees to a different department or operating unit.

**N. Personal Calls and Visits**

It is recognized that employees will receive or need to initiate personal calls during working hours. However, use discretion in limiting the number of calls to the absolute minimum. Outgoing personal calls should be restricted to local calling areas (long-distance personal calls may not be charged to Frontier).

Personal visits from relatives and friends during work hours are discouraged for the obvious reason that they interfere with work and the work of others. To minimize disruption, employees should meet visitors in the reception area or outside premises.

**O. Solicitation Policy**

In the interest of maintaining a proper business environment and preventing interference with work and inconvenience to others, solicitation will not be permitted during working time or during non-working time in areas where it will disturb other employees who **are** working. Working time refers to that portion of any workday during which an employee is supposed to be performing any actual job duties; it does not include other duty-free periods of time. Solicitation is never to be done in a proactive manner. Rather documents may be placed in a designated, common area (that does not disrupt the flow of work) such as a kitchen or cafeteria. Human Resources reserves the right to veto any solicitations they deem unacceptable.

Solicitation and distribution by **non-employees** on the Company's property is strictly prohibited. Non-employees are likewise prohibited from distributing material or soliciting employees on Company premises at any time. *The exception to this rule's restriction is the allowance of an annual giving campaign for such organizations as the United Way.*

*\*Solicitation policies may vary from location to location. Please consult with your local Human Resources department.*

**P. No Distribution of Literature Policy**

Distribution of literature by employees during working time is prohibited. This prohibition includes distribution of literature for any purpose, such as, but not limited to, distribution of literature in connection with raffles or lotteries, the sale of tickets for entertainment events, and membership in, or support of, or donations to social, community, political or labor organizations.

Distribution of literature by employees during nonworking time is permitted in nonworking areas, provided the work schedule and work assignments of other employees are not disrupted.

*\*Distribution of literature policy may vary from location to location. Please consult with your local Human Resources department.*

**Q. Bulletin Board Postings**

Company bulletin boards are for the posting of open positions and other Frontier news and programs. Employees may not post items on bulletin boards without the express permission of Human Resources.

**R. Open-Door Policy**

Frontier has an open-door culture that is intended to ensure that all employees are treated with dignity, equity, respect and trust. In this open-door culture, all employees are expected to participate in open and honest communication. Employees should always try to resolve issues of concern directly with their supervisor or a Human Resources representative. If this

is not possible, the employee may work through the local management chain, the sector operating vice president, up to and including the president or chairman of Frontier. Issues raised to the president or chairman must be in writing in order to allow the president or chairman time to investigate the issue of concern. Examples of such issues include matters such as perceived harassment, disciplinary action, discrimination or misuse of the performance management process.

Human Resources is available to consult and advise on any issue and **must** be consulted in issues of perceived harassment and discrimination as outlined in our "[Equal Employment Opportunity](#) and [Non-Harassment Policy](#)" statement.

\*Electric Lightwave has implemented an Alternative Dispute Resolution program. Please consult your local Human Resources department.

## **S. Employee Personnel Records/Personnel File Policy**

Personnel files are maintained for all employees at a central location and are the responsibility of the regional HR director. On-site supervisors should not maintain separate files.

### **1. FILE CONTENT**

**Listed below are the contents of a personnel file:**

- Employment application
- Resume (if applicable)
- Rate of pay information including hiring salary, promotion, demotion and other forms of compensation (PAF)
- Personal Data Forms (PDF)
- Transfer or layoff information
- Letters of recognition
- Certificates of achievement
- Disciplinary notices or documents
- Post employment random and suspicion drug test results
- Performance Feedback forms
- Test documents used by employers to make employment decisions (if applicable)
- Exit interviews and Supervisor's Evaluation (if applicable)
- Termination records
- Other records pertaining to employment that are not excluded by law

**Some information is prohibited from being kept in the employee personnel file.**

**The HR Director will keep the following information separate:**

- Immigration (I-9) information
- Equal Employment Opportunity information (EEO)
- Self Identification for Veteran status and Disability status

**The Staffing department will maintain all pre-employment drug, alcohol and background check results.**

### **2. FILE ACCESS**

**Guidelines regarding accessing personnel files**

- Employees may review their files on an annual basis, unless specified otherwise by state law

- To maintain the integrity of the Personnel records, review of file should take place in the Human Resources department or at a site designated by the Human Resources department under the supervision of an employee as designated by the Human Resources department
- If an employee feels the need to rebut or challenge information in a file, he/she should put remarks into a letter or e-mail to the local Human Resources Manager
- Employees may request a copy of their file through their local Human Resources department. However, employees will not be given access to reference checks.

