



UNIVERSITY OF NORTH ALABAMA

Staff Handbook

TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT

INTRODUCTION

- About This Handbook
- Shared Governance
- Staff Senate
- At Will Employment

EMPLOYMENT STATUS AND CLASSIFICATION

- Status Classifications for Staff Positions
- Exempt or Non-Exempt
- Service Date
- Provisional Period
- Job Changes
- Separation of Employment

WAGE AND SALARY ADMINISTRATION

- Records and Responsibilities/Hours of Work
- Overtime and Compensatory Time
- Payroll Information
- Staff Salary Plan

PAID AND UNPAID TIME OFF WORK

- Sick Leave Policy
- Annual Leave Policy
- Leaves of Absence
- Jury Duty
- Military Leave
- Family and Medical Leave Act (FMLA)

BENEFITS PROGRAMS AND INFORMATION

- Overview
- Continuation of Benefits Upon Leave or Separation
- Death Benefits

EMPLOYEE RELATIONS PROCEDURES AND GUIDELINES

- General Disciplinary Guidelines
- Performance Evaluation

GENERAL POLICIES AND GUIDELINES

- Education and Training
 - Employee Files
 - Job Description
 - Outside Employment
-

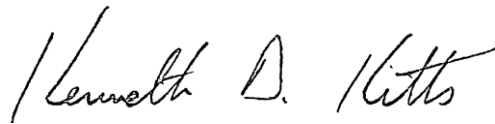
MESSAGE FROM THE PRESIDENT

It is my pleasure to offer this introduction to the *Staff Handbook* for the University of North Alabama. This is an important document. As a member of the UNA family, it is important that you have easy access to up-to-date information regarding policies, responsibilities, and benefits that relate to your employment.

We all take pride in the strong system of shared governance that exists at UNA. But shared governance can never be taken for granted. The system will continue to function well only if everyone takes the time to understand essential information about UNA and the policy environment in which we operate. So, I encourage you to get to know the contents of this *Handbook* and hope that you will feel free to ask questions if you need additional information.

Thank you for all you do. I am honored to work with you as we focus on our mission of providing outstanding educational opportunities for our students and promoting the development of our region through outreach activities.

I hope you have a great year. ROAR LIONS!

A handwritten signature in black ink that reads "Kenneth D. Kitts". The signature is written in a cursive style with a large initial 'K' and a distinct 'D'.

Kenneth D. Kitts
President

ABOUT THIS HANDBOOK

The Staff Handbook is designed for use by University of North Alabama staff employees, specifically. University policies that apply to both faculty and staff are contained in the [Employee Policy Manual & Handbook](#).

This handbook is intended to provide policies and information relevant to employment with the University as a staff member. As such, it does not constitute or reflect a contract of employment. The information contained herein supersedes all previous staff and/or service handbooks and is subject to change and/or interpretation at the discretion of the University, in accordance with procedures established by the Board of Trustees. University policies and procedures, which may be updated and approved subsequent to the publication of this document, will be reflected on this website as soon as is administratively possible and will take precedence over the contents of this handbook.

The University values your input and suggestions with regard to your work environment. Please feel free to communicate them to your supervisor, the [Office of Human Resources](#), or to the appropriate shared governance committee or representative.

SHARED GOVERNANCE

The University of North Alabama engages in a shared governance system. According to the [University's Shared Governance Document](#), "Shared governance is a means of University management in which each chief group in the University community participates in decision-making. Shared governance includes mutual participation in the development of policy and decisions in the areas of strategic and budget planning, faculty and staff welfare, creation and elimination of academic programs, selection and retention of academic and administrative officer, campus planning and development, and organizational accountability.

STAFF SENATE

The mission of the University of North Alabama Staff Senate is to act as a forum and advocate for university staff employees by providing leadership and guidance on issues which affect compensation, benefits, quality of work life, fulfillment of overall university goals and objectives, and providing an education environment which promotes the growth and improvement of higher education at the University of North Alabama. For more information about Staff Senate, including indication of your interest in serving, please refer to the [Staff Senate website](#).

AT WILL EMPLOYMENT

University of North Alabama staff positions carry "at will" employment status. This means that the term of employment is indefinite and that an individual's employment and compensation can be terminated with or without cause at any time at the option of either the University or the employee. Further, no manager or representative of the University of North Alabama, other than the President and the Associate Vice President for Human Resources, has any authority to enter into any agreement affecting the terms and conditions of employment.

STATUS CLASSIFICATIONS FOR STAFF POSITIONS

All staff employees are classified at the time of employment as: (1) provisional; (2) full-time regular; (3) half-time regular; (4) three-quarters' time regular; (5) part-time regular; (6) full-time temporary; and (7) part-time temporary. Each category of employment is entitled to different levels of benefits as explained in the University's [Employee Policy Manual & Handbook](#).

Provisional Employee: The first three calendar months of a non-exempt regular employee's employment is considered a provisional period.

Full-Time Regular Employee: An employee who has an indefinite appointment and works at least 40 hours per week for generally twelve months per year.

Half-Time Regular Employee: An employee who has an indefinite appointment and works an average of 20 to 29 hours per week.

Three-Quarters' Time Regular Employee: An employee who has an indefinite appointment and works an average of 30 to 39 hours per week.

Part-Time Regular Employee: An employee who has an indefinite appointment and works an average of 19 hours or less per week.

Full-Time Temporary Employee: An employee who is employed for a specific period of time or for the duration of a project or activity. The employee does not have an indefinite appointment and works at least 40 hours per week.

Part-Time Temporary Employee: An employee who works an irregular schedule or varied hours for a specified period and does not meet the requirements established for a full-time temporary employee. The part-time temporary employee may be employed for: (1) three-quarters' time (30 to 39 hours per week); (2) half-time (20 to 29 hours per week); or less than half-time (19 hours per week or less).

**In compliance with the Affordable Care Act, employees in this classification could be eligible for health insurance as part of the University's group health plan.*

EXEMPT OR NON-EXEMPT (FAIR LABOR STANDARDS ACT CLASSIFICATIONS)

Staff employees are classified as exempt or non-exempt according to the guidelines established by the Fair Labor Standards Act (FLSA). The Office of Human Resources is responsible for classifying positions according to FLSA guidelines.

Exempt: An employee is considered exempt if he/she is not subject to the time keeping and other provisions of the FLSA because of the salary level and the nature of the work. Exempt positions include those that are executive, administrative, and professional in nature and that meet the compensation threshold required by the FLSA.

Non-Exempt: An employee is considered non-exempt if he/she is subject to the time keeping and other wage and hour provisions of the FLSA. Non-exempt positions generally are those that support an exempt position and may be more routine and have fewer decision-making requirements than an exempt position.

SERVICE DATE (also referenced in the [Employee Policy Manual & Handbook](#))

An employee's service date is the date he/she was employed full-time by the University after which there has been no break in service by reason of termination of employment. This is the date upon which annual leave accruals are based.

PROVISIONAL PERIOD

All commitments of full-time employment in a non-exempt position, whether regular or temporary, are contingent upon satisfactory completion of a three-month provisional period. During this time, the employee has an opportunity to learn more his/her position and determine whether or not he/she is satisfied with the position. At the same time, the supervisor has an opportunity to determine whether the employee has the ability and desire to perform the job assignments.

Regular employees serving a provisional period are eligible for holidays falling within that period. The three-month provisional period should not be considered as an employment contract of three months. Termination is possible during the three-month period if it is warranted by a lack of adequate progress or for any other reason.

Provisional Period Evaluation

Since the provisional period serves as an orientation period, an exchange of information and performance feedback is expected to take place between the immediate supervisor and the employee throughout this period.

If, at any time during the provisional period, an employee is unhappy with the position or feels he/she cannot adjust properly to the work assignment, he/she may resign. Resignations must be submitted in writing to the President through the department head or supervisor. An informational copy of the resignation should be forwarded to the Office of Human Resources. Furthermore, at any time during this period, if it is determined that an employee is not suited for a particular position, the employee may be terminated at the option of the University. The recommendation for termination, including appropriate supporting documentation, must be made in writing by the immediate supervisor to the Associate Vice President for Human Resources.

Extension of Provisional Period

Under special circumstances, and by mutual agreement, the provisional period may be extended for up to three additional months to allow the supervisor more time to evaluate the employee's work performance and the employee to improve his/her performance. The request for extension and reasons therefore must be submitted in writing by the immediate supervisor and agreed to by the Associate Vice President for Human Resources and the employee.

Successful Completion of the Provisional Period

Upon successful completion of the provisional period, the Associate Vice President for Human Resources may offer, in writing, to the employee a continuation of his/her employment as a regular employee. The University may elect not to convert the provisional employee to regular status, thereby terminating the provisional employee's employment. The offer of continued employment as a full-time or regular employee is generally given to the provisional employee no later than the last day of the provisional period.

At the conclusion of the provisional period, employees are eligible for all benefits customarily related to their job classifications.

In no case should completion of the provisional period of employment be considered a guarantee that an employee is entitled to permanent employment.

Provisional Period for Promotions and Transfers

An employee who is promoted, transferred, or demoted to a new non-exempt position is also placed in a provisional period for three months. If he/she is unable to maintain sufficient performance in the new job, he/she may be returned to the previous position or an equivalent position, provided: (a) a vacancy exists, (b) the employee is qualified for the position, and (c) the supervisor in the receiving department is agreeable to the employee's transfer into the vacant position.

JOB CHANGES

A university employee may move from one job to another through promotion (temporary or indefinite), transfer (temporary, indefinite, lateral or other voluntary), reassignment, detail, or demotion. If an employee is moving from one department to another, the two cost center heads/supervisors should agree on a mutually beneficial start date for the employee's new assignment/appointment. All moves from one job to another within the section or department, or from one department to another, must be approved by the appropriate Executive Council member and reported to the Office of Human Resources.

Promotion

The University is committed to fostering the growth and development of its employees. One method of achieving this objective is through internal promotions. As such, hiring departments may choose to post positions as Promotional Opportunities only. A promotional opportunity must be posted for at least seven days, and its applicants are limited to those employees classified as full-time regular or regular part-time employees only. An employee may also apply for any University job posting.

The University's selection process is competitive in nature. Appointments and promotions to university positions are made solely on the basis of the applicant's skills, abilities, and knowledge in relation to the requirements of the job. When there are two or more equally qualified applicants for the same promotion, the employee's length of service is considered; however, length of service is not the major determining factor.

While employees are encouraged to compete for a position which results in a higher grade or a different opportunity, there is no restriction on an employee applying for a position in the same or lower grade.

Temporary Promotion

A vacancy created by an incumbent's absence for any reason that allows for his/her return at a later date may be filled by an employee promoted for a temporary period. A position may be filled with a temporary promotion before or during the recruiting and hiring of a full-time employee.

Temporary promotions of short durations may be made without competition, but will be made based on qualifications and availability. At the end of the term of temporary promotion, the employee will return to his/her regular position. If the temporary promotion resulted in higher pay, the employee's pay will be reverted to the former pay rate as well.

Temporary promotions for an extended period should be competitive and posted as a job posting in the Online Employment System. Temporary promotions are not to be used for the purpose of training an employee in a higher-grade position.

Lateral Transfer

An employee may be laterally transferred (i.e., transferred into another department without an upward change in grade and/or classification) under conditions which are mutually beneficial to the University and to the employee involved, or at the convenience of the University. A transfer may be to a position of the same grade or lower grade. However, an employee is not transferred without competition to a position that offers a better promotional opportunity.

Transfers to solve performance or conduct problems are not a general practice; but, in selected situations, such moves may be made.

Reassignment

An employee may be changed, at the convenience of the University, from one position to another without promotion or demotion. Normally, however, reassignments are within the same section or department. The provisional period does not apply to reassignments of this nature. A reassignment may be made to for any number of reasons. However, a reassignment should not result in increased or decreased compensation.

Demotion

It may be necessary to demote an employee to a position of lower classification with a resultant decrease in salary due to reorganization, disciplinary measures, or for other reasons deemed necessary by the University.

Job Title Change

A request for a change in a job title is submitted to the appropriate vice president for concurrence, then to the Executive Council or President for final approval. The job title reflects the duties and responsibilities of the job as classified, but does not influence the job classification system. Job titles may change to reflect trends, university needs, etc.

Upon approval by the Executive Council or President, the Office of Human Resources makes the appropriate change.

SEPARATION OF EMPLOYMENT

Employees may be separated from the University of North Alabama employment under the following conditions:

Resignation

All employees who voluntarily resign their positions are expected to give at least a two-week notice of resignation. Employees in supervisory positions, who voluntarily resign their positions, are expected to give at least a one-month notice of resignation. Notice of resignation must be in writing, submitted to the employee's immediate supervisor and to the President.

Employees submitting resignations are paid through the last day worked and receive their checks on the first payday following resignation.

If the above prescribed advance notice has been received, the employee (non-exempt) with at least three months of service is eligible for payment, at time of separation, for all unused annual leave carried over from the previous year plus that accumulated for the current year. Exempt employees are eligible for this payment regardless of length of service. However, the University reserves the right to require that the employee take the accrued leave during the notice period.

