

January 1, 2008

Westminster College Employee  
Westminster College  
501 Westminster Avenue  
Fulton, Missouri 65251

Dear Colleague:

Welcome to Westminster College! The attached *Employee Handbook* has been created by staff members and co-workers on the Staff Liaison Committee. It is intended to introduce Westminster College to new staff members and explain to all how the college works and what its expectations are for employees.

If you take one idea from this letter, please remember that each member of the Westminster College team is critical to the success of our college. We all contribute to the outcome of educating students and helping them develop into leaders in a global community. Your job is important and very much valued.

We work best as a team, as colleagues to one another and as part of an entire community. We strive for good communication so that everyone will know what is happening at the college and where it is going. We deal with one another in a manner consistent with the core values stated in our mission: Integrity, Fairness, Respect, and Responsibility.

If you have questions about your employment at the College that are not answered in this handbook, please raise them with the Director of Human Resources and Compensation, your supervisor, a Dean or Vice-President, or me. We will try to provide the answers.

Thank you for your commitment to Westminster College.

Sincerely,

George B. Forsythe, PhD.  
President

# WESTMINSTER COLLEGE EMPLOYEE HANDBOOK

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## **40 INTRODUCTORY STATEMENT**

This handbook is designed to acquaint you with Westminster and provide you with information about working conditions, employee benefits, and some of the policies affecting your employment. You should read, understand, and comply with all provisions of the handbook. It describes many of your responsibilities as an employee and outlines the programs developed by Westminster to benefit employees. One of our objectives is to provide a work environment that is conducive to both personal and professional growth.

No employee handbook can anticipate every circumstance or question about policy. As Westminster continues to grow, needs may arise that necessitate change.

## 41 EMPLOYEE ACKNOWLEDGEMENT FORM

The employee handbook describes important information about Westminster. I understand I should consult the Director of Human Resources and Compensation regarding any questions not answered in the handbook.

Since the information, policies, and benefits described here are necessarily subject to change, I acknowledge that revisions to the handbook may occur. All substantive changes will be communicated through official notices, and I understand that revised information may supersede, modify, or eliminate existing policies.

Furthermore, I acknowledge that this handbook is neither a contract of employment nor a legal document. I have received the handbook, and I understand that it is my responsibility to read and comply with the policies contained in this handbook and any revisions made to it.

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EMPLOYEE'S SIGNATURE

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DATE

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EMPLOYEE'S NAME (TYPED OR PRINTED)

## **101 NATURE OF EMPLOYMENT**

This handbook is intended to provide employees with a general understanding of the college's personnel policies. Employees are encouraged to familiarize themselves with the contents of this handbook, for it will answer many common questions concerning employment with Westminster.

However, this handbook cannot anticipate every situation or answer every question about employment. It is not an employment contract and is not intended to create contractual obligations of any kind. Consistent with Missouri law, neither the employee nor Westminster is bound to continue the employment relationship if either chooses, at its will, to end the relationship at any time.

In order to retain necessary flexibility in the administration of policies and procedures, Westminster reserves the right to change, revise, or eliminate any of the policies and/or benefits described in this handbook, or to vary from the procedures herein at its discretion, except for its policy of employment-at-will. There will be an annual review of the Handbook and substantive changes will be communicated through official notices.

## **102 EMPLOYEE RELATIONS**

Westminster believes that communication between employees and their supervisors is important. If employees have concerns about work conditions or compensation, they are strongly encouraged to voice these concerns openly and directly to their supervisors.

Experience has shown that when employees deal openly and directly with supervisors, the work environment is improved, communications are clearer and attitudes are more positive.

The Staff Liaison Committee and Peer Review Panel are groups elected by the college community to address areas of need and concern. Some areas addressed are: the annual evaluation process, creating consistency throughout campus with salaries and personnel issues, and standardizing job descriptions. The Staff Liaison Committee also coordinates the annual retiree reception. The committee meets monthly and encourages questions or concerns from the staff for their agenda. Its purpose is to provide a forum for open communications at Westminster College in a way that enables all employees to express concerns and possible solutions to those concerns so that Westminster continues to be a great place to work and continuously moves toward its vision of being known and respected as one of the finest liberal arts colleges in the nation.

The Peer Review Panel meets on an as needed basis to resolve employee grievances.

Please refer to Appendix E and Appendix F for election procedures for both groups.

## **103 EQUAL EMPLOYMENT OPPORTUNITY**

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at Westminster will be based on merit, qualifications, and abilities. Westminster does not discriminate in employment opportunities or practices on the basis of an individual's race, color, national or ethnic origin, religion, age, sex, gender, sexual orientation, marital status, veteran status, disability, or any other proscribed category set forth in federal or state regulations .

This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

Any employees with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of their immediate supervisor. If the supervisor is unavailable or the employee is uncomfortable in contacting the supervisor, the employee should immediately contact the next highest ranking person in that department or any member of the Cabinet.

Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment. See Section 703, Sexual and Other Unlawful Harassment and Discrimination, for additional information.