#### **Types of files and who may have access**

Personnel file	Employee Employee's Supervisor Supervisor with a need to know Human Resources Auditing/investigating agencies
I-9's	Human Resources Auditing/investigating agencies
Confidential files	Human Resources Supervisors as needed for reasonable accommodation Government/legal agencies conducting investigation

#### **Employee Inquiries**

Human Resources is the only group in the organization authorized to release reference information, and this information will be limited to the dates of employment, title, and salary verification. No other person is authorized to provide employment verifications. The Company does not provide employment references either verbally or in writing. Requests for wage and salary information will be completed only if submitted in writing and accompanied by a signed release from the employee (fax or original).

#### **Updating Personal Information**

Employees are responsible for maintaining and updating personal information by submitting a [Personal Data Form](#) (PDF) to Human Resources Information Systems (HRIS). The form can be accessed on *the Link* at your own People Search page, or at the home page of the HR web site. Changes include:

1. Home information
2. Emergency contact and telephone numbers
3. Work phone/fax/cell numbers
4. Work email ID
5. Employee telephone benefit

Having this information will permit Frontier to properly administer Social Security, withholding taxes, insurance, and in the event of an emergency, to take appropriate action. All information provided will be kept confidential.

**Note: To change your legal name**, you must send a copy of your Social Security card to HRIS at 180 S. Clinton Ave., 3rd floor, Rochester, NY 14646, or fax it to 585-262-9517. **To change your marital status**, send an email to [hris@frontiercorp.com](mailto:hris@frontiercorp.com) or fax to HRIS at 585-262-9517.

### **3. FILE RETENTION**

Employee personnel files will be kept for a minimum of six (6) years in accordance with Frontier Records Retention guidelines.

## **XI. PERFORMANCE MANAGEMENT, IMPROVEMENT AND DISCIPLINARY ACTION**

### **Termination of Employment**

#### **A. "At-Will" Employment/Termination**

All persons employed by Frontier are employed on an at-will basis. This means that either the employee or Frontier is free to terminate employment at any time in accordance with the procedures set forth below. When employment ends, employees will receive information regarding their benefits, including COBRA (Consolidated Omnibus Budget Reconciliation Act), life insurance, 401(k), and stock/bonus determination. Benefits continue only to the end of the month in which employment was terminated.

#### **B. Voluntary Termination**

If an employee wishes to resign from Frontier, he or she should give a two-week written notice. It is the employee's responsibility to forward a copy of their resignation notice to the local Human Resources office as well as to their immediate supervisor.

#### **C. Involuntary Termination**

Employee's supervisor must review all involuntary terminations with Human Resources.

##### **1. *Misconduct Resulting in Disciplinary Action***

Although it is not possible to spell out in detail every type of employee misconduct that would result in disciplinary action (up to and including termination), below is a partial list:

- a. An assault or threat to others or prevention of others from performing their work
- b. Refusals to carry out any reasonable work-related assignment, instruction, rule or procedure, disruption or attempted disruption of Frontier operations or business
- c. Disclosure of confidential information of Frontier, or information concerning customer records to unauthorized persons
- d. Improperly giving or receiving money, valuables or the like in connection with an employee's duties, or soliciting money on Frontier premises
- e. Unsatisfactory job performance or inability to cooperate with other employees
- f. Intentionally causing or attempting to cause damage to Frontier, or causing damage through gross negligence
- g. The removal or attempted removal of any Frontier property without permission of a responsible supervisor, or the theft or attempted theft of Frontier property or the property of any other employees