Other benefits may be available; consequently, all who anticipate resignation or ceasing employment for any reason should contact the Office of Human Resources to discuss the status of their benefits following their separation.

Abandoned position: Should an employee quit his/job without notice, fail to return to duty after the expiration of authorized leave, or fail to return to work at a designated, agreed-upon time/date, he/she is assumed to have abandoned his position. In addition, failure to notify the University of an absence of three or more consecutive workdays is considered job abandonment unless the employee can prove that it was impossible to notify his/her supervisor of the absence in advance. Abandonment of one's position is considered a voluntary resignation.

Retirement

An employee who decides to retire and is eligible to do so, must prepare a letter to his/her supervisor and to the President expressing his/her intent. The employee should also contact Human Resources to arrange for completing an application for retirement with the Teachers' Retirement System of Alabama (TRS). TRS requires receipt of the application no earlier than 90 days and no later than 30 days prior to the requested retirement date.

Upon receipt of the application, the TRS provides the prospective retiree with a statement of monthly benefits entitlements under a number of options prior to a required selection.

Details regarding TRS benefits are detailed on the [Office of Human Resources website](#) and in the [TRS Member Handbook](#).

Dismissal

Although the University seeks to promote good relations with its employees and, accordingly, strives to treat its employees fairly, the University must maintain the exclusive discretion and right to exercise the customary functions of management, among which is dismissal.

The employees of the University are employees "at will," and the University must maintain its absolute discretion to dismiss employees consistent with the needs and goals of the institution. Staff employees have no contract or property rights to their employment and/or benefits, and they are employed at the will of the University and only so long as the employment is consistent with the best interests of the University. Employees may be dismissed with or without prior notice, and the University is in no way obligated to provide pay in lieu of notice, either during or after an employee's provisional period. No such terminations will be made for unlawful reasons.

Incapacity to Perform Duties: University employees must be able to physically and mentally perform the essential functions of their assigned positions with or without reasonable accommodation, depending on individual circumstances. If acceptable performance is not achieved, and remedial action does not overcome the performance deficiency, termination may be appropriate.

For Cause: University employees may be terminated for policy and/or rule violations. Each offense will be examined individually as some are more egregious than others. For more information, see the "Rules Disciplinary Action" policy.

Provisional Period: An employee may be terminated any time during the provisional period if it is warranted by lack of adequate progress (as measured by job-related criteria), if it is requested by the employee, or for other reasons at the option of the University.

Reduction in Force: It may become necessary to reduce the number of university staff employees because of reduction in work, reduction in funds, or in the interest of economy.

Expiration of Appointment: Temporary employees are hired for a specified period or project. In such case, the employment contract specifies the exact termination date or states "upon completion of project." A temporary employee's employment is subject to termination at any time prior to the termination date at the convenience of the University based on budget constraints and work load, or for any reason in the best interest of the University.

Disability: An employee who becomes disabled as a result of non-work-related incident or illness, and is no longer able to perform his/her job as a result, may elect to resign his/her employment based on his/her disability. Once an employee has been placed in a disability status (whether drawing disability or not), a job notice may be posted and the position filled. The former incumbent will no longer have a claim to the former job or other like position with the University after six months of consecutive absence from the job.

The University of North Alabama complies with the provisions of the Fair Labor Standards Act (FLSA) that apply to public universities.

RECORDS AND RESPONSIBILITIES

According to the FLSA, non-exempt employees are required to record their time worked for each pay period. Therefore, each non-exempt employee is responsible for submitting either an electronic timesheet or, for Facilities employees, a bi-weekly timecard for hours worked and/or leave taken for each two-week payroll cycle. Supervisors are responsible for verifying, correcting and/or approving the time of the non-exempt employees for whom they are responsible.

HOURS OF WORK

Normal working hours for university employees are from 8:00 a.m. to 4:30 p.m., Monday through Friday, exclusive of holidays. Working hours for some departments and/or sections of departments may vary depending on the type of services offered.

Time is rounded off to the nearest one-quarter hour. All eight-hour work periods should begin no earlier than seven minutes prior to the start of the workday and end no later than seven minutes after the end of the workday.

Pre-shift and post-shift activities, which are an integral part of the employee's principal activities, must be included in the hours worked if such activity requires more than seven minutes prior to or after the shift. If such time is needed, it must be authorized by the supervisor.

Work Cycle

The FLSA takes a single workweek as its standard and does not permit averaging of hours over two or more weeks with the exception of that for University Police Officers.

For all non-exempt employees, the normal university workweek is 40 hours, measured from 12:01 a.m. Tuesday to 12:00 p.m. the following Monday, except for University Police Officers whose workweeks are defined according to their shift policy.

Breaks and Meal Period

Breaks: Employees who work eight hours per day are authorized one paid 30-minute break per day or the fractional equivalent for each workday of less than eight hours. By prior arrangement between the employee and his/her supervisor, the break may be taken with the lunch break so as to allow up to one hour for lunch and personal business. The break must be counted as time worked. Work during the break time is not work time in excess of the eight-hour workday.

Meal Period: Employees who work eight hours per day are given 30 minutes of unpaid time per day for a meal period. With supervisory approval, this meal period can be combined with the 30-minute paid break time to extend the meal period to one hour. Working during the meal break is considered compensable and must be approved by the supervisor prior to being worked. In order to qualify as a bona fide meal period under the provisions of the FLSA, the period must be 30 minutes or more in duration and the employee must be completely relieved of his/her duty. Therefore, it is advised that an employee take his/her meal break away from his/her workstation.

OVERTIME AND COMPENSATORY TIME

The department head/supervisor assigns each employee regular duties and responsibilities which can normally be accomplished within the established workday and workweek. However, occasionally some overtime work

may be necessary for proper performance of work duties and responsibilities. Therefore, certain employees may be required to work overtime to meet operational requirements.

Overtime for non-exempt employees is any time worked in excess of 40 hours in a seven-day work cycle. Overtime does not result until after 40 hours have been exceeded in a work cycle.

For purposes of calculating overtime, all paid absences (e.g., annual leave, sick leave, etc.) taken during the weekly work cycle will be calculated as hours worked. Compensatory time taken is not included in the calculation of overtime.

There is no requirement to pay overtime for hours in excess of eight hours per day, work on Saturday or Sunday, and work on holidays that does not result in exceeding 40 hours of work for a specific workweek.

There is no limitation on the number of hours a non-exempt employee may work in a workweek as long as he/she is compensated or given compensatory time for all hours in excess of 40.

Prior department head or supervisor approval of all overtime is required. The supervisor has the authority to arrange the workweek to meet the operational requirements of the job.

Overtime Compensation

All hours worked over 40 hours in any week are compensated at one and one-half the regular rate, or compensatory time is given at the rate of one and one-half the number of overtime hours. It is the duty of the supervisor to ensure that unnecessary overtime is not worked.

Compensatory Time

It is university policy that, at the discretion of the University, employees be given compensatory time off for overtime at the rate of time and one-half in lieu of compensation. The agreement to work overtime as required and the acceptance of compensatory time in lieu of overtime payment are conditions of employment.

Every effort should be made to avoid accrual of large amounts of compensatory time. According to the provisions of the FLSA, an employee may accrue compensatory time to a maximum of 240 hours.

Supervisors should endeavor to accommodate the employee in giving him/her time off for accumulated compensatory time; however, the job requirements take precedence over an employee's request. The supervisor may set the time in which an employee takes compensatory time. Furthermore, the supervisor may dictate the taking of compensatory time in lieu of annual leave for absences of short durations.

Compensatory time cannot be taken in advance of earning said time, and compensatory time cannot be used in the calculation of overtime.

If compensation is paid to an employee for accrued compensatory time, such compensation is paid at the regular rate earned by the employee at the time the employee receives such pay.

Any employee who has accrued compensatory time at the time of his/her termination is paid for the unused compensatory time at the final regular rate received by such employee.

Shift Differential

The University pays a shift differential to full-time and part-time regular nonexempt employees who work evening (second) and night (third) shifts on a regularly scheduled basis. Working a night or evening shift occasionally does not qualify an individual for shift differential pay. The University reserves the right to adjust schedules temporarily to meet fluctuating demands and staffing needs for exempt and nonexempt employees.

The shift differential rate is \$.30 per hour and is not adjusted by cost-of-living and across-the-board increases applied to the base hourly rate. Shift differential is paid for holidays, sick leave, and annual leave. Hours worked during an emergency call-in or work periods of less than eight hours will not qualify for shift differential.

Compensation for Training

Attendance at lectures, meetings, training sessions, and similar activities which are outside of the employee's regular working hours and that is not voluntary, is counted as work time. Only time actually spent on training is considered work time. Hours that the employee may study or practice are not work time. This applies even if the employee is required to remain in housing at the training site.

If the employee chooses to attend classes or participates in training after work hours, the time is not counted as hours worked for the University even if the courses are related to the employee's job. This includes undergraduate, graduate, and special courses taken at the University after work hours.

Call-In Pay

An employee who is required to report to work during non-duty hours will be paid a minimum of 4 hours.

On-Call, Standby, or Waiting Status

The University recognizes that there may be unique, specific circumstances which may require that an employee be placed in a status of "on-call", "standby", or "waiting". As the need arises, the University will classify the employee's time in accordance with the FLSA based on the individual circumstances and will award compensation accordingly. The determination will be made by the Associate Vice President for Human Resources in consultation with the employee's supervisor.

Additional Employment at the University

Occasionally, an employee may voluntarily undertake employment for the University which is in a different capacity from that in which the employee is regularly engaged. In such an arrangement, the hours the employee spends performing the different employment is excluded in the calculation of the hours for which the employee is entitled to overtime compensation or compensatory time.

PAYROLL INFORMATION (also referenced in [Employee Policy Manual & Handbook](#))

Payroll Frequency: All non-exempt employees are paid on a bi-weekly schedule. Exempt employees are paid monthly.

Payroll Deductions: The University makes payroll deductions required by state and federal laws and court orders as well as voluntary deductions authorized by the employee and approved by the University.

Statement of Earnings and Deductions: Each payday, each university employee receives a copy of his/her statement of earnings and deductions as a part of his/her payroll check or direct deposit information. These figures reflect the employee's gross and net pay and deductions for the period as well as totals for the year. This information can also be viewed at any time via Self-Service Banner.

Direct Deposit: A university employee may request the Payroll Office to deposit his/her payroll check directly to his/her bank. Direct deposit can be made to more than one financial institution. An employee may sign up for direct deposit by completing an electronic [direct deposit form](#).

STAFF SALARY PLAN

The Staff Salary Plan is a market-based compensation plan. The cost of maintaining the plan is driven by both position-specific and global changes in the relevant labor market.

Salary Schedule

The overall objective of establishing competitive pay levels for university staff employees is based on the following:

- One pay structure with 20 pay grades;
- Salary grades that are 50 percent in width, reflecting a entry, market, and 25% above market levels;
- Grade midpoints that are approximately 10% apart and that reflect the market average salary of positions classified therein;
- Each position assigned (classified) to a pay grade.

The current [salary schedule](#) for the University is located on the Office of Human Resources website.

Classification

Each classified position is assigned to a salary grade based on the available, relevant market data for the position. Market data is derived primarily from two sources: (1) the College and University Professional Association for Human Resources' (CUPA-HR) annual salary survey, and (2) the Department of Labor (DOL) annual salary data. Positions which have a direct match in the market are "benchmark" positions; those positions that are not benchmark positions are classified based on comparable benchmark positions. For benchmark positions, the average market salary should correlate to the midpoint of the assigned salary grade.

Accordingly, an incumbent with at least five years of service in a position should be paid a salary that is, at minimum, comparable to the midpoint of the position's assigned salary grade.

Placement and Movement within the Salary Plan

The following is a summary description of various types of movement within and across salary grades and the resulting changes in compensation, if any.

Initial Appointments

Generally, new employees will be assigned a salary at the entry level of the position's assigned salary grade. However, under certain circumstances, it may be appropriate to hire a candidate above the entry level salary. These circumstances may include searches for positions which require a candidate with many years of experience performing the duties and responsibilities required of the position and candidates whose qualifications/certifications exceed the minimum required. Before any salary recommendation is made, the department head should consider the implications of the salary of the new employee relative to the salaries of current employees who hold similar or like titles.

At the conclusion of a search, the department head should make a salary recommendation for the selected candidate in consultation with Human Resources. Consideration should be given to the candidate's qualifications as they relate to the position description. If a candidate is hired above the entry level of the respective grade, his/her "class date" used in calculating advancement to the midpoint may be adjusted to reflect the consideration given for his/her experience, qualifications, etc.

The grade market level is the maximum salary a new-hire may be offered. Hiring an employee at a salary below the entry level is generally not permitted.

Advancement Within a Pay Grade

An employee should advance within a pay grade by receiving annual increases (including cost of living adjustments). Annual increases are administered at, and under the direction of, the University Board of Trustees generally on October 1.

Additionally, as referenced earlier, it is expected that an employee with five years of service in his/her position at the University be paid at the market level of the position's assigned salary grade. Annual advancement toward the market level ("progress to market") is generally calculated by dividing the difference between the current salary and the midpoint by the balance of five years of service. Progress to market increases are also generally awarded on October 1.