## **104 HIRING OF RELATIVES AND CONFLICTS OF INTEREST**

Close relatives of persons currently employed by Westminster may be hired only if they will not be working directly for or directly supervising a relative. Westminster employees (faculty and staff) cannot be transferred into such a reporting relationship.

If a person is in a position which requires an evaluation on a personal decision such as those concerning appointment, retention, promotion, tenure, or salary of a close relative, such a condition shall be deemed a conflict of interest and that person shall not participate in any group or body which is considering such a decision. If the relative relationship is established after employment where there is also a supervisory relationship, the appropriate division heads, in consultation with the individuals concerned, will determine an appropriate supervisory arrangement that avoids conflict of interest. For example, a faculty member may for administrative purposes join another department or area for purposes of supervision.

In other cases where a conflict or the potential for conflict arises, even if there is no supervisory relationship involved, either of the parties may be separated by reassignment or either or both may be terminated from employment.

Close relative is interpreted in this policy to include spouse, mother, father, brother, sister, son, or daughter of employees or their spouses, or any individual for whom a faculty or staff member has been assigned legal responsibility in a guardianship capacity.

## **201 EMPLOYMENT TYPES**

It is the intent of Westminster to define employment classifications so that employees understand their employment status and benefit eligibility.

Each employee is designated as either NONEXEMPT or EXEMPT from federal and state wage and hour laws. Nonexempt employees complete white time sheets or use the time clock in Plant Operations. They are entitled to overtime pay under the specific provisions of federal and state laws.

EXEMPT employees complete green time sheets and are excluded from specific provisions of federal and state wage and hour laws. They do not receive overtime pay for extra hours worked. An employee's EXEMPT or NONEXEMPT classification may be changed only upon written notification by a College cabinet member and approval by the President.

In addition to the above categories, each employee will belong to one other employment category:

REGULAR FULL-TIME employees are those who are not in a temporary or introductory status and who are regularly scheduled to work Westminster's full-time schedule (32.0, 37.5, or 40.0 hours per week). This category also includes those employees who are full-time, but have less than 12-month appointments. Generally, they are eligible for Westminster's benefit package, subject to the terms, conditions, and limitations of each benefit program.

PART-TIME employees are those who are not assigned to a temporary or introductory status and who are regularly scheduled to work less than 32.0 hours per week. While they do receive all legally mandated benefits (such as Social Security and workers' compensation insurance), they are ineligible for some of Westminster's other benefit programs. (Refer to section 301 for details.)

INTRODUCTORY employees are new full-time employees whose performance is being evaluated to determine whether further employment in a specific position or with Westminster is appropriate. The introductory period will include an evaluation at the end of 90 days and again at the end of 6 months, at which time employees who have satisfactorily completed the introductory period will be notified of their new employment classification. Generally, they are eligible for Westminster's benefit package, subject to the terms, conditions, and limitations of each benefit program.

TEMPORARY employees are those hired as interim replacements, to temporarily supplement the work force, or to assist in the completion of a specific project. Employment assignments in this category are of a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status. Temporary employees retain that status unless and until notified of a change. While temporary employees receive all legally mandated benefits (such as workers' compensation insurance and Social Security), they are ineligible for some of Westminster's other benefit programs.

## **202 EMPLOYMENT APPLICATIONS**

Westminster relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented throughout the hiring process and employment. Any misrepresentation, falsification, or material omission in any of the information or data may result in Westminster's exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

## **203 PRE-EMPLOYMENT QUESTIONS**

Before communicating with job candidates, Westminster College employees engaged in the interview process will familiarize themselves with the types of questions that may be lawfully asked as well as those that may not be lawfully asked. The Chair of each search committee must secure copies of the guidelines from the Director of Human Resources and Compensation and must provide them to every member of the committee.

## **204 EMPLOYMENT REFERENCE CHECKS**

To ensure that individuals who join Westminster are well qualified and have a strong potential to be productive and successful, it is the policy of Westminster to check the employment references of all applicants.

Westminster will respond in writing only to those reference check inquiries that are submitted in writing. Responses to such inquiries will confirm only dates of employment and position(s) held. No employment data will be released, except as required by law, without a written authorization and release signed by the individual who is the subject of the inquiry.

Westminster employees should be aware of the possible consequences of giving a negative reference. Any questions about inquiries or references should be directed to the Director of Human Resources and Compensation.

## **205 CRIMINAL BACKGROUND CHECKS**

### **Summary:**

The College's interest in maintaining an orderly, safe, and productive workplace and student environment is the sole basis for developing and maintaining this policy. To determine suitability for employment, Westminster College will conduct background checks pertaining to criminal conviction and sexual offender records of the final applicant for employment. If there is a direct relationship between the criminal record and the responsibilities of the position, then consideration will be given to the background check. A relevant conviction may be grounds for non-selection of an applicant. Applicable convictions include all felonies, aggravated misdemeanors, and

second and subsequent DWI's (driving while intoxicated) or DUI's (driving under the influence), or similar violation, but generally will not include minor traffic violations. Positions that do require driving may prompt review of an individual's entire driving record, including traffic violations.