- h. Violation of the rules regarding solicitations and distributions
- i. Use, possession, or sale of drugs or any other unlawful or controlled substance on Frontier premises is a violation of Frontier Code of Conduct
- j. Absence without notification, frequent tardiness or absenteeism
- k. Performing personal work during working hours
- l. Repeated or excessive use of the telephone for personal calls, either incoming or outgoing, while at work
- m. Private use of Frontier' office supplies
- n. Illegal wiretapping or inappropriate monitoring of customer telephone calls or conversations or
- o. Obtaining or creating false invoices or other misleading documentation for the invention or use of fictitious sales or purchases of services
- p. Engaging in unlawful discriminatory conduct, sexually or otherwise harassing a coworker, supervisor or subordinate or creating a hostile work environment
- q. Other misconduct or acts detrimental to the operations or goodwill business of Frontier

## 2. ***Performance Problems***

Occasionally an employee's performance falls below the standard expected by their supervisor and Frontier. There can be a number of reasons this may occur, and it is the employee's responsibility to address the cause and bring performance back to a satisfactory level. Whether the problem is in the quality or quantity of work, the timeliness of completing projects and meeting deadlines, or in work habits (coming to work late, excessive absenteeism, problems in interacting with other employees, etc.), the problem must be corrected.

If you encounter performance problems or experience personal problems that may impact your performance, it is recommended that you advise your supervisor as soon as possible. You need not reveal matters you feel are private, but it is important that your supervisor be aware of your circumstances. Your supervisor may be able to make suggestions and possibly accommodations to help you deal with the issue and your performance.

When misconduct occurs it is always up to Frontier to determine whether it is appropriate to engage in progressive discipline or to immediately terminate an employee's employment. Frontier will, where it deems it appropriate to do so, give an employee an opportunity to correct their performance problem. In such cases, employees will be advised that a problem exists, told what needs to be done to correct the problem, and given a period of time to bring performance back to a satisfactory level. This is called being placed on warning.

Generally, progressive discipline involves oral counseling, written warning and suspension and/or probation. The Company reserves the right to determine which form of discipline is appropriate under the circumstances. The severity of the discipline or the length of the probation period will depend on the nature of the performance problem and the opinions of management and Human Resources. The severity of the discipline depends on the circumstances of each case. While an employee on oral warning may be moved to written warning if performance doesn't improve to a satisfactory level during the oral warning, an employee on disciplinary probation will be discharged from his or her employment if performance doesn't become satisfactory. During the warning period, the employee is expected to take full advantage of the opportunity given to correct the performance problem and again become a fully productive contributor to the Frontier team.

#### **D. Last Day of Employment**

Before employees leave our employ, they should report to their supervisor in order to take care of the following matters:

1. Return all Frontier property, including ID card, office keys and credit cards, prior to receiving final payment due
2. Human Resources will provide benefits summary information to departing employee, which includes information on employment and/or wage verification.
3. Complete an Exit Interview with all voluntary terminations
4. Supervisor should complete a [termination form](#) prior to the employee's departure (available on *the Link*)

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## **XII. Miscellaneous**

### **A. Temporary Employees**

From time-to-time, the Company contracts with a third party to provide temporary service to meet staffing requirements. Temporary employees who are placed on the Company payroll should not exceed six months of service. Contractual employees may be used in cases where workload requirements fluctuate significantly and cannot effectively be met with regular employees, and where labor supply is not readily available for specific competencies and skills.

Both temporary and contract employees will also be reviewed by Human Resources after six months of service.

In cases where a temporary employee is hired into a full-time position their temporary time will be counted toward service rendered.

It is the Company's intent to comply with all federal and state regulations and guidelines for the hiring and utilization of temporary employees.

#### **B. Policy - Bridging of Service**

Employees who have worked continually for at least one (1) year and who leave the Company for a period of less than 12 months will have their prior years of service bridged immediately upon return. Any absence for more than 12 months, regardless of prior length of service, will make the employee ineligible for any bridging of service.

Accrual of PTO will **be bridged** if you leave and return within 12 months.