Promotion

The opportunity for a promotion becomes available when an existing position in a higher salary grade becomes vacant for which an employee in a lower salary grade applies and is selected.

When an employee is promoted to a position in a higher salary grade, during the course of an internal search in which only current UNA employees are considered, the employee will normally receive an increase based on one of the following guidelines, whichever is greatest:

- Current salary increased by 10% OR
- Current salary increased by 5% per grade (not to exceed 20%) OR
- Current salary increased to the entry level of the new grade.

When an employee is promoted to a position in a higher salary grade, during the course of an open search for which external candidates are eligible to apply, the employee, as the preferred candidate for the position, will have the opportunity to negotiate a salary commensurate with their experience, education, and qualifications for the position applied. At minimum, the employee will be afforded the greatest option as stipulated in the internal search section of this policy. Promotions are discussed in greater detail in the [Employment Status and Classification](#) section of the Staff Handbook.

Transfers

Lateral Transfer: A lateral transfer does not result in a salary increase. However, if an employee applies and is selected for a position in a lower classification, he/she may receive a reduction in salary commensurate with the requirements for the new position and based on the position budget set by the department.

Reassignment: Under certain circumstances, the University may find that it is in the best interest of both the University and an employee to reassign him/her to another position and/or department. Reassignments do not result in salary changes.

Reorganizations: Reorganization involves a change in the operational structure of a department and the associated changes in the reporting lines of the positions within the department. While a position title may change, reorganization does not result in a change in compensation for the incumbent.

Demotion: A demotion normally results in a salary decrease commensurate with the requirements for the new position and based on the position budget set by the department.

Reclassification

When there is a significant and permanent change in the scope and/or purpose of a position, a department head may choose to initiate a request for reclassification. A reclassification request consists of: (1) a memo to the division vice president requesting the reclassification and summarizing the changes in the position, and (2) an updated position description, noting the changes as compared

to the current position. The request must be approved by the division vice president before it is considered by the Office of Human Resources for reclassification.

Upon receipt of the approved request for reclassification, the Office of Human Resources will review the requested new position and classify it just as it would a newly-created position (considering both the external market and the internal organizational hierarchy).

When a position is reclassified to a higher salary grade, the position's incumbent will subsequently be promoted and compensated according to the promotion procedures detailed in this policy.

Salary Plan Maintenance

It is essential that movements in the economy and, more specifically, the labor market in which the University competes, are addressed in the Staff Salary Plan. In order to maintain competitive salary levels, a balance must be achieved in addressing compensation at both the individual position and overall compensation system levels. Accordingly, pending the availability of funding, the following should take place on an annual basis: (1) an assessment of the cost of living, the Consumer Price Index (CPI), and its impact on the established pay grade ranges and pay grade ranges adjusted accordingly, and (2) a review of benchmark data by position and adjustment of positions within grades, if appropriate.

Salary ranges are adjusted annually (on October 1) to reflect positive changes in the CPI, if any. Additionally, through its annual verification of benchmark positions, the Office of Human Resources may determine that a classification adjustment of particular positions may be necessary based on movement in the relevant labor market. The recommendation for adjustment in the classification of a position should be made by the Associate Vice President for Human Resources to the University President, substantiated through labor market data and other relevant documentation. Classification adjustments are generally made effective October 1, and a subsequent salary adjustment will be made for incumbent(s) to reflect progress toward the new midpoint, if appropriate.

All approvals for compensation decisions and initiatives are dependent on the availability of funds and must be submitted to the Office of Human Resources (HR) for review. Upon approval by the HR, all recommendations for salary adjustments must be approved by the President. No commitment is to be made to an employee until full approval is received.

Staff Merit Increase

After an employee has held the same position, has reached the salary market point (midpoint) of their position, and has maintained the position for five years, they are eligible to apply for a Staff Merit Increase of 7% of their base salary. This application process is available to salary grades 503 through 519. Employees whose demonstration of service to the University meets the criteria for this increase will be informed by the Office of Human Resources of their eligibility for submission of application materials for review. If they so choose, those eligible will submit an application demonstrating service to the University. The applicant should demonstrate eligibility in three of the eight areas listed below:

- Professional Development – Ex. Certifications not required in job description.
- Service to the University – Ex. Committee service not required in job description.
- Innovation – Implementation of new processes/programs or cost-saving ideas.
- Mentorship – Ex. Colleague or student mentorship not required in job description.
- Special Projects – Ex. Initiatives that are outside the scope of the job description.
- Cross-Training – Ex. Mastery of a significant quantity of skills in an additional job for which compensation is not paid.
- Student Involvement – Ex. Volunteer advisor to student organizations, etc.
- Other

The completed applications will be reviewed by two levels of supervisors and blindly assessed with a rubric by a subcommittee of Staff Senate. Candidates will be informed of the committee's decision after the review process has been completed. The merit increase will take effect on September 1 of each year. Successful candidates must wait five years before submitting another application for review. The subsequent review process will assess the past years, beginning after the previously awarded merit increase.

The University's intent is to apply the Staff Salary Plan guidelines in every applicable situation. However, none of the guidelines are intended to be construed as a contract for employment. All employment letters are in the form of a separate document and must be in writing and signed by the President or Assistant Vice President of Human Resources.

The University has the full power and discretionary authority to interpret, construe, and administer the terms of the Staff Salary Plan and to determine its applicability to particular situations, job positions, or persons. The guidelines shall not bind the University to pay any employee a particular salary. The University's interpretations and determinations under these guidelines shall be final and binding.

Paid Holidays

Each year, the Office of the President distributes a list of holidays that will be observed for the upcoming academic year. These holidays are listed on the Human Resources [website](#). Staff employees typically receive the following holidays:

Martin Luther King, Jr. Birthday:	8 hours
Winter Break:	8 hours
Spring Break:	40 hours
Good Friday:	8 hours
Memorial Day:	8 hours
Juneteenth Holiday:	8 hours
Independence Day:	8 hours
Labor Day:	8 hours
Fall Break:	8 hours
Thanksgiving Holidays:	24 hours
Christmas and New Year's Holidays:	80 hours

Generally, holidays that fall on Saturday are observed on Friday, and those that fall on Sunday are observed on Monday.

General Holiday Policies:

A non-exempt employee who is required to work on a scheduled holiday is compensated for hours actually worked on that day in addition to a maximum of eight hours of pay or compensatory time at the regular rate (not at one and a half times the rate) for the holiday.

Part-time, regular employees are entitled to a paid holiday equal to their regularly scheduled number of hours. Persons who work part of the year or work on a regular part-time basis are not paid for holidays which fall within their off periods or nonscheduled workdays.

A full-time regular employee, whose normal workweek includes Saturday and Sunday and who is given two days off during the week, is given credit for eight hours of holiday time if a holiday falls during his/her normally scheduled off-time.

An employee who is scheduled to work on a holiday is eligible for equal time off at a later date if he/she is scheduled to work on a holiday. Under certain circumstances, and upon the recommendation of the supervisor, the employee may receive compensation in lieu of time off. The time should be reported accordingly on the bi-weekly time record in Self-Service Banner.

Note: University Police, who are on a twelve-hour schedule, should refer to their shift policy for information about compensation for holidays.

An employee on paid sick or annual leave during a holiday is granted holiday pay in lieu of sick or annual leave pay. If an employee is on an unpaid leave of absence or leave without pay, he/she is not paid for a holiday which occurs during his/her absence.

Employees who normally receive shift differential should receive the same for paid holidays.

Holidays of importance to an employee that are not observed by the University may be observed by the employee's use of annual leave, personal leave, or leave without pay. Such leave is subject to the approval of the employee's supervisor.

If the President gives university employees an additional holiday and makes the announcement in advance of the designated day, those employees who are on annual or sick leave are eligible for the holiday as well. On the other hand, if the President dismisses the employees early for a holiday, the employees on annual or sick leave are not given credit for the hours involved in the early dismissal.

SICK LEAVE POLICY (also referenced in the [Employee Policy Manual & Handbook](#))

The University of North Alabama provides eligible faculty and staff employees sick leave to prevent loss of income.

Accrual of Sick Leave

Full-time regular faculty and staff employees are entitled to 96 work hours (12 workdays) of sick leave each year at the employee's regular rate of pay regardless of length of service. Eligible part-time and half-time employees are entitled to sick leave at a prorated share for hours worked. Provisional employees are not entitled to use sick leave until the end of the 90-day provisional period. Temporary employees are not entitled to sick leave.

Employees entitled to sick leave earn sick leave credit for all hours that they are considered to be in active pay status, which includes but is not limited to (a) normal work hours, (b) paid vacation, (c) paid sick leave, (d) paid jury duty leave, and (e) paid military leave.

Usage of Sick Leave**Categories of Sick Leave**

There are various categories of sick leave, the usage of which are subtracted from the employee's sick leave balance.

Personal illness/accident leave and physician appointments: An employee may take sick leave if he/she is unable to work due to illness or injury or for health-related professional services which cannot be obtained outside regular work hours.

Maternity leave: Sick leave can be used for up to 6 weeks' postpartum. Should an employee desire to take the balance of her 12-week Family and Medical Leave Act (FMLA) allotment for extended maternity leave (beyond the postpartum period), she must use annual or unpaid leave to do so. Disabilities caused or contributed to by pregnancy, childbirth, or related medical conditions are treated the same as disabilities caused or contributed to by other medical conditions under the University's health or disability insurance and sick and annual leave plans.

Family illness/accident leave: Sick leave may be used for illness or injury of an immediate family member which requires the employee's presence. Immediate family is considered to be a spouse, child, stepchild, mother, father, brother, sister, mother-in-law, father-in-law, son-in-law, daughter-in-law, grandparent, or grandchild. Generally, the maximum amount that can be charged against sick leave for family illness/accident leave during a calendar year is 12 weeks for family members covered by the FMLA.

Bereavement leave (death of a family member): An employee may take time off due to a death in the immediate family and may charge the time off to sick leave. Immediate family is defined above. Proof of relationship to the family member may be required. Generally, the maximum amount that can be charged against sick leave for death of a family member is three days. Additional sick leave time may be granted under certain circumstances by the appropriate vice president.

Funeral leave: An employee may take sick leave to attend the funeral of family members (outside the immediate family) and friends. Time off normally is limited to one day or less for each occurrence.

Personal leave: An employee is allowed time away from work to take care of extraordinary legal or personal business matters. Personal leave should be approved in advance, and work requirements take priority over personal leave. Only two days per year of personal leave are authorized. (The year starts on January 1 and ends on December 31.) An additional three days

of leave may be approved by the appropriate vice president when circumstances warrant such action. Personal leave is charged against the accrued sick leave balance and cannot be carried over from one year to the next.

On-the-job injury leave: An employee who is injured on the job may elect to charge the absence to his/her accrued sick leave in lieu of being paid under the University's Workers' Compensation Equivalent Program. After exhausting all sick leave, the employee may request that annual leave or compensatory time be used, but such requests must be made to the Office of Human Resources.

Miscellaneous uses: Sick leave may be taken to attend classes during the workday if approved by the supervisor or for absences resulting from inclement weather when the University is not closed may be charged against sick leave.

Planning and Taking Sick Leave

For sick leave purposes, a day is considered 8 hours for full-time regular staff employees, and as the actual hours the employee was scheduled to work for regular staff employees who work less than 40 hours per week.

Use of sick leave for authorized non-emergencies, (e.g., medical, dental, and optical appointments) should be planned in advance, and coordinated with the employee's supervisor.

Sick leave may be taken in increments of one-quarter of an hour with seven minutes rounded down to the nearest quarter hour and eight minutes rounded up the nearest quarter hour. Sick leave may not be used for vacation time.

Requesting and Reporting Sick Leave

All sick leave hours taken by monthly-paid employees are to be reported on the leave report in Self Service Banner by the employee and submitted to the appropriate supervisor. Non-exempt employees are to report sick leave hours taken on the bi-weekly timesheet in Self-Service Banner.

All cost center heads are responsible for monitoring absences within their areas and for ensuring that leave is reported properly.

Advanced Sick Leave

Upon the recommendation of the supervisor and department head, full-time regular employees may be authorized to take small amounts of sick leave in advance of earning said leave under emergency conditions, normally not to exceed 24 hours. An additional 16 hours of sick leave may be approved by the appropriate vice president when circumstances warrant such action. Advanced sick leave must be repaid from the next earned sick leave hours. Any sick leave time taken in advance, but not repaid with earned leave, must be repaid upon termination.

Donating Leave

An employee in a position with "regular" status, who must be absent due to sickness or to care for a seriously ill member of his/her immediate family as defined by the [Family Medical Leave Act](#), and who has exhausted his/her sick leave, annual leave, and compensatory time may be given annual leave or sick leave by another employee. The supervisor of an employee needing donated leave may solicit leave by contacting other employees directly or by an email to all faculty and staff employees. To donate leave, employees contact Human Resources, stating the desire to donate leave to another employee. Human Resources reviews and processes the requests according to policy and deducts only the needed hours per pay period on a proportional basis from each donor's appropriate leave balance and credits the recipient with the designated hours. An employee receiving donated leave will remain on the payroll with all

benefit entitlements until all donated leave has been exhausted, he/she becomes eligible for long-term disability, or the sickness no longer exists, whichever comes first.

- No more than 80 hours per year may be donated by any individual employee.
- Leave cannot be donated if it results in a negative leave balance for the donor.
- An employee may not be absent on leave (a combination of annual leave, sick leave, personal leave, compensatory time, and donated leave) longer than 12 weeks during each calendar year, in cases other than his or her personal sickness. In cases of personal sickness, the employee may qualify for long-term disability.

General Sick Leave Policies

Sick leave is not intended to be nor may it be used for additional annual leave time nor may it be converted to annual leave. However, an employee may choose to use annual leave or compensatory time instead of sick leave for any category of sick leave. If the qualifying sick leave extends beyond the employee's original authorized annual leave period, the additional leave time may be counted against accumulated sick leave.

The employee's supervisor has the responsibility to ensure that the employee uses sick leave for its legitimate purposes. Until the supervisor is satisfied that the employee has used sick leave properly, he/she may recommend the withholding of sick leave pay. Upon request of the supervisor, the employee may be required to show evidence of his/her illness or of the necessity to be absent to attend to a family member during an illness in the form of a medical certificate from a physician.

If the President notifies employees in advance that a particular day or half day is designated as additional time off (holiday or inclement weather), an employee on sick leave is not charged sick leave for the time off. Additionally, if an employee is on annual leave and becomes ill, or if other circumstances occur which qualify the employee for sick leave, the leave time may be counted against sick leave, if certification is provided verifying the sickness or qualifying circumstances.

If the employee must be on an extended qualifying sick leave (e.g., sickness) and wishes to maintain his/her accumulated sick leave balance, the leave may be taken as annual leave. Furthermore, an employee may request leave without pay in order to preserve his/her accrued leave (to "freeze leave"). If the employee elects to freeze his/her leave, he/she has technically gone on leave without pay and is not entitled to accrue leave until he/she returns to work.

An employee on sick or temporary disability leave should return to work in his/her normal job as soon as medically feasible. An employee returning to work after such a leave may be requested to supply the University with a doctor's statement certifying that he/she is able to return to his/her normal duties. An employee is not permitted to work against the advice of his/her doctor. If an employee chooses not to return to work after being released by a physician to do so, the employee has resigned his/her position.

Accrued sick leave from another Alabama public educational institution who participates in the Retirement System of Alabama is transferrable to the University of North Alabama.

Any employee who violates or abuses sick leave is subject to disciplinary action, including termination.

Sick Leave Carry-Over

Unused sick leave is carried forward on December 31 of each year. There is no limit on the number of days that can be carried forward.

An employee's sick leave balance appears on his/her monthly or bi-weekly paycheck stub. Leave balances may also be viewed by the employee at any time in Self-Service Banner.

Sick Leave and Employment Separation

When the employee/employer relationship ceases to exist, sick leave is handled according to the following:

Retirement: Sick leave days are certified as additional service credit to the Alabama Teachers' Retirement System if an employee is vested.

Resignation or Dismissal: If vested, accrued sick leave is certified to the Alabama Teachers Retirement System upon separation. If an employee is not vested, a record of his/her final sick leave balance is placed in her/her personnel file. If an employee is rehired at a later date, his/her sick leave is reinstated.

ANNUAL LEAVE POLICY (also referenced in the [Employee Policy Manual & Handbook](#))

The University of North Alabama provides eligible, non-teaching faculty and staff employees, annual leave for the purpose of affording employees a refreshing rest from the work routine, thereby creating a higher degree of job efficiency and effectiveness.

Accrual of Annual Leave

Annual leave is accrued for each hour worked. The accrual is added to the employee's balance each time the employee's payroll check is processed. Full accrual is 80 work hours (10 workdays) at the employee's regular rate of pay for each 52-week period worked during the first 2 years of employment. After completion of 2 years of continuous service, eligible employees are entitled to 12 days of annual leave and, for each additional year of service, annual leave is increased by one day per year to a maximum of 20 days after 10 years. The full accrual schedule is as follows:

Length of Service	Annual Accrual	Bi-Weekly Accrual Hours	Monthly Accrual Hours
Up to 2 years	10 days	3.08	6.67
After 2 years	12 days	3.69	8.00
After 3 years	13 days	4.00	8.76
After 4 years	14 days	4.31	9.33
After 5 years	15 days	4.62	10.00
After 6 years	16 days	4.92	10.67
After 7 years	17 days	5.23	11.33
After 8 years	18 days	5.54	12.00
After 9 years	19 days	5.85	12.67
After 10 years	20 days	6.15	13.33

The employee's years of employment for increased annual leave credits are computed on the basis of continuous and uninterrupted employment, beginning with the employee's most recent date of employment.

Provisional employees are not entitled to use annual leave until the end of the 90-day provisional period.

An employee earns annual leave credit for all of the time that he/she is considered to be in active pay status, which includes but is not limited to: (a) normal work hours, (b) paid annual leave, (c) paid sick leave, (d) paid jury duty leave, and (e) paid military leave.

Usage of Annual Leave

All employees are encouraged to make maximum use of their annual leave. Annual leave may be taken at any time during the year, in accordance with departmental restrictions and with prior approval of the employee's supervisor and department head or chair.

Planning and Taking of Annual Leave

A day for annual leave purposes is considered an eight-hour day for full-time regular employees and the actual hours the employee was scheduled to work for part-time regular employees. An employee's supervisor has the responsibility and authority to approve the time during which leave may be taken. The employee and supervisor must work together to schedule leave that benefits the department and the employee.

To the extent possible, an employee should request prior approval of annual leave from his/her immediate supervisor. An employee should confirm the time he/she wishes to use for vacation at least two weeks in advance to assure that the absence will interfere as little as possible with the work of the department. Annual leave may be used to take classes during the workday if approved by the supervisor.

If advance approval cannot be obtained and leave is required due to emergency conditions, the employee should notify his/her supervisor by telephone as soon as possible after the beginning of the workday on the day the employee is due to report for work. The leave should be reported upon the return of the employee to work.

Retroactive approval may be granted when emergency circumstances warrant; however, merely reporting an absence does not necessarily result in favorable action. Failure to secure the proper prior approval may result in the period being charged to leave without pay.

Reporting Annual Leave

It is the responsibility of the immediate supervisor to ensure that employees taking annual leave accurately report such leave and to approve reported leave in a timely fashion. Any abuse of leave is a serious offense.

For exempt employees, annual leave is reported on the electronic monthly leave report contained in Self-Service Banner. Once an exempt employee submits a leave report, his/her supervisor receives an email advising him/her to approve the leave report. Non-exempt employees submit leave on the electronic bi-weekly timesheet submitted through Self-Service Banner as a part of the payroll process. Supervisory approval is required for bi-weekly time and leave approval as well, and supervisors should receive an email when a non-exempt employee submits a timesheet.

Advanced Annual Leave

Upon the recommendation of the supervisor, eligible employees may be authorized to take small amounts of annual leave in advance of earning said leave under emergency conditions, not to exceed 40 hours in a year. Employees working less than 40 hours per week are authorized advanced annual leave on a prorated basis. Any annual leave time taken in advance, but not repaid with earned leave, must be repaid upon separation of employment.

Annual Leave Carry-Over

Not more than 200 hours of annual leave are cumulative beyond December 31 of any year. The only exception is for the convenience of the University and by prior approval.

Should an employee have an accrued, unused annual leave balance of over 200 hours on December 31, the number of leave hours over 200 will be subtracted from the employee's annual leave balance and will be added to his/her sick leave balance* effective January 1 of each year.

An employee's annual leave balance is recorded on his/her monthly or bi-weekly paycheck stub. The leave balance may also be obtained by accessing the Self-Service Banner Employee tab.

Payment for Annual Leave

An employee whose employment with the University ends for any reason receives a payoff of his/her unused, accrued annual leave balance. The payoff is based upon the employee's rate of pay at the time of his/her separation. The maximum number of hours that will be paid off is 320. Payment for accrued annual leave will not be made until the Campus Clearance process has been completed. Lump sum annual leave payments shall not be deemed to extend the employee's recognized service with the University.

If a person transfers from a position offering annual leave to one that does not offer annual leave, the employee is paid for accumulated days or is asked to take all or part of the accumulated leave.

In the case of an employee's death, his/her beneficiary is paid for all accrued annual leave.

General Annual Leave Policies

Should scheduled annual leave include a holiday period, the employee is not charged annual leave for the holiday(s). However, the approved leave period is not automatically extended as a result of the holiday.

Annual leave cannot be converted to sick leave but may be taken in lieu of sick leave or when sick leave is exhausted. Furthermore, if an employee is on annual leave and a death within the immediate family, or other events qualifying for sick leave occur, the leave period may be counted against sick leave at the request of the employee. The approved annual leave period does not automatically extend as a result of the sick leave period.

If an employee is terminated during the provisional period, he/she is not entitled to payment for any accrued annual leave.

An employee may request leave without pay in order to preserve his/her accrued leave (to "freeze leave"). If the employee elects to freeze his/her leave, he/she has technically gone on leave without pay and is not entitled to accrue leave until he/she returns to work.

Coaches and Assistant Coaches are not eligible for annual leave.

**Although there is no maximum sick leave balance an employee can accrue, upon retirement or separation, the Teacher's Retirement System will not recognize a sick leave balance more than or equal to one day per month of continuous employment. For example, if an employee retires with 40 years of service, the TRS will recognize no more than 480 days, or 3,840 hours, of sick leave (40 years X 12 months = 480 days or 3,840 hours).*

Approved by Executive Council: 11-14-2011

Approved by Faculty/Staff Welfare Committee: 04-25-2011

LEAVES OF ABSENCE

Granting a leave of absence is a matter of administrative discretion. It is granted only during extreme circumstances and only when there is reasonable expectation that the employee will return to duty. In addition, it should be apparent that it results in increased job ability, protection, or improvement in the employee's health, or the retention of an employee.

An employee may be granted a leave of absence without pay for up to 6 months for purposes of: (1) advanced training, (2) health or disability, or (3) other justifiable causes. An extension may be granted by the President after review of university needs and, in the case of health or disability, medically-documented reasonable expectation that the employee will be able to return to full-time employment. The benefits policies detail how benefits are handled during a leave of absence.

Long-Term Disability Leave

If, upon the advice of the employee's doctor, it appears that the employee is unable to work for longer than 90 days, he/she should seek the assistance of personnel in the Office of Human Resources to prepare an application for long-term disability benefits. The application should be prepared at the earliest possible date.

If the employee has sufficient sick and/or annual leave to carry him/her beyond the approved beginning disability date of disability payment, he/she may elect to supplement the disability payments with leave to a maximum of 100% of his/her base pay prior to the disability until such time as his/her leave has been exhausted.

Upon exhausting accrued leave, going on leave without pay, or the beginning of long-term disability payments, the employee ceases to accumulate leave until he/she returns to work.

Leave without Pay

Leave without pay may be granted to an employee for short periods of time when all accrued leave has been exhausted, or in cases when an employee does not accrue leave. This arrangement must have supervisory approval.

JURY DUTY (also referenced in the [Employee Policy Manual & Handbook](#))

Regular and temporary employees receive their full pay, based on normal hours worked, while absent from the University to serve on jury duty. The hours spent serving on jury duty will be considered hours worked. Additionally, the employee is entitled to keep his/her remuneration for serving on jury duty in addition to his/her pay from the University.

A copy of the court summons must be given to the employee's immediate supervisor for submission to the Office of Human Resources. Jury duty should be reported on the bi-weekly timesheet for non-exempt employees and the monthly leave report for exempt employees.

The employee should report to his/her immediate supervisor whenever he/she is excused from jury duty during hours that he/she normally would have been working for the University.

MILITARY LEAVE (also referenced in the [Employee Policy Manual & Handbook](#))

The University will comply with the Uniform Services Employment and Reemployment Rights Act of 1994 (USERRA) and applicable Alabama laws pertaining to military leave. As laws or as interpretations thereof change, military leave benefits for University employees may change accordingly. No attempt is made in this policy to cover all possible situations and circumstances that may arise when an employee is ordered to active duty. Therefore, as military leave situations arise, employees should consult with their supervisor and/or the Office of Human Resources and Affirmative Action for current and complete details regarding their military leave rights as a University employee and any continuation of benefits issues.

In accordance with USERRA and Ala. Code § 31-12-2 (2002), University employees who perform service in the uniformed services (as defined by USERRA) are entitled to a military leave of absence from their University positions, subject to the limitations and restrictions set forth in federal and state laws and in University policy. Upon receiving an assignment for military service, employees should promptly provide notice to their supervisors and the Office of Human Resources prior to going on military duty, unless precluded by military necessity.

Except as provided below, eligible University employees on duty with the uniformed services (as those terms are defined by USERRA) will be placed on unpaid military leave status for all days engaged in such service. Affected employees are not required to use annual leave in lieu of paid or unpaid military leave; however, they may elect to use accrued annual leave or earned comp time at their discretion.