The final applicant will be asked for specific information during the application process (e.g., full name, date of birth, current and previous addresses, and social security number) and asked to sign a consent for release of background information. The College will use the services of an outside agency to research and verify background information and, whenever possible, prior to an on-campus interview. This agency will provide a written report of its findings to the Director of Human Resources. All background information provided by the reporting agency will be held in the strictest confidence.

The Director of Human Resources will share the background information with the relevant hiring Cabinet member who, if appropriate, will provide the results to the search committee. The relevant Cabinet Officer and search committee, following consultation with the Director of Human Resources, will consider this information in the hiring decision process. If the College receives an adverse report, the Director of Human Resources will send the final applicant a letter informing him/her that we have received the report, along with a copy of the report, a summary of their rights under the Fair Credit Reporting Act (FCRA), and, in accordance with the FCRA, the name, address, and phone number of the outside agency that provided the background report. At the applicant's request, the outside agency must give the applicant the information in their file. If the College receives an adverse report and decides not to hire the final applicant, the Director of Human Resources will send the final applicant a second letter informing him/her that the College has decided not to consider him/her for employment at this time and a reminder of his/her rights under the FCRA. See Appendix K, Criminal Background Checklist for Supervisors.

Background check information for staff applicants who are hired will be maintained in their personnel file for three years following the termination of their employment and, for all other applicant finalists, one year in the College's search file. Likewise, background check information for faculty applicants who are hired will be maintained in their confidential pre-employment file for three years after termination of employment and, for all other applicant finalists, three years in the College's search file.

**Falsification:**

Falsification of, or material omissions in, application materials, including failure to disclose criminal convictions, is grounds for non-selection of an applicant or subsequent dismissal if hired.

**Notification:**

Applicants for employment who are convicted of a criminal violation after they have applied must contact the Director of Human Resources within five (5) days of the conviction. Supervisors or search committee chairs must notify the Director of Human Resources immediately upon being informed of any such conviction.

## **206 INTRODUCTORY PERIOD**

The introductory period of six months is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations. Westminster uses this period to evaluate employee capabilities, work habits, and overall performance. Consistent with the laws of Missouri, either the employee or Westminster may end the employment relationship at will at any time during or after the introductory period, with or without cause or advance notice.

All new and rehired employees work on an introductory basis for the first six months after their date of hire. An informal evaluation will be done after the first 90 days of employment. At the end of six months, the employee will receive a written evaluation, the original of which will be placed in the employee's personnel file.

## **207 ACCESS TO PERSONNEL FILES**

Westminster maintains a personnel file on each employee. The personnel file includes such information as the employee's job application, resume, records of training, documentation of performance appraisals and salary increases, and other employment records.

Personnel files are the property of Westminster, and access to the information they contain is restricted. Generally, only supervisors and management personnel of Westminster who have a legitimate reason to review information in a file are allowed to do so.

Employees who wish to review their own personnel file should contact the Director of Human Resources and Compensation. With reasonable advance notice, employees may review their own personnel file in Westminster's offices and in the presence of an individual appointed by Westminster to maintain the files. Copies of documents in the personnel file are available upon appropriate request.

## **208 PERSONNEL DATA CHANGES**

It is the responsibility of each employee to notify Westminster promptly of any changes in personnel data. Personal mailing addresses, telephone numbers, number and names of dependents, individuals to be contacted in the event of an emergency, educational accomplishments, and other such status reports should be accurate and current at all times. If any personnel data has changed, notify the Director of Human Resources and Compensation in the Business Office.

## **209 SALARY ADMINISTRATION**

Salaries will be administered in accordance with the college's Salary Administration Policy. The purpose of the policy is to provide guidance for managers in administering pay decisions for their employees that is equitable and consistent across the entire campus. The policy addresses a myriad of payroll issues, to include: salary structure and position classification, merit increases, pay for performance, promotional increases, job reevaluation, demotions, developmental transfers, replacing vacated positions, hiring rates, and processing salary increase information.

## **210 PERFORMANCE EVALUATION**

Supervisors and employees are strongly encouraged to discuss job performance and goals on an informal, continuing basis. A formal written performance evaluation will be conducted at the end of an employee's initial period of hire, known as the introductory period. Additional formal performance evaluations are conducted annually to provide both supervisors and employees the opportunity to discuss job tasks, identify and correct weaknesses, encourage and recognize strengths, and discuss positive, purposeful approaches for meeting goals. See Appendix B for a copy of the Performance Management Planning and Review form.

## **211 PROMOTIONS AND TRANSFERS**

The college may occasionally need or desire to restructure work flow in an area and/or transfer some job responsibilities from one department to another. If such changes are approved by the college, positions may be re-titled or reclassified and individuals may be promoted or transferred as required by these changes. These positions are not open for consideration and will not be posted.

Position openings for new or vacated positions and their specifications will be dated and posted for five (5) working days. The college, whenever possible, promotes from within and allows transfers for such moves.

An employee may request consideration for employment in any new or vacant job which is posted. Seniority may be a factor in determining promotions and/or transfers, but it is not the only consideration. The college seeks to hire the most qualified candidate for a new or vacant position. All vacancies will be filled on the basis of the approved criteria for the position and the applicants' qualifications for the position.