Bridging for eligibility to enroll in the 401K-plan will **be** honored if you return within **5 years** of previous enrollment.

Bridging does not impact eligibility for Medical, Dental or Vision benefits or any benefit or program that has a specified waiting period for eligibility.

**If a severance has previously been paid to the returning employee, any future severance is based on the new return to work date and the severance policy currently in place.**

Time served, as a temporary employee on the Company payroll will be bridged. Time service as a consultant or employee of a contract vendor does not bridge when becoming an employee.

The same criterion is also applicable to employees who are deemed *transferred* employees on the date of an acquisition.

#### **C. Telecommuting**

Telecommuting allows an employee in good standing to work at home, on the road, or in a satellite location for all or part of their regular workweek. Telecommuting is a voluntary work alternative that may be appropriate for some employees and some jobs. It is not an entitlement, it is not a Company-wide benefit, and it does not change the terms and conditions of employment. The employee voluntarily participating in the Company telecommuting program agrees to work at an approved alternate work site and to follow all applicable Company policies and procedures.

#### **D. Overtime**

At certain times, business may require employees to work beyond their normal hours. If employees are asked to work overtime, they will be expected to make every reasonable effort to do so.

Non-exempt/non-bargaining employees will be compensated for overtime as follows:

1. Time and one-half will be paid for all time worked over forty (40) hours.
2. Hours an employee is absent from work as a result of using PTO will be counted as hours worked for purposes of overtime calculations.

All overtime must be authorized in advance by an employee's supervisor or by another responsible supervisor or manager. In general, employees will not be paid for overtime work that has not been authorized.

*\*The overtime policy may vary from location to location. Please contact your local Human Resources department.*

#### **E. Withholding**

Frontier is required by law to withhold a percentage of employees' pay for state and federal taxes, including Social Security when applicable. Each year, employees will be mailed W-2 forms (statement of earnings) indicating the total tax and Social Security deducted from their wages during the previous year.

#### **F. Credit Union**

Frontier provides an additional savings program through the Frontier Utilities Federal Credit Union. The credit union offers services including share savings accounts, low-interest loans, VISA cards and many discounts available through membership. Information can be obtained by writing or calling the Credit Union directly. The address is as follows:

**Eagleview Federal Credit Union**

P.O. Box 3296

Kingman, AZ 86402

Telephone No.: (800) 344-0480; (928) 753-2559

Fax No.: (928) 753-0471

*\*Electric Lightwave employees have access to other Credit Unions on a local level.*

### **XIII. FRONTIER HUMAN RESOURCES POLICY MANUAL EMPLOYEE ACKNOWLEDGEMENT FORM**

I have had an opportunity to read the Frontier Employee Handbook (the "Handbook") on the Intranet or in hard copy and I understand that I am responsible for reading and familiarizing myself with the policies and procedures set forth therein, including the [non-harassment](#), [substance abuse](#), and [electronic communications](#) policy.

I understand that the policies contained in the Handbook are subject to change at the discretion of Frontier without prior notification and that this Handbook supersedes all previous Frontier Employee Handbooks and any previously issued workplace policies and rules.

I understand the Handbook is issued for informational purposes only and that it is not intended as a contract of employment or a guarantee of specific treatment in specific situations.

I further understand that no employee or representative of Frontier (other than the president) has any authority to enter into any agreement modifying or supplementing the provisions of the Handbook and that any such agreement must be in writing and signed by the president to be valid.

I further understand that all employees are hired for an indefinite period of time and may resign or be terminated at any time, for any reason or no reason, with or without cause or notice.

I understand that when my employment with Frontier comes to an end, I must return my copy of the Handbook, documents (regardless if in hard copy or electronic form), and any credit cards or other Frontier property (including but not limited to cell phones and computers) that may be in my possession, and that I must repay any outstanding debts that I owe to Frontier Communications.

\_\_\_\_\_  
Employee (signature)

\_\_\_\_\_  
Employee (print name)

\_\_\_\_\_  
Date

***\*\*Please sign this form and return it to your local Human Resources department.***