- University employees eligible for Military Leave who are active members of the Alabama National Guard or of any other reserve component of the Armed Forces of the United States will receive, pursuant to Ala. Code § 31-2-13 (1995), up to 21 days (168 hours) of paid military leave per calendar year for performance of federal military duty. This military service includes drills, annual training, or military schools. It is not necessary for employees who are on military leave to return to work for the University in order to receive 168 hours of paid military leave for the calendar year subsequent to being placed on military leave. Once the 168 hours of paid military leave is exhausted, an employee may use other leave available, such as annual leave or earned compensatory time.
- In addition to the 168 hours per calendar year mentioned above, if these particular employees are called into active service of the State of Alabama by the Governor (typically in times of natural disaster), they will receive, pursuant to Ala. Code § 31-2-13 (1995), an additional 168 hours of paid military leave at any one time while called by the Governor to duty in the active service of the state.
- If the military base pay of an employee called into active service for the war on terrorism is less than the salary he/she would have continued to receive if not called to active service, he/she may receive a salary differential (pursuant to Ala. Code § 31-12-5 (2002)) that is equal to the difference between the lower active duty military base pay and the higher public salary.

Approved by the Executive Council, 08/22/2011

FAMILY AND MEDICAL LEAVE ACT (FMLA) (also referenced in the [Employee Policy Manual & Handbook](#))

Eligibility

An employee will be eligible to seek unpaid leave under the Family and Medical Leave Act (FMLA) if (1) the employee has worked for the University for at least 12 months, (2) the employee has worked for the University for at least 1,250 hours during the 12 months before the leave and (3) at least 50 employees work at the same worksite or otherwise work within a 75-mile traveling distance from the employer's worksite. In certain circumstances, separate periods of employment are aggregated for purposes of the 12-month requirement. Additionally, any time that the employee would have worked for the University but for his/her National Guard or Reserve obligations is counted toward the 1,250-hour requirement for FLMA Leave.

Types of Family and Medical Leaves

For purposes of this policy, the term "FMLA leave" refers to the leaves of absence under the Family and Medical Leave Act. Employees may qualify for various types of FLMA leave. Throughout this policy, the term "FMLA leave" refers to any of the following types of leaves:

Pregnancy Leave - An employee may take a Pregnancy Leave due to incapacity due to pregnancy, prenatal medical care or childbirth.

Birth, Adoption, and Bonding Leave - An employee may take leave for the birth, adoption and bonding for his/her child after birth, or for placement with the employee of a child for adoption or foster care. The leave must be completed within 12 months of the child's birth, adoption or foster care placement.

Family Illness Leave - An employee may take leave for a family illness to care for a seriously ill or injured spouse, parent or child. The illness or injury must be a “serious health condition” within the definition of the FMLA, a term which is defined below. If the leave is for care of a child, the child must either be under age 18 or unable to care for himself/herself due to a mental or physical disability.

Employee Illness Leave - An employee may take leave because of his/her own serious health condition that makes the employee unable to perform his/her job.

Qualifying Exigency Leave - An employee may take a qualifying exigency leave for certain “qualifying exigencies” arising out of the fact that the employee’s spouse, child of any age, or parent is on active duty (or has been notified of an impending call to active duty) in support of certain types of military operations, known as “contingency operations.” The family member must be a member of the National Guard or one of the military’s reserve units or a retired member of the regular armed forces or the Reserves. Qualifying exigencies may include attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, attending post-deployment reintegration briefings and any other circumstance that the University and the employee agree should be a qualifying exigency and as to which they agree about the timing of the leave for that event.

Military Caregiver Leave - An employee may take a military caregiver leave to care for a spouse, child of any age, parent or next of kin who is a current member of the Armed Forces (including a member of the National Guard or the Reserves) and incurs a serious illness or injury in the line of duty or active duty that may render the service member medically unable to perform his or her duties, if the illness or injury is one for which the service member (1) is undergoing medical treatment, recuperation or therapy, (2) is in outpatient status, or (3) is on the temporary disability retired list. If a military caregiver leave also qualifies as a leave for family illness, the leave will be designated as a military caregiver leave.

Serious Health Condition

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

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

Notice and Scheduling of Leave and Related Employee Responsibilities

Required Information - Employees who seek FMLA leave must provide sufficient information for the University to determine if the leave may qualify for FMLA protection and the anticipated timing and duration of the leave. Sufficient information may include that the employee is unable to perform job functions, the family member is unable to perform daily activities, the need for hospitalization or continuing treatment by a health care provider or circumstances supporting the need for a leave for a qualifying exigency or to serve as a military caregiver. Employees must also inform the University if the requested leave is for a reason for which a FMLA leave was previously taken or certified. Employees may also be required to provide a certification and periodic recertification supporting the need for leave. Unless a longer period is specified, a medical certification or recertification must be completed and returned to the University within 15 days of the University’s request.

Moreover, employees on leave may be contacted periodically for updates concerning their status and intent to return. Employees are expected to be fully responsive to such requests for updates.

Advance Notice of Foreseeable Leave - Except as otherwise provided below, employees must provide 30 days' advance notice of the need to take FMLA leave when the need for the leave is foreseeable. When 30 days' notice is not possible, the employee must provide notice as soon as practicable.

Scheduling of Foreseeable Leaves - If an employee plans to take FMLA leave for his/her own illness, a family illness, or to serve as a military caregiver because of planned medical treatment, the employee must make an effort to schedule the treatment to reduce the disruption to the University, subject to the health care provider's approval. An employee should generally consult with his/her supervisor to explore alternatives to reduce the disruption to the University.

Notice of Unforeseeable Leave - When a Family and Medical Leave for employee illness, a family illness, as a military caregiver, or for a qualifying exigency is needed due to a reason that was not foreseeable, an employee should give his/her supervisor and the Office of Human Resources verbal or written notice as soon as he/she reasonably can do so.

Effect of Insufficient Notice - An employee's failure to give adequate notice may delay, or may result in the denial of, the employee's right to receive the protection of FMLA leave.

Confirmation of Leave - The University shall inform employees who request FMLA leave whether they are eligible for a leave that is covered by the FMLA. If the employee is eligible, the notice shall specify any additional information that the University requires as well as the employee's rights and responsibilities. If the employee is not eligible, the University shall provide at least one reason of the ineligibility determination. The University shall determine if leave will be designated as FMLA-protected and the amount of leave counted against the employee's leave entitlement. If the University determines that the leave is not FMLA-protected, the University shall inform the employee.

Length of Leave and Restoration Rights

General - In general, except for those employees taking leave to serve as a military caregiver, an employee will be entitled to a maximum of 12 weeks of FMLA leave (for any type of FMLA leave or a combination thereof) during any 12-month period. The 12-month period is a rolling period measured backward from the date an employee uses any leave under this policy. Each time an employee takes any FMLA leave, the remaining leave entitlement will be any balance of the 12 weeks that has not been used during the immediately preceding 12 months.

In the case of a military caregiver leave, an employee is entitled to a maximum of 26 weeks of leave in the 12-month period beginning on the first day that the employee takes this form of leave and ending 12 months later.

Nature of the Leave - FMLA leave for the birth, adoption and bonding must be taken at one time and before the end of the 12-month period beginning on the date of the child's birth or placement.

Other types of FMLA leave may be taken through either a reduced working schedule or intermittently if such an arrangement is medically necessary (or if the University approves such an arrangement in its discretion). If an employee is entitled to FMLA leave for his/her own illness, a family illness, or to serve as a military caregiver leave, or if the employee is permitted to work on a reduced work schedule or intermittent basis, the University may transfer the employee temporarily to a position for which he/she is qualified and which has equivalent pay and benefits if the alternative position would better accommodate the recurring leaves than the employee's regular position. Use of intermittent or reduced schedule leave is measured in increments of one hour. Leave for a qualifying exigency may also be taken on an intermittent basis.

Special Rule Applicable to Spouses who are Both Employed by the University - If the University employs both spouses, the combined total Family and Medical Leave to which they will be entitled together will be 12 weeks in any 12-month period if the leave is taken for birth, adoption and bonding.

Restoration Rights

General - At the end of FMLA leave, an employee will generally have the right to return to his/her last position before the leave or to an equivalent position with equivalent benefits, pay and other terms and conditions of employment. In returning from any of these leaves, the employee will not lose any benefit rights, such as sick or annual leave, to the extent that those benefit rights accrued before the leave period.

Certification Before Return - Before an employee may return from FLMA leave for his/her own illness that has continued for at least 5 calendar days, the employee's health care provider may be required to certify that the employee is able to resume his/her job. The employee will be required to bear the out-of-pocket costs of such a certification, if any.

Pay and Benefits

Pay - FMLA leaves are not paid leaves. However, an employee may substitute a paid leave for which the employee is eligible for otherwise unpaid leave. In this case, the FMLA leave and the paid leave would run concurrently and would remain subject to all protections that would apply if the leave were taken on an unpaid basis. Employees who seek paid leave will need to meet the notice and qualification requirements under the respective leave policies.

Other Benefits - During FMLA leave, the University will continue the employee's health/vision and dental insurance coverage. Likewise, the employee is entitled to continue said coverage for his/her family provided that he/she pays the regular premium on a timely basis. In addition, employees may elect to continue any supplemental insurance policies by timely payment of premiums. During any paid leave, the employee's share of the premiums will be deducted from the employee's pay.

Group life insurance and long-term disability insurance will also be maintained during FMLA leave as if the employee was actively employed.

Medical Records

Documents relating to medical certifications, recertifications or medical histories of employees or employees' family members will be maintained separately and treated as confidential medical records, except that in some legally recognized circumstances, the records (or information in them) may be disclosed to supervisors and managers, first aid and safety personnel, or government officials.

FMLA Violations and Enforcement

Unlawful Actions by Employers - The FMLA makes it unlawful for any employer to:

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

Enforcement - An employee may file a complaint with the U.S. Department of Labor or may bring a private lawsuit against an employer. The FMLA does not affect any Federal or State law prohibiting discrimination, or supersede any State or local law or collective bargaining agreement which provides greater family or medical leave rights.

OVERVIEW

The University of North Alabama offers a comprehensive benefits program that provides protection and services to meet the needs of its employees throughout various stage of life. To get detailed information about each benefit offered, please refer to the [Benefits](#) section of the Office of Human Resources website or to contact Human Resources at extension 4291.

Benefits Eligibility

The eligibility of staff employees for University of North Alabama benefits/privileges is determined by the employee's employment status classification. Each eligible employee must have health insurance under the University's group plan or show proof of being insured under another plan. In addition to the narrative below, a [chart](#) also details benefit eligibility by classification.

Full Time, Regular Faculty (9- or 12-months) members are eligible for the following benefits:

- Medical/vision and dental insurance (individual and family)
- Basic life and AD&D insurance (after 90 days of employment)
- Long-term disability insurance (after 90 days of employment)
- Sick leave (including personal leave)
- Paid holidays
- Tuition remission (employee, spouse, and a dependent child)
- Teachers' Retirement System participation
- TIAA CREF (403b plan)
- RSA 1 (457 plan)
- Optional life insurance
- Cafeteria plan participation
- Discount athletic tickets
- Supplemental benefits

Full Time, Regular Staff employees and 12-month non-teaching Faculty members are eligible for the following benefits:

- Medical/vision and dental insurance (individual and family)
- Basic life and AD&D insurance (after 90 days of employment)
- Long-term disability insurance (after 90 days of employment)
- Annual and sick leave (including personal leave) *
- Paid holidays
- Tuition remission (employee, spouse, and a dependent child)
- Teachers' Retirement System participation
- TIAA CREF (403b plan)
- RSA 1 (457 plan)
- Optional life insurance
- Cafeteria plan participation
- Discount athletic tickets
- Supplemental benefits

**for non-exempt employees, eligibility begins after 90-day new hire probationary period has been completed*

Three Quarters' Time Faculty (9- or 12-month) members are eligible for the following benefits:

- Medical/vision and dental insurance (individual and family)
- Basic life and AD&D insurance (after 90 days of employment)
- Long-term disability insurance (after 90 days of employment)
- Sick leave (including personal leave)
- Paid holidays
- Tuition remission (employee, spouse, and a dependent child)
- Teachers' Retirement System participation
- TIAA CREF (403b plan)
- RSA 1 (457 plan)
- Optional life insurance
- Cafeteria plan participation
- Supplemental benefits

Three Quarters' Time Staff employees are eligible for the following benefits:

- Medical/vision and dental insurance (individual and family)
- Basic life and AD&D insurance (after 90 days of employment)
- Long-term disability insurance (after 90 days of employment)
- Annual and sick leave* (including personal leave): Accrues at an hourly rate based on hours worked.
- Paid holidays
- Tuition remission (employee, spouse, and a dependent child)
- Teachers' Retirement System participation
- TIAA CREF (403b plan)
- RSA 1 (457 plan)
- Optional life insurance
- Cafeteria plan participation
- Supplemental benefits

**for non-exempt employees, eligibility begins after 90-day new hire probationary period has been completed*

Half-Time Faculty members are eligible for the following benefits:

- Medical/vision and dental insurance: If elected, the University pays half of the individual premium.
- Sick leave (including personal leave): Accrues at half the regular rate.
- Paid holidays
- Tuition remission (employee only)
- Teachers' Retirement System participation
- Cafeteria plan participation (for medical and dental only)

Half-Time, Regular Staff employees are eligible for the following benefits:

- Medical/vision and dental insurance: If elected, the University pays half of the individual premium.
- Annual and sick leave* (including personal leave): Accrues at an hourly rate based on hours worked.
- Paid holidays (if scheduled to work)
- Tuition remission (employee only)
- Teachers' Retirement System participation
- Cafeteria plan participation (for medical and dental only)

**for non-exempt employees, eligibility begins after 90-day new hire probationary period has been completed*

Part-Time, Regular Staff employees are not eligible for: Tuition remission (employee only).