Salary changes in the case of a transfer or promotion will be consistent with the college's Salary Administration Policy.

## **212 INTERIM PRESIDENTIAL APPOINTMENTS**

The President of the College may appoint current employees or new employees on an interim basis to any position at the director level or above without posting the vacated position. This provides continuity at higher levels as the college studies next steps and requirements for filling the position on a fulltime basis. Any employee may bid on the position when it is posted as a regular, fulltime position.

## **213 LINE OF SUCCESSION**

In the absence of the President from the Westminster College campus, the line of succession will be, in this order, the persons in the following positions:

- VP and Dean of Student Life
- VP for Business & Finance
- VP for Institutional Advancement
- Interim VP and Dean of Faculty
- VP and Dean of Enrollment Services
- Chief Information Officer
- Executive Director of Churchill Memorial
- Interim Associate Dean

If none of the above persons are available and on campus, the President will further delegate leadership responsibilities for the college to another named individual.

### **301 EMPLOYEE BENEFITS**

Eligible employees at Westminster are provided a wide range of benefits. A number of the programs (such as Social Security, workers' compensation, and unemployment insurance) cover all employees in the manner prescribed by law.

Benefits eligibility is dependent upon a variety of factors, including employee classification. Details of many of these programs can be found elsewhere in the employee handbook.

The following benefit programs are available to eligible employees:

- Auto Mileage if traveling on college business in own car\*
- Health Insurance Continuation at Termination (COBRA)
- Bereavement Leave
- Cancer Insurance (voluntary)\*
- Computer Loan
- Dental Insurance (voluntary)\*
- Educational Assistance\*
- Employee Assistance Program (EAP)
- Employee Benefits re: College Facilities and Events\*
- Family Leave
- Flexible Spending Accounts (Cafeteria Plan)
- Holidays
- Jury Duty Leave
- Life Insurance
- Life Insurance – additional (voluntary)\*
- Long-Term Disability Insurance
- Major Medical Insurance
- Medical Insurance
- Medical Leave
- Military Leave\*
- Personal Accident Insurance (voluntary)\*
- Personal Leave, unpaid\*
- Retirement Plan
- Short-term Disability Insurance (voluntary)\*
- Sick Leave Benefits
- Social Security\*
- Uniform and Uniform Maintenance
- Vacation Benefits
- Witness Duty Leave

Some benefit programs, such as dependent health care, computer loan, and retirement, require contributions from the employee, but most other benefits are fully paid by Westminster. Voluntary insurance plans are paid fully by the employee.

\* indicates the benefit is available to part-time staff

### 302 VACATION BENEFITS

Vacation time off with pay is available to eligible employees to provide opportunities for rest, relaxation, and personal pursuits. Regular full-time, 12-month employees are eligible to earn vacation time as described in this policy. Full-time employees who work less than 12 months will earn vacation days on a pro-rated basis. The amount of paid vacation time employees receive increases with the length of their continuous employment as shown in the following schedule:

#### VACATION EARNING SCHEDULE

CATEGORY	YEARS OF CONSECUTIVE SERVICE	VACATION DAYS ACCRUED PER MONTH	VACATION DAYS PER FULL YEAR
Non-exempt	0-4	1 day	12
	5-9	1¼ days	15
	10-14	1½ days	18
	15 and more	1¾ days	21
Exempt	Any	1¾ days	21

"Years of Service" is defined as the employee's number of years of full-time service as of July 1 of each fiscal year and does not include partial years. Vacation does not accrue for periods of leave without pay or for any month an employee receives pay for less than half the total work hours in the month.

Once employees enter an eligible employment classification, they begin to earn paid vacation time according to the schedule. New full-time employees hired the 15<sup>th</sup> of the month or earlier can begin to accrue vacation. Those hired after the 15<sup>th</sup> will begin to accrue vacation the next month. **Employees can request use of vacation time after it is earned.**

Paid vacation time can be used in minimum increments of one-hour per day. To take vacation, employees should request advance approval from their supervisors. Requests will be reviewed based on a number of factors, including business needs and staffing requirements.

In the event that available vacation is not used by the end of the fiscal year, employees may carry up to 1 ½ times their annual allotment indefinitely. Any time not used beyond the 1 ½ times allotment will be lost if not used. Upon termination of employment, employees will be paid for unused vacation time that has been earned through the last day of work. However, if Westminster, in its sole discretion, terminates employment for cause, forfeiture of unused vacation time may result. Additionally, an employee who voluntarily terminates his or her employment must provide at least two weeks written notice and work those two weeks in order to be paid for unused vacation.

If an employee voluntarily terminates his or her employment, the termination date must be on a working day and the actual last day worked. All other benefit programs such as health insurance, retirement, etc., will continue to the last day of the month of termination. (See Sec. 311 on federal COBRA benefits if you wish to pay for continuing your health coverage.)

### **303 HOLIDAYS**

Westminster will grant holiday time off to all full-time employees on the holidays listed below.

- New Year's Day (January 1)
- Martin Luther King's Birthday (observed Monday in January)
- President's Day (observed Monday in February)
- Memorial Day (last Monday in May)
- Independence Day (July 4)
- Labor Day (first Monday in September)
- Day (Wednesday) before Thanksgiving
- Thanksgiving (fourth Thursday in November)
- Day after Thanksgiving
- Christmas Eve day (December 24)
- Christmas (December 25)
- New Year's Eve day (December 31 )
- Friday of spring break

Additional holidays may be scheduled because of the peculiarity of the calendar in any one year.

If a recognized holiday falls during an eligible employee's paid absence (e.g., vacation, sick leave), the holiday will not count against the vacation time or sick leave.

If an employee is scheduled to work on a holiday and works the holiday, he or she will be paid their regular rate of pay and holiday pay (2X). If the employee works more than 40 hours in the regular workweek (excluding holiday pay), then s/he will be paid overtime for the hours worked over 40. The employee does not have the option to make up the holiday at a later date, but will be paid for the holiday worked as outlined above.

Official, emergency *Westminster College* closings, such as snow days, will be treated as paid holidays and not count against vacation time, sick leave or personal leave.

### **304 SICK LEAVE & PERSONAL DAYS**

Westminster provides paid sick leave benefits to all regular full-time employees for periods of temporary absence due to illnesses or injuries.

Eligible employees will accrue sick leave benefits at the rate of one day for every full month of service up to 12 days per year. No sick leave accrues for periods of leave without pay or for any month an employee receives pay for less than half the total work hours in the month. New full-time employees hired the 15<sup>th</sup> of the month or earlier can begin to accrue sick leave. Those hired after the 15<sup>th</sup> will begin to accrue sick leave the next month.

An employee shall be allowed up to ten (10) additional sick days in the first year of employment in case of emergency or continued illness. The additional days are non-cumulative and must be paid back by the employee through further accrual with

continued employment. A doctor's excuse will be necessary in order to receive this benefit.

Paid sick leave can be used in minimum increments of one-hour at a time. Full-time employees may use sick leave benefits for an absence due to their own illness or injury, or for that of a family member (employee's spouse, children, parents, parents-in-law, brothers, sisters, other family member dependent on the employee who resides in the employee's household, or significant other)

Employees who are unable to report to work due to illness or injury should notify their direct supervisor before the scheduled start of their workday if possible. The direct supervisor must also be contacted on each additional day of absence.

If an employee is absent for more than three consecutive days due to illness or injury, a physician's statement may be requested verifying the disability and its beginning and expected ending dates. The employee may also be designated as being on family and medical leave for a serious health condition that renders an employee unable to perform his or her job (see section 601, FMLA). Physician verification may be requested for other sick leave absences as well and may be required as a condition to receiving sick leave benefits. The college may request the employee undergo an examination by a physician of the college's choice. Any such examination will be at the college's expense. Travel expenses incurred in connection with a medical examination at the college's request shall be reimbursed in accordance with Procedure 805 - Travel Reimbursement.

Before returning to work from a sick leave absence of 30 calendar days or more, an employee must provide a physician's verification that he or she is physically capable and may safely return to work.

Unused sick leave benefits will be allowed to accumulate until the employee has accrued a total of 90 workdays worth of sick leave benefits. Employees with greater than 90 accrued sick days as of July 1, 1999, are grandfathered under the previous policy and can accrue up to 120 work days of sick leave benefits.

Illness that occurs while an employee is on vacation or holiday time is difficult to verify; therefore, those days off are counted as vacation or holiday time and not sick leave time unless there is a doctor's statement qualifying the employee for family and medical leave.

Sick leave benefits are intended solely to provide income protection in the event of illness or injury, and may not be used for any other absence, except as specified in this section. Unused sick leave benefits will not be paid to employees while they are employed or upon termination of employment.

### **Personal Leave**

An employee may use up to two (2) sick days per fiscal year as non-cumulative personal leave. Such personal leave days shall substitute for sick leave as used. The employee's immediate supervisor must approve personal leave days in advance.

## **Sick Leave Pooling**

The college offers qualifying employees the opportunity to use donated sick leave or vacation time from contributing employees during sick leave (for themselves or immediate family members) if the qualifying employee has used all of his or her own vacation and sick leave during the sick leave period and would continue on sick leave in unpaid status without assistance from sick leave pooling.

The purpose of the policy is to provide employees who are considered critically ill or injured, or who have critically ill or injured immediate family members (serious illness or injury, surgery, chronic illness), a continuous stream of income throughout the sick leave period and, for the employee, until long-term disability benefits kick in, if applicable.

The Director of Human Resources and Compensation will establish the sick leave pool by requesting contributions from all employees. Employees may contribute no more than two days of their personal accrued sick or vacation leave per request. The Director shall make additional requests of sick days from employees when the sick leave pool declines below 84 days, and will track all accumulation and use of the sick leave pool through the payroll process. Days donated to employees who have been approved for sick leave pooling will be on a one-for-one basis.

In order to be considered, an employee who requests sick leave pooling must be on FMLA leave and anticipate using all of his or her vacation and sick leave during the leave period prior to requesting days from the sick leave pool. Donations would be limited to the maximum length of FMLA allowed by law - 12 weeks – but no more than 42 days from the sick leave pool.