Full-Time, Temporary Staff employees are eligible for the following benefits:

- Medical/vision insurance (individual only): Available to those employees with a contract over 60 days in duration.
- Dental insurance (individual only): Available to those employees with a contract over 60 days in duration.
- Paid holidays (those that fall during employee's regular work period)
- Tuition remission (employee only)
- Teachers' Retirement System (mandatory participation after one year of employment)

Part-Time, Temporary Staff employees are not eligible for benefits.

Adjunct Faculty members are eligible for: Tuition remission (employee only).

CONTINUATION OF BENEFITS UPON LEAVE OR SEPARATION

An employee is entitled to the continuation of certain benefits during absences due to vacation, sickness, on-the-job injuries, long-term disability, leave without pay or leave of absence, termination, and retirement.

Leave Without Pay, Leave of Absence, and Long-Term Disability: An employee's benefits will remain in effect as long as he/she remains active (defined as being on the payroll). When an employee exhausts his/her leave, is placed in a "leave-without-pay" (LWOP) or "leave-of-absence" (LOA) status, or is placed on long-term disability (LTD), his/her benefit entitlements change. When an employee moves into the LWOP, LOA (without pay for reason of illness), or LTD status, the following outlines how his/her various benefits are handled:

- Accrual of annual and/or sick leave ceases.
- The University continues to pay the employee's individual health/vision and dental benefit premiums for six months from the employee's last day worked or from the last day of paid leave. The employee may continue the family coverage by paying the family premium. After the employee has exhausted his/her six-month entitlement during which the University paid the individual premiums, he/she is no longer eligible for coverage under the University's group plan. However, he or she may continue coverage under the provisions of the Consolidated Omnibus Reconciliation Act (COBRA).
- Employees enrolled in any supplemental insurance coverage(s) must pay the monthly premium for any of the coverage(s) he/she wishes to continue during his/her absence. It should be noted that the University does not contribute the \$6.00 monthly premium credit during period of LWOP, LOA, or LTD.
- The University continues to pay the premiums for Basic life and LTD benefits for six months from the employee's last day worked or from the last day of paid leave.
- When/if an employee returns to full duty from LWOP, LOA, or LTD, his/her health/vision, dental, life, LTD, and any elected supplemental policies will be reinstated effective the date of his/her return provided all employee-paid premiums are current.

Termination: Upon termination, an employee may continue his/her individual health/vision and dental benefits and the coverage for his or her dependents under the provisions of COBRA by paying 102% of the current premium. Basic life and supplemental benefits may be continued by the employee on a direct-pay basis with each benefit provider.

Retirement: If retirement under the TRS occurs:

- Individual or family health/vision and dental insurance coverage under the University's group plan will be discontinued. An employee under the age of 65 who retires under the TRS is eligible for health insurance coverage under the Public Education Employees' Health Insurance Program (PEEHIP). TRS offers other optional benefits such as dental and vision to retirees during its open enrollment period. An employee over the age of 65 who retires under the TRS or reaches the age of 65 after retirement is eligible for health insurance coverage under Medicare and supplemental coverage under PEEHIP.
- University retirees are eligible to elect to continue the basic life coverage at the group rate.
- Selected supplemental benefits may be continued by the employee on a direct-pay basis with each benefit provider.
- Retirees may elect to continue existing dental and/or supplemental vision coverage under the COBRA provisions.

- Miscellaneous benefits available to University retirees:
 - Full use and check-out privileges at Collier Library.
 - Upon request, may continue to obtain current decals/tags from the University Police Department which will permit campus parking in spaces reserved for faculty and staff. Without current decals/tags, only the spaces reserved for visitors may be used.
 - Upon request, may use the Wellness Center in Flowers Hall. Inquiries should be directed to the Administrative Assistant in the department of Kinesiology.

Continuation of Benefits During Leave of Absence Without Pay (not related to sickness): Once an employee exhausts his/her accrued leave, he or she may be placed in a leave-without-pay status for short periods of time or leave of absence for periods up to six months. The employee may be eligible to continue his/her health/vision, dental, basic life, LTD, and other supplemental benefits at his/her own expense.

DEATH BENEFITS

In the event of the death of an active, full-time or part-time regular employee, the beneficiary selected by the employees entitled to certain death benefits. The Office of Human Resources maintains the forms necessary to establish a beneficiary. There are separate beneficiary forms for each of the benefits listed below. It is suggested that an employee ensures his/her beneficiary information is up to date at all times. Any changes to this information must be made in person in the Office of Human Resources.

If an employee dies before he/she retires from the University, his/her beneficiary is eligible to receive the following:

- Basic Life insurance: In the event of the death of an employee under the age of 65, his/her beneficiary receives one and one-half times the employee's current annual base salary. For active employees, the benefit amount is reduced by 25% each five years starting at age 65.
- Teachers' Retirement System (TRS) death benefits: Members of the Teachers' Retirement System of Alabama have death benefits available through the TRS. The benefits are detailed in the [TRS Member Handbook](#).
- Sick leave benefits: Upon the death of an eligible active employee, a death benefit equal to the unused accrued sick leave balance of the employee is paid to the beneficiary of the employee or will be included in the amount reported to the Teachers' Retirement System, but not both. For an employee who is not vested, payment of the accrued sick leave balance is the only option. For a vested employee, it is at the discretion of the beneficiary as to how the sick leave will be distributed.
- Annual leave benefits: Upon the death of an employee, the beneficiary receives payment for all accrued annual leave.
- Unpaid earned biweekly or monthly salary (including accrued compensatory time, if any): Upon the death of an employee, that portion of the biweekly or monthly salary earned by the employee is paid to the beneficiary.
- Continuation of health insurance: In the event of the death of an employee who has family health insurance coverage under the University's group plan, the covered spouse and/or dependents are entitled to continuation of health insurance coverage for 36 months under the provisions of COBRA. That law allows the spouse and dependents to remain on the University's group plan by paying 102% of the premiums.

GENERAL DISCIPLINARY GUIDELINES

The best working conditions prevail when employees conduct themselves with respect and consideration for themselves, their fellow employees, and their employers. Therefore, it is the duty of each employee to maintain high standards of conduct, personal behavior, cooperation, efficiency, and economy in his/her work for the University.

Rules and regulations are necessary in the workplace to provide the framework upon which work requirements, employee behavior, and self-discipline can be established and a mechanism provided whereby disciplinary action can be taken to address deviations from established policies and rules.

The primary focus of discipline is to prevent the recurrence of past problems and to discourage new ones from arising, rather than on administering punishment. Except in cases of gross misconduct, disciplinary action is normally undertaken with the intent of bringing the employee's performance and conduct up to a satisfactory level. If the employee does not respond within a suitable length of time, which will vary with differing circumstances, the employee is subject to discharge. If the severity of the rule infraction and work behavior warrants such action, the employee may be discharged immediately.

The University of North Alabama's rules concerning discipline are intended to be general guidelines for good judgment and fair treatment. All employees are expected to abide by the University's rules and regulations as a condition of continued employment. Therefore, the University reserves the right to take disciplinary action for violations of its established rules. Employees who violate the University's policies, procedures, work rules, or behavioral rules will be disciplined in a timely, fair, equitable, and consistent manner.

Progressive Discipline

A system of progressive discipline may be used for the purpose of encouraging an employee to correct unacceptable behavior and adhere to the rules. The University's approach to matters requiring action attempts to administer discipline that is corrective rather than punitive. The discipline progresses from the less severe disciplinary action to the more severe disciplinary action. This does not preclude bypassing the lower levels of disciplinary action and rendering more severe punishment, including termination, when the severity of the offense warrants such action.

Any step or steps of the disciplinary process may be skipped at the discretion of the department head and the Assistant Vice President of Human Resources after investigation and analysis of the total situation, past practice, and circumstances. If performance, personal conduct, work habits or attitudes of any employee fall below the established standard, supervisors should point out the deficiency at the time it is observed. Corrections and suggestions should be presented in a constructive and helpful manner in an effort to elicit the cooperation of the employee. Whenever possible, oral and/or written warnings, with sufficient time for improvements, shall precede formal discipline.

Warning System

To help ensure that all necessary disciplinary action is taken without prejudice or favoritism, and that the employee is given an opportunity to correct his/her work performance or behavior, the University will warn the employee, through the progressive discipline system, of unacceptable performance or behavior. The warning system allows the employee to know when he/she has violated a university rule or regulation and what he/she may expect if this conduct continues.

The number of warnings prior to any recommended termination is dependent on the seriousness of the rule or rules violated. In cases of misconduct in which the severity of the action is such that continued employment would be detrimental to the University, immediate termination is in order. The employee will be given a copy of all warnings placed in his/her personnel file.

Administering Discipline: Disciplinary action may include a problem-solving meeting (counseling), verbal warning, written warning, reprimand, suspension, demotion, or dismissal. The University reserves the right to determine those steps necessary, considering all aspects of each individual case.

Problem-solving meeting: The first step of the disciplinary procedure is regarded as a corrective measure. The problem-solving meeting provides the supervisor with an opportunity to discuss his/her concerns with the employee. The supervisor should give the employee an opportunity to provide reasons for his/her perceived deficiency. Ultimately, this meeting should result in an agreement between the supervisor and the employee as to how performance will improve. This may involve a plan for training and/or skill development, an explanation of procedures, a review of rules, etc. The supervisor should document that the meeting took place.

Verbal warning

Should deficiencies and/or issues continue with regard to an employee's work habits, attitudes, production, or personal conduct after the problem-solving meeting, it may be necessary for the supervisor to meet with the employee to issue a verbal warning.

The verbal warning step of the disciplinary procedure is regarded as a corrective measure and is combined with appropriate instructions which, if followed, would make further steps unnecessary. The verbal warning meeting should be documented by the supervisor and sent to the Office of Human Resources to be placed in the employee's personnel file.

Written warning

If the undesirable behavior continues, or the rule infraction warrants, the supervisor may issue the employee a written warning. A written warning is issued to document the fact that the employee has been officially advised of the precise nature of his/her misconduct and warned that any future violation will result in further disciplinary action. Written warnings may be filed as a permanent part of the employee's personnel record; however, the supervisor may stipulate that the written warning will be removed from the employee's file after a specific period of time.

Reprimand

A written reprimand may be made by supervisors for continued substandard performance, poor attendance, and other types of minor offenses. Reprimands may also be issued for offenses that are of a more serious nature and, therefore, necessitating an escalated approach. Reprimands are usually preceded by a problem-solving meeting and a written warning. Written reprimands are filed as a permanent part of the employee's personnel record.

Investigative Suspension

An investigative suspension is a period during which an employee is relieved of his/her job because of a serious breach in discipline. This type of suspension is normally done to permit an investigation prior to taking final action when the offense would normally require dismissal. An employee may be placed on investigative suspension when it is necessary to make a full investigation to determine the facts of the case.

The employee may be suspended with or without pay based on the circumstances involved. The employee may be given the option of taking annual leave in lieu of being placed on an investigative suspension.

Conversely, the employee may be suspended with the determination made after the investigation as to whether or not he/she is to be paid (or reimbursed leave) for time missed

during the suspension (depending on a determination or lack of a determination of misconduct). This determination will be made by the President in collaboration with the employee's supervisor(s) and the Assistant Vice President of Human Resources .

Disciplinary suspension

Employees involved in serious attendance, performance, misconduct, or other problems may be given a disciplinary suspension from one to ten workdays by their supervisor and/or department head. Suspensions are not initiated without the advice and concurrence of the Assistant Vice President of Human Resources .

While on disciplinary suspension, the employee is relieved of his/her assignments and forfeits pay as a result of the suspension. Unless otherwise agreed to by the President, no employee benefits are paid or accrued to any employee while on suspension. Health and life insurance may be continued at the expense of the employee.

Rule infractions requiring suspension of a duration greater than ten days must be approved by the President through the Assistant Vice President of Human Resources .

All suspension actions must be communicated to the employee in writing. Records regarding suspension are filed in the employee's permanent personnel record.

Charges of serious crime: Employees arrested and charged with a serious crime may be, at the option of the University, placed on annual leave or leave of absence without pay, pending disposition of the case.

Demotion

If an employee fails to meet the requirements of a job to which he/she has been promoted or of a job which has changed beyond the ability of the employee, he/she may be demoted and his/her salary adjusted accordingly. An effort will be made to place the employee in a position for which he/she is qualified. However, if no such position exists, the University reserves the right to terminate the individual's employment. All demotion actions must be documented in writing and filed in the employee's personnel record.