An employee may request sick leave pooling at any time during their leave period that they anticipate using all of their accrued leave by contacting the Director of Human Resources and Compensation and making a request. The request must be timely, in writing, and outline the reasons for the request and the nature of the serious illness or injury. The Director of Human Resources and Compensation will take the employee's request to the Sick Leave Pooling committee for review and consideration. The committee will consist of those staff and/or faculty members who have a need-to-know in regards to the particular circumstances of the request, to include the Director of Human Resources and Compensation, the employee's immediate supervisor, the Cabinet member in the employee's chain-of-command, and the VP for Business and Finance. In accordance with HIPAA regulations, the requesting employee will be required to sign a statement that authorizes the committee to review any documentation associated with the employee's illness or that of the employee's immediate family member.

The committee will make a determination, based on the circumstances and documentation provided by the employee, as to whether the sick leave pooling request will be accepted. The committee will notify the requesting employee within a reasonable period of time of its determination, to include its reasons for not supporting the request.

If not approved, the requesting employee may make an appeal to the President of the College if he or she believes that the initial review by the committee failed to follow the above procedure, was biased, or if new information is presented that could help the

committee in the process. An appeal can be made by submitting a written request to the President within thirty (30) calendar days of notification of the committee's finding.

If, after an initial review of the appeal, the President judges that the procedures described above were not followed, or that the review and/or decisions based on the information and/or documentation provided were biased, discriminatory, capricious, or arbitrary, or that new information has been brought forward which might alter the final decision, the President may decide to review the case. The President may interview the requesting employee, as well as any witnesses or committee members.

If the reason for reconsideration is new information, the President may refer the case to the committee for further consideration.

The employee requesting sick leave pooling has no right to legal or other representation at appeal. Upon a determination that the appeal is justified, the President will recommend that the employee's request for sick leave pooling be accepted. After reviewing the appeal, the President may also decide that the appeal should be rejected as clearly unfounded.

Results and findings of the appeals process will be clearly stated and forwarded in writing to the requesting employee by the Director of Human Resources, with assistance from the President.

### **305 BEREAVEMENT LEAVE**

In the event of the death of a member of an employee's immediate family, the employee is allowed a leave of absence without loss of pay. Employees who wish to take time off due to the death of an immediate biological or step-family member should notify their supervisors immediately.

Bereavement leave of up to five (5) work days may be taken because of the death of the employee's spouse, children, parents, brothers, sisters, a family member dependent on the employee and living in the employee's household, or significant other.

Bereavement leave of up to three (3) work days may be taken because of the death of the employee's grandparents, grandchildren, children's spouses, as well as the employee's spouse's parents, brothers, sisters, grandparents, grandchildren, and children not living in the employee's household.

Bereavement leave taken during a scheduled vacation will not be counted against the vacation time.

### **306 JURY DUTY**

Westminster encourages employees to fulfill their civic responsibilities by serving jury duty when required. In compliance with the spirit of federal law, Westminster College will pay employees for the duration of jury duty service.

Employees must show the jury duty summons to their supervisor as soon as possible so that the supervisor may make arrangements to accommodate their absence. Of course, employees are expected to report for work whenever the court schedule permits.

Either Westminster or the employee may request an excuse from jury duty if, in Westminster's judgment, the employee's absence would create serious operational difficulties.

Westminster will continue to provide health insurance benefits for the full term of the jury duty absence.

Vacation, sick leave, and holiday benefits, will continue to accrue during paid jury duty leave.

### **307 WITNESS DUTY**

If employees have been subpoenaed or otherwise requested to testify as witnesses by Westminster, they will receive paid time off for the entire period of witness duty.

Employees will be granted a maximum of eight hours of paid time off to appear in court as a witness if subpoenaed by a party other than Westminster.

The subpoena must be shown to the employee's supervisor immediately after it is received so that operating requirements can be adjusted, where necessary, to accommodate the employee's absence. The employee is expected to report for work whenever the court schedule permits.

### **308 INSURANCE**

#### **Life Insurance and AD&D Insurance**

Full-time employees shall be covered by group life insurance and accidental death and dismemberment (AD&D) insurance effective with the first day of the next month following employment. The group life insurance shall be a term policy in the amount of two and one-half (2 ½) times the annual salary of the individual rounded up, if need be, to the nearest thousand. For example, if an employee's salary is \$18,100, two and one-half times that amount would be \$45,250. In that event, the amount of term life insurance the employee would have is \$46,000. Irrespective of salary, the maximum coverage is \$50,000 to the age of 65, after which time, the amount is reduced as set forth in the policy of insurance. The entire cost of the insurance premiums shall be paid by the college.

#### **Hospitalization and Major Medical Insurance**

The college shall make available a group hospitalization and major medical policy for each full-time employee. The college shall pay the entire cost of the insurance premium for each employee, or portion thereof as determined by the Board of Trustees each year. (See also Policy # 311).

#### **Dependent Coverage**

Group hospitalization and major medical insurance for dependents are available for the employee's family. The cost of any dependency coverage, or any portion thereof as determined by the Board of Trustees each year, will be deducted from the paycheck of the individual employee. (See also Policy # 311).

## **Insurance During Approved leave**

Subject to the approval of the insurer issuing the policy, the employee may, during unpaid approved leave time, remain in the college's group insurance programs by paying the full cost of his/her premium to the college by a date to be specified by the college.

## **Disability Insurance**

The college provides full-time employees with disability insurance after three months employment. The disability insurance provides an employee 66 2/3% of salary if totally disabled and unable to work. Compensation begins 90 days after the disability has occurred and may continue until the employee reaches age 70.

## **Voluntary Insurance Plans**

The college offers voluntary insurance plans for dental, short-term disability, additional life insurance, personal accidents, and cancer. The dental, personal accident, and cancer plans may also be paid for with pretax payroll dollars through the Cafeteria Plan, as described below. Each of the voluntary plans will be paid for entirely by the employee. See the Director of Human Resources and Compensation for additional information on these voluntary benefit plans.

## **309 FLEXIBLE SPENDING ACCOUNTS (CAFETERIA PLAN)**

The College provides a program of flexible spending accounts for full-time employees to use employee pretax payroll dollars for qualified unreimbursed medical expenses, dependent care expenses, dependent medical insurance premiums, and other offerings where applicable.

Employees submit receipts for qualified expenses for reimbursement from their flexible spending accounts. There is a limit on the total amount that can be set aside from pretax dollars each year, and, in accordance with Federal law, amounts not expended during the calendar year are not returned to the employee but are retained by the college.

## **310 RETIREMENT PLAN**

### **Retirement**

All full-time employees are required to participate in the retirement plan. The college will contribute a percentage of the employee's base salary, in accordance with the plan and with the approval of the Board of Trustees. The percentage of salary contribution by the employee is 5% of base salary. The employee's personal contribution is tax deferred. Participation begins the first day of the next month following the first day of full-time employment. (See Section 403 for more information on retirement.) Part-time employees who work over 1000 hours per year may qualify for participation in the employee retirement plan. See the Director of Human Resources and Compensation for details.

## **Supplemental Retirement Annuity**

A full-time employee may participate at the employee's expense in a supplemental retirement annuity program. The college shall not be responsible for any liability of any kind or nature whatsoever should it be determined that the annuity program is not in compliance with state and/or federal laws or regulations. The individual employee participating in the program shall be responsible for any tax or other liability, including penalties.

### 311 BENEFITS CONTINUATION (COBRA)

The federal Consolidated Omnibus Budget Reconciliation Act (COBRA) gives employees and their qualified beneficiaries the opportunity to continue health insurance coverage under Westminster's health plan when a "qualifying event" would normally result in the loss of eligibility. A qualified individual will be eligible for continued coverage for a minimum of 18 months or a maximum of 36 months depending upon the "qualifying event." Some common qualifying events are resignation, retirement, termination of employment, or death of an employee; a reduction in an employee's hours or a leave of absence; an employee's divorce or legal separation; and a dependent child no longer meeting eligibility requirements. Resignation is defined as the voluntary termination of employment by the employee before the normal retirement age.

Under COBRA, the employee or beneficiary pays the full cost of coverage at Westminster's group rates plus an administration fee. Westminster provides each eligible employee with a written notice describing rights granted under COBRA when the employee becomes eligible for coverage under Westminster's health insurance plan. The notice contains important information about the employee's rights and obligations.

#### PERIODS OF COVERAGE

<b>Qualifying Events</b>	<b>Beneficiary</b>	<b>Coverage</b>
Termination Reduced Hours Retirement	Employee Spouse Dependent child	18 months
Employee entitled to Medicare Divorce or legal separation Death of covered employee	Spouse Dependent child	36 months
Loss of "dependent child" status	Dependent child	36 months
Disability as determined by the SSA	Employee Spouse Dependent child	11 more months (total of 29 months)

## 312 EDUCATIONAL ASSISTANCE

**Full-time employees are eligible for educational assistance following the six-month introductory period. Part-time employees are eligible for educational assistance following one full year of employment.** To maintain eligibility, employees must remain on the active payroll and be performing their job satisfactorily through completion of each course. Westminster recognizes that the skills and knowledge of its employees are critical to the success of the organization. To that end, the college may provide opportunities for employees to attend professional development workshops to enhance job-related skills as appropriate.

In addition, employees may enroll in one course per semester, tuition free, at the college provided they have written permission from their immediate supervisor and area administrator. The time an employee is released from work to attend classes must be made up according to arrangements worked out between the supervisor and employee when permission to take the class was granted. Only one course (up to five credit hours) may be taken during regular working hours. Employees must pay for books, lab fees, and all other educational costs except tuition. Employees who officially audit a course are not eligible for financial aid, but the college will waive the auditing charge. Once employees are enrolled as Westminster College students, all rules and regulations applying to students also apply to the employees in their capacity as students. Students take priority over employees in regards to enrollment in classes. For more information on availability of classes, see the Registrar's office.