Probation

As an alternative to termination, an employee can be placed in a probationary status. The duration of the probation could be up to 6 months, depending upon the circumstances. Probation can be used to address disciplinary and performance issues. An employee placed in a probationary status is informed of such in writing and is given specific guidance regarding the corrective action(s) required and the evaluation procedures used during the probationary period.

If probation is imposed due to a performance deficiency, the supervisor should refer to the Performance Evaluation policy for guidance in documenting both performance deficiencies and improvement, if any.

Although a probation is initiated by the employee's supervisor, it must receive prior approval by the appropriate Vice President and the Assistant Vice President of Human Resources .

Dismissal

An employee may be terminated as a result of a serious offense, or as the final step in an accumulation of infractions for which lower levels of disciplinary action have been administered.

For a serious offense (i.e., misconduct where continued employment would be detrimental to the University), termination may be the first and only disciplinary step taken.

The University also reserves the right to dismiss employees with or without just cause, except that no such dismissal will be made for unlawful reasons.

Conduct Warranting Disciplinary Action: The following list outlines conduct deemed by the University not to be in the best interest of the institution or its employees. As it would be impossible to anticipate and list every sort of violation, this list is not all inclusive. Participation in any of the following acts could result in disciplinary action against the violator. The severity of the disciplinary action would be dependent upon the seriousness of the violation, a determination of which would be within the sole discretion of the University. Although written in the format of rule violations, the list below serves the dual purpose of disciplinary guidelines and rules.

- Falsification of personnel records, including leave reports, electronic timesheets, and applications for employment.
- Deliberate refusal or failure to carry out any reasonable instruction of superiors.
- Excessive absenteeism or tardiness.
- Violation of the campus Weapons Policy.
- Stealing, or attempting to steal, from fellow employees, students, the University, or others on university property.
- Immoral or indecent conduct on university premises, or conviction by a court of law for such conduct off the job.
- Threatening, intimidating, coercing, or interfering with the work of other employees, students, or others on university property. This includes violations of the Workplace Threats and Violence policy.
- Conviction of a felony or an egregious misdemeanor.
- Any act of fighting on university property (other than in the line of duty or for self-protection), inciting to fight, or attempting to inflict bodily injury upon another.
- Leaving university premises or work areas without permission and/or notification during working hours.
- Misuse of paid leave privileges and benefits.
- Negligence, inefficiency, carelessness, incompetence, or lack of application of effort in the performance of duties (productivity not up to standards). Wasting time or loitering, "loafing," sitting when there is work to be done, or hiding out.
- Failure to report an accident and/or injury of a student, self, visitor, or anyone on University premises.
- Sleeping during work hours.
- Clocking the time card of another employee.
- Violation of or disregard for common safety regulations or practices.
- Discourteous treatment of students, visitors, or other employees.
- Gambling during work hours.
- Exhibiting disorderly conduct or abusive language toward another on university premises.

- Giving false information to another employee or to a third party with regard to University business.
- Engaging in any strike, sickout, work stoppage, or slowdown.
- Disregarding personal appearance, hygiene, or standards of dress.
- Violation of the No Smoking Policy.
- Disregard for the appearance of work areas.
- Violation of the Solicitation Policy.
- Personal use of university supplies, property, equipment, etc.
- Engaging in any form of horseplay, scuffling, or mischief on university property that shows a disregard for the safety, comfort, or work performance of a fellow employee, or any other person on university premises.
- Violation of the Harassment Policy.
- Failing to return to work when notified to do so by university personnel.
- Unlawfully possessing, using, or distributing illicit drugs or alcohol on university property, or as a part of any of the University's activities. Also, includes any violation of the Drug and Alcohol Policy.
- Malicious gossip and/or spreading of rumors.
- Violating university traffic and parking rules or failure to dispose properly of traffic fines.
- Any conduct deemed by the University to be improper or unbecoming to an employee in university service.
- Violating any lawful or reasonable university regulation, policy, procedure, rule, or order.

Departmental Rules: The rules contained herein are not intended to be all inclusive. Department heads and supervisors have the authority to establish and enforce work site rules, behavioral rules, and operating procedures unique to their specific requirements.

Attendance

Each university job is important; otherwise, it would not exist. Therefore, each employee is expected to be punctual and keep absences to a minimum. The employee must give advance notice to his/her immediate supervisor whenever necessary absence from work is contemplated.

When an unexpected absence or tardiness arises because of illness or an emergency, the employee must notify his/her immediate supervisor as soon as is feasible, preferably before the start of the workday, but not later than two hours after the start of his/her scheduled workday. If that person is not available, someone in the employee's line of supervision must be notified by telephone. The employee is responsible for providing the supervisor with the information regarding the general nature of the absence and the expected date of return to duty. If the employee is unable to report for duty by the specified date, he/she must request additional leave by contacting his/her supervisor. The employee should personally notify his/her supervisor unless he/she is medically unable to do so.

Failure to notify the supervisor of an absence of three days or more is considered an automatic resignation by the employee unless he/she can prove that it was impossible to notify the supervisor or someone else in the line of supervision.

In cases where records clearly indicate continuing abuse of leave privileges and/or habitual disregard for reporting to work, being prompt, returning to work timely after breaks, appropriate disciplinary action will be taken. Supervisors can and should require excuses for sick leave when appropriate. An employee may be terminated for excessive unexcused or excused absences or a combination of the two, even though proper notice of the absences was given to the University.

PERFORMANCE EVALUATION

General Policy: Performance evaluation is a basic tool used to appraise each employee's performance and to collaborate with him/her in setting and meeting future goals. Employee goals and contributions should be tied to the goals of the University. The performance evaluation is a means whereby a personal inventory is taken to identify strengths and areas that would benefit from improvement. A performance appraisal should assist in eliminating barriers to outstanding performance, help each employee grow in his/her job, and facilitate cooperation between the employee and supervisor to achieve enhanced overall performance. Each performance evaluation should be based on performance factors as they relate to the job responsibilities and duties set forth in the employee's job description, behavioral traits, supervisory factors (if applicable), and standards.

Purpose of Evaluation: Performance evaluations are of importance to both the supervisor and the employee for the following reasons:

- **It serves as a management tool.**
It ensures that an employee's work contributions are judged against objective standards, and it opens the line of communication between the supervisor and the employee. Additionally, it ideally avoids serious disciplinary problems by identifying and addressing problem areas early. It should also lead to high morale and effectiveness of an employee and assure that his/her growth potential is maximized.
- **It assists the employee in the performance of his/her job responsibilities.**
It provides information (feedback) regarding how well the employee is doing, identifying strengths as well as areas where performance can be improved. It helps to determine the cause(s) of unsuccessful performance and identifies means of correcting performance deficiencies. In addition, it sets appropriate work standards for the employee and evaluates the employee against those standards.

Responsibilities: The rater (supervisor), reviewer (level above supervisor), and Assistant Vice President of Human Resources share responsibility for the performance evaluation program. The day-to-day administration is the responsibility of the rater and reviewer, with the Assistant Vice President of Human Resources serving in a supporting capacity.

The Assistant Vice President of Human Resources:

- Provides the rater and reviewer with technical information and training needed to implement and operate the performance evaluation program
- Ensures that written performance evaluations are prompt, complete, and conform with policies and procedures by providing the form and notifying the rater of due dates for employee performance evaluations
- Maintains completed performance evaluations
- Evaluates the effectiveness of the overall performance evaluation program, conducts research to determine the most effective evaluation techniques, and provides feedback to management and employees.

The rater (supervisor):

- Reviews the performance with the employee in order to advise or assist the employee in achieving a higher performance level or in overcoming obstacles to achieving high-level performance
- Identifies and defines major job responsibilities and duties, performance factors, behavioral traits, supervisory factors (if applicable), and standards with the employee prior to the rating period
- Encourages the employee to participate in the development of performance requirements and performance standards
- Gives the employee an opportunity to demonstrate fully successful performance
- Assigns an accurate rating based on the employee's level of performance during the rating period
- Provides the employee feedback on how well he/she is performing the job responsibilities as compared to performance standards
- Informs the employee of his/her progress in areas that need improvement and assists the employee in improving his/her job performance
- Uses the results of the employee's performance evaluations as a basis to recommend various personnel actions

The reviewer (rater's supervisor):

- Ensures that the rater is capable of conducting a performance evaluation effectively
- Ensures that written performance evaluations are prompt, complete, and conform with policies and procedures
- Reviews the written evaluation of an employee by a subordinate supervisor for accuracy and fairness prior to the rater and employee meeting
- If the evaluation is deemed to be appropriately prepared and is not contested, signs and forwards it to the appropriate vice president
- Meets with the employee, if requested, to discuss an evaluation prepared by his/her supervisor
- Attempts to resolve any disagreement between the rating supervisor and the employee with regard to the evaluation

The employee:

- Assists the supervisor in the development of job responsibilities and duties as set forth in the job description
- Completes the self-evaluation portion of the annual performance evaluation form
- Participates freely in meetings with the supervisor to obtain a clear understanding of his/her job responsibilities, behavioral traits, and the standards upon which his/her performance will be evaluated
- Seeks continual communication with the supervisor during the evaluation period to keep informed of changes in job responsibilities, job-related behavior, performance standards, supervisory standards (if applicable), and feedback on how well he/she is performing
- Performs duties in a manner which facilitates fulfillment of standards
- Signs performance evaluation signifying that he/she has reviewed the performance evaluation and has been afforded an opportunity to discuss the evaluation with the supervisor
- Submits an appeal if he/she believes the ratings do not adequately reflect his/her performance.

Types of Performance Evaluations

Informal evaluation: An employee's performance is continually reviewed by his/her supervisor. The employee is encouraged to seek feedback about his/her job performance from his/her supervisor. The supervisor should discuss the employee's performance with him/her at any time. Mid-performance period check-ups are strongly encouraged.

Annual evaluation: At least once a year, during the month of July, the supervisor makes a formal written evaluation of the employee's performance. Annual performance evaluations should be administered for employment periods of at least 90 days since the last evaluation.

Provisional evaluation: All commitments of regular full-time or part-time employment with non-exempt status are contingent upon satisfactory completion of a three-month provisional period. During the provisional period, the employee has an opportunity to learn more about the job responsibilities and duties and determine whether or not he/she is satisfied with the position. At the same time, the supervisor has an opportunity to determine whether the employee has the ability and desire to perform the job responsibilities and duties.

Since the provisional period serves as an orientation period, several informal evaluation sessions should be held between the immediate supervisor and the employee. The [Provisional Evaluation](#) should take place by the end of the third month of service.

Evaluation Factors, Traits, and Standards

Performance factors and standards: The employee should be evaluated using five *performance factors* in Part II of the Performance Evaluation Form. The following are generic standards for the five performance factors. As a minimum, these generic standards can be used as stated; however, they should be used in conjunction with specific standards established for each job responsibility and duty.

- *Knowledge, skills, and abilities:* exhibits understanding of job responsibilities and duties; possesses theoretical knowledge and practical "know-how" that relate to the job; understands processes of assignments; displays skills and abilities appropriate for the job; demonstrates abilities to achieve effective results; shows proficiency in application of methods, procedures, techniques, tasks, machines, equipment, materials, etc., necessary to accomplish assigned tasks; possesses required specialized knowledge of job; shows willingness to acquire new or broader knowledge of job; and understands new information and situations quickly.
- *Quality of work:* performs work with acceptable accuracy; performs work that is neat and presentable; performs duties thoroughly; shows attention to detail and accuracy; sets high personal work standards; achieves high quality results; and makes few mistakes.
- *Quantity of work:* completes an acceptable amount of work; does extra work when asked; performs work in a productive and timely manner; uses time and resources efficiently; and meets work schedules.
- *Work habits:* adheres to attendance and punctuality policies; carries out duties in an orderly and diligent manner; works with minimum supervision; complies with instructions, policies, and regulations; organizes and manages time in meeting schedules, projects, deadlines, priorities, appointments, etc.; strives to eliminate nonessential work; plans and organizes work; and devotes efforts to completion of responsibilities and duties.
- *Communication:* displays skills in verbal and written communication; communicates well with supervisors, fellow employees, students, and visitors in an appropriate and timely manner.

Behavioral traits and standards: Behavioral traits are the criteria against which the employee's work-related behavior is assessed. The five behavioral traits in Part III of the Performance Evaluation Form are considered important to all university staff positions. The following standards may be used for each of the behavioral traits.

- *Dependability:* carries out assigned responsibilities and duties in a reliable manner; responds appropriately to instructions and procedures; completes work in a conscientious and timely manner; meets deadlines promptly; trustworthy; works with minimal guidance and supervision.
- *Cooperation:* cooperates and collaborates well with others; helps others willingly; maintains rapport with others; tactful, friendly, courteous, patient, and uses discretion in dealing with fellow employees, supervisors, students, and the public; responds appropriately to the needs of individuals seeking information and assistance; considers new ideas, the views of others and divergent points of view; and accepts additional work assignments.
- *Initiative:* seeks increased responsibility and broader knowledge of job; receptive to new work assignments; makes useful suggestions; attempts to influence events that can affect the achievement of goals; energetic about completion of work; plans; voluntarily starts projects; and attempts non-routine tasks.
- *Adaptability:* receptive to instructions, guidance, suggestions, etc.; interprets and responds to instructions, methods, and procedures; adjusts to new or changing work assignments and situations.
- *Judgment:* evaluates facts and applies sound judgment; thinks logically; reaches sound opinions and logical conclusions; recognizes the need to make decisions; makes practical decisions; responds to instructions and procedures in a favorable manner; and seeks advice and input of superiors, subordinates and other appropriate sources.