While educational assistance is expected to enhance employee performance and professional abilities, Westminster cannot guarantee that participation in formal education will entitle the employee to automatic advancement, a different job assignment, or pay increases.

### **Tuition Remission**

Spouses and dependent children (as per FAFSA and/or IRS definition; i.e., any child who has not attained the age of 19 at the close of the calendar year in which the taxable year of the tax payer begins, or is a student who has not attained the age of 24 at the close of such calendar year, and is further meant to be a son, daughter, step-son or step-daughter of the tax payer) of eligible full-time employees, who have not yet completed a baccalaureate degree, are eligible for tuition remission. Spouses of eligible full-time employees who are working on their baccalaureate degree may be enrolled as a part-time or full-time student, and the cost of tuition will be covered under tuition remission. Spouses who have already completed their baccalaureate or other advanced degree may enroll in up to 2 classes per semester in order to have the cost of tuition covered under tuition remission. In order to have tuition charges remitted, the eligible person must submit all appropriate financial aid forms (except those spouses who already have a baccalaureate or other advanced degree; then, this is not necessary), including applications for federal and state assistance, to the Financial Aid Office. (*Completing federal and state financial aid forms does not initiate or obligate any kind of application for loans that would need to be paid back.*) However, if the employee's child or spouse does qualify for any federal or state aid, this amount would be considered into the amount

of tuition to be waived. These types of grants and scholarships do NOT require repayment of any kind.

Enrollment in up to 19 credit hours per semester, at no charge for tuition, will be allowed. The discounts are awarded for the traditional fall and spring semesters, summer session, and the dual enrollment program for dependent high school students (in accordance with the College Catalog). All charges except tuition, however, must be borne by the enrollee.

Children who enroll on a full-time basis must be enrolled on a continuous basis in order to continue to be awarded the discount. Further, their enrollment will be limited to 8 semesters of eligibility. Students who have made satisfactory academic progress but need additional semesters to graduate may request an extension on this limit. The request should be made in writing to the Vice President for Business and Finance.

Children residing on campus pay the regular rate for room, board, and other services.

While it is unlikely that this benefit will be eliminated, in such case the benefit will be continued for children enrolled in college at the time the benefit is eliminated.

### **Tuition Exchange**

Westminster College is a member of “The Tuition Exchange.” Membership in this organization provides the opportunity for children of full-time employees who have not completed a baccalaureate degree to attend other member institutions with no charge or little charge for tuition. A limited number of member institutions offer a tuition plus room scholarship. For a list of Tuition Exchange member institutions, refer to [www.tuitionexchange.org](http://www.tuitionexchange.org). Tuition Exchange has stringent rules to keep the exports and imports of students at each member institution in close balance.

Students who participate in the Tuition Exchange program will be certified for one year with a maximum of two years. The student will have to re-apply for the second year to continue in the program.

Your longevity of employment will be considered as one factor in using Westminster’s credits. However, the debit-credit balance at Westminster College and the desired institution will also impact acceptance into the program. If you are interested, contact the Financial Aid Office to request information regarding the program so your child can be put on the waiting list. Recent history in the Tuition Exchange program has shown that employees have not been able to utilize Tuition Exchange as a source, and the college, therefore, recommends the use of the CIC exchange program.

### **CIC Tuition Exchange**

Westminster College is also a member of the “CIC Tuition Exchange” Membership in the Council of Independent Colleges provides the opportunity for children of full-time employees who have not completed a baccalaureate degree to attend other member institutions with little or no charge for tuition. Although a debit-credit balance *does not* have to be maintained in order for member institutions to participate in this program,

Westminster will always insure that a balance is maintained at least in the college's favor. For a list of CIC Tuition Exchange member institutions, refer to [www.cic.org](http://www.cic.org).

Students who wish to participate in the CIC Tuition Exchange program should contact the Westminster College Director of Financial Aid for specific details relating to application. Students who participate in the CIC Tuition Exchange program will be certified by Westminster College for one year, and recertified each succeeding year. However, whether a student will be allowed to continue to attend the member institution for a second or more years, depends on the policies in place at each member institution.

If you are interested, contact the Director Financial Aid.

### **Association of Presbyterian Colleges and Universities**

Contact Financial Aid for a list of participating Presbyterian Colleges and Universities that participate in an additional Tuition Exchange program. For a list of Presbyterian Colleges and Universities tuition exchange member institutions, refer to: [www.apcu.net/tuitionexchange.htm](http://www.apcu.net/tuitionexchange.htm).

## 313 COLLEGE FACILITIES AND EVENTS

*It is important to remember that the primary purpose of all college facilities is to first serve the needs of our currently enrolled students and to support college activities and functions.*

Students, faculty, staff, and their spouses and their children 14 years of age or older may use college facilities, as individuals, at designated hours. Children under 14 years of age must be accompanied by a parent when using any college facility.

Each facility is designed to meet different needs and presents unique situations in terms of maintenance, liability, supervision and accommodating guests. Please check with the area supervisor for the current policy on inviting guests for a specific facility. Temporary guest passes are often available. *If a guest is allowed, they must be accompanied by the hosting student, faculty, staff.* A valid Westminster I.D. card is required to use college facilities