Supervisory factors and standards: In addition to the five performance factors and five behavioral traits, employees who have supervisory responsibilities should be evaluated on five *supervisory factors* in Part IV of the Performance Evaluation Form. These factors directly reflect the employee's supervisory effectiveness and his/her overall evaluation. The following standards for each factor may be used as stated.

- *Leadership:* demonstrates effective supervisory abilities; guides and affects positively the actions and results of individuals and groups; establishes rapport, gains respect and cooperation; inspires and motivates subordinates; exhibits fairness and impartiality toward subordinates; supports subordinates; trains, guides, and instructs subordinates effectively; plans, schedules, and makes assignments successfully; directs work group toward common goals; considers new ideas, the views of others, or divergent points of view; maintains poise and adjusts to changes, work pressure, or difficult situations without undue stress; and displays high degree of integrity and trustworthiness.
- *Delegation:* delegates appropriate responsibilities to subordinates; affords subordinates opportunities to succeed by assigning responsibilities, authority, and accountability; gives clear instructions; defines assignments; oversees the work of subordinates; and uses observation, reports, meetings, and other means to monitor and follow up on the work of subordinates.
- *Planning and organizing:* establishes work objectives, standards and programs to assess progress; anticipates future needs; sets priorities, applies innovation in developing new and sound plans; allocates resources and personnel for best effect within budget constraints; implements cost-saving measures; uses financial, material and other resources for maximum benefit; makes sound and timely decisions; plans and organizes work; carries out assignments effectively; coordinates work

with that of other related activities; adjusts work operations to meet emergent or changing requirements; and demonstrates the skills to analyze, solve problems, and establish priorities.

- Administration: handles administrative requirements; performs day-to-day administrative tasks; manages time; keeps accurate records; administers policies and implements procedures; maintains appropriate contact with supervisor; completes required reports in a timely manner; demonstrates concerns for cost, waste, and inventories; coordinates work within and outside the cost center, faculty, and staff as required; demonstrates skills in developing improvements in work methods or designing new procedures; and understands and applies the principles required to further the University's goals.
- Personnel management: serves as a role model and provides personal assistance with professional growth and development; resolves work-related employee problems; trains and counsels subordinates to solve personnel issues; assists subordinates in accomplishing their work-related objectives; evaluates performance of subordinates effectively; encourages positive performance through appropriate feedback; and supports equal employment opportunity policies as well as overall diversity.

Ratings: The rater has a choice of not rating the employee on the factor or trait, if not applicable, or rating the employee's performance on a scale of Unsuccessful through Exemplary. The rating scale for each factor or trait is as follows.

- Not Applicable: This performance/behavior factor or trait cannot be related to standards or requirements of this position.
- Unsuccessful: Performance falls short of the minimum criteria and standards of this area. Immediate and substantial improvement is necessary to address this area.
- Emerging: Performance in this area is inconsistent and needs alignment and/or development. Performance feedback and efforts to reinforce competency may provide tools to achieve success.
- Successful: Performance meets the expected standards. Performance is steady, reliable, consistent, and maintained with a minimum amount of supervision.
- Exemplary: Performance clearly exceeds the expectation levels of this area and can be seen as a model for others.

Rating procedures

Parts II, III, and IV: The rater indicates the employee's level in each performance factor or behavioral trait by selecting the trait or factor considered in each section.

Part V: The narrative section gives the rater the opportunity to discuss significant strengths and areas requiring improvement and to provide a general summary of the ratings. An overall rating of Unsuccessful, Emerging, or Exemplary in Part V (Overall Performance) must be supported in this section.

Part VI: The goals section gives the rater the opportunity to outline and discuss goals for the area and the employee moving into the new evaluation period.

Part VII: The employee should indicate in the appropriate field whether or not he/she agrees with the evaluation and then sign the form. The employee's signature only verifies that he/she reviewed the evaluation and that the above choice (agree or disagree) was selected by him/her.

Performance Evaluation Process: The performance evaluation process follows a continuous cycle which is repeated annually and is related to the job responsibilities and duties, performance factors, job-related behavior, and supervisory factors. The basic components of the performance evaluation process are:

Communicating the job responsibilities and duties, factors/traits, and standards

Each employee should have a clear understanding of his/her job responsibilities and duties, performance factors, behavioral traits, supervisory factors (if applicable), and standards upon which his/her performance will be evaluated.

Observing/measuring performance and behavior

To make the evaluation fair and accurate, the supervisor should not rely solely upon his/her memory but should maintain working records. Such records should include notes regarding dates of observations, conferences with or assistance to the employee, quality and quantity of work, strengths and weaknesses, customer reactions, peer evaluation, attendance record, notes of meetings and counseling sessions, disciplinary letters, etc. The supervisor may maintain a running record of critical incidents (events that serve as examples of the employee's job performance) in which the employee performed either above standards or below standards.

Providing on-going performance feedback

Throughout the year, the supervisor should openly communicate with the employee regarding his/her performance and how his/her job-related behavior compares with the performance standards, behavioral standards, and supervisory standards. Such communication strengthens supervisor/employee relationships. The supervisor should provide feedback on the positive aspects of the employee's performance and behavior as well as on those areas requiring correction.

Preparing the formal performance evaluation

At the end of the evaluation cycle, the supervisor will prepare a written evaluation of the employee's performance. The employee's performance of the job responsibilities and job-related behavior should be evaluated against established standards. The supervisor should refer to the record he/she has maintained on the employee's performance throughout the evaluation cycle as a guide in preparing the formal evaluation. The rater must seek review/approval of the completed evaluation from the reviewer prior to presenting the completed evaluation to the employee.

Reviewing the performance evaluation with the employee

After the performance evaluation form has been completed, a meeting with the employee should be set for the purpose of reviewing the evaluation. The evaluation interview should be private and should provide the employee every opportunity for an open and frank discussion.

The supervisor should give the employee a full and honest picture of how well he/she has performed. The evaluation of the employee's performance should encompass the entire evaluation period and should be evaluated against job responsibilities and duties, performance standards, behavioral standards, and supervisory standards that are known to the employee. Specific examples of performance should be discussed in detail. The employee should be commended for work well done and helped to understand in what specific way he/she needs to improve.

The employee should be afforded an opportunity to review his/her performance evaluation and sign the form verifying the review. The employee's signature does not necessarily indicate agreement with the evaluation.

Uses of Performance Evaluation: The results of the performance evaluation may be used to aid in decisions about employees such as training, promotion, reassignment, demotion, termination, or re-employment.

Training: At the time of the annual evaluation, the supervisor may start action to obtain training or arrange for developmental work assignments. Also, the supervisor may counsel the employee regarding self-development activities that would contribute to his/her performance or career development.

Promotion: Results of performance evaluations should be considered in evaluating an eligible candidate for a promotion to an internal position for which he/she has applied.

Reassignment, demotion, or termination: When an employee continues to perform at the "below average" or "poor" level after being given a reasonable period of time (as specified by the supervisor at the time) to improve the current performance, the supervisor should contact both his/her immediate supervisor and the Assistant Vice President of Human Resources to determine appropriate actions that should be taken. Reassignment, demotion, and termination are among those to be considered.

Reemployment: Upon request, performance evaluations will be made available to a supervisor when consideration is being made of a former employee who applies for re-employment.

Continued Performance Deficiency

After an employee is advised of any performance deficiency and of what must be done to correct it, he/she should be given an opportunity to show performance improvement. During this period, the supervisor should maintain close contact with the employee to provide continual guidance with regard to his/her progress.

Typically, a second performance evaluation is conducted after no more than 90 days to assess performance improvement. If, after this period of time, it is found that the employee lacks the ability to meet the requirements of his/her position, or if the employee is able but unwilling to make the effort to perform the work satisfactorily, the individual's supervisor should make contact with his/her supervisor and the Assistant Vice President of Human Resources to discuss any further actions that should be taken and whether or not termination of employment should be recommended. The number of additional reviews and warnings and the time involved before recommending termination of employment are at the supervisor's discretion but should be made in consultation with his/her direct supervisor.

Administrative Procedures

Instructions for completion of the performance evaluation form are provided on the form and within this policy. Questions concerning the execution of this form should be addressed to the Office of Human Resources

Each dean or department head should ensure that an annual performance evaluation is accomplished in July for each staff employee within his/her area of responsibility.

Copies of employee evaluations are sent to the appropriate Vice President for review. All completed, signed employee evaluations are forwarded to the Office of Human Resources.

Evaluation Appeal

If the employee disagrees with his/her evaluation, he/she may request a meeting with his/her rater or reviewer to discuss informally the performance evaluation before he/she signs the evaluation.

The employee has a period of ten business days from the date on which he/she signed the evaluation to file a written appeal. This appeal may be filed if the employee believes the evaluation is not justified, does not adequately reflect his/her performance, or was unfairly administered. Reconsideration may be requested of any item, including the overall rating.

A written appeal should be addressed to the rater and should state in detail the employee's specific disagreements with the evaluation. If the rater is unable to resolve the disagreement, the appeal will be forwarded to the reviewer.

Upon receipt of the written appeal, the reviewer reviews the appeal and, if necessary, meets with the employee and rater, individually and/or together. The purpose of the meeting(s) is to determine the validity of the employee's appeal. If the reviewer determines that the evaluation is appropriate, he/she informs the employee by letter. The appeal and the letter are attached to the evaluation and forwarded to the appropriate vice president. If the reviewer determines that the evaluation is not appropriate, the reviewer discusses his/her findings with the rater. If the rater agrees with the reviewer, a new performance evaluation form is prepared. If the rater does not agree to changing the evaluation, the reviewer attaches his/her findings and the appeal to the performance evaluation and forwards it through the appropriate vice president to the Office of Human Resources for filing in the employee's personnel file.

If an employee disagrees with his/her evaluation but does not desire to file a formal appeal, he/she is entitled to write an appropriate rebuttal that may be attached to the performance evaluation and filed in the employee's personnel file.

Approved by the SGEC, 05/15/2019

EDUCATION AND TRAINING

Staff employees are encouraged to take advantage of the available educational and training opportunities.

Education

The University encourages staff development by sponsoring the attendance by selected employees to short courses, seminars, meetings, etc., where the program is designed to upgrade, inform, or otherwise educate employees in their job performance. Staff development must be recommended by the appropriate cost center head. Full-time employees also may participate in courses offered by the University through the remission of course hour fees benefit.

Training

Employees are given on-the-job training in skilled and efficient job performance and, whenever possible, opportunities to learn new skills. Every effort is made to train each employee to perform his/her job properly and confidently. Employees who desire additional and/or enhanced training are encouraged to work with their supervisor(s) to obtain such training.

Employee Development

Employees are responsible for taking initiative for their own personal and professional development. While assistance, recognition, and opportunity for improvement and advancement can be provided for employees by the University, the effort necessary to improve knowledge, skills, and abilities rest with the individual employee. Employees are expected to stay current in their fields and to maintain an acceptable level of proficiency. Individuals are encouraged in their self-development efforts. Independent employee participation in higher level educational programs, other than those required by the position, is encouraged as a means for enhancing skills.

EMPLOYEE FILES

All permanent personnel records of staff are maintained by the Office of Human Resources. The personnel files contain the employment record of each employee and include documents related to his/her employment such as: application materials, contracts, correspondence, employment actions, evaluations, benefit enrollments, tax deduction information, and disciplinary actions.

The information contained in an employee's personnel record is confidential, and the contents of the employee's file are made known only to the employee, his/her supervisor, and other appropriate persons (within the University) who must have access to that information to make appropriate employment decisions.

An employee may review his/her personnel file by making an appointment with a staff member in the Office of Human Resources .

JOB DESCRIPTION

A job description should be prepared for each staff position at the University of North Alabama. The job description should serve as documentation of the major responsibilities assigned to each employee and the knowledge, skills, and abilities needed to carry out these responsibilities. The job description should accurately identify and describe the work content of the job, determine what requirements the job makes on the incumbent, and state the qualification requirements of the incumbent. Preparation of the job description should be based on facts secured about the job through a job analysis.

Employees' jobs frequently change; thus job descriptions periodically require change also. Therefore, a job description should not be considered a rigid set of tasks preventing flexibility in adapting to changing job requirements or the performance of unlisted tasks as required. The performance standards for each employee should be derived from the job description.

Official copies of staff job descriptions are on file in the Office of Human Resources.

OUTSIDE EMPLOYMENT (FULL-TIME EMPLOYEES)

The University has no objections to an employee, in addition to full-time university employment, accepting a part-time job outside of the University or within it providing it does not: (1) interfere with the performance of his/her job at the University; (2) violate university regulations or policies; or (3) bring discredit to the University.

An employee who wishes to accept outside employment should discuss the matter with his/her supervisor before accepting the job to help determine whether there is any possibility of a conflict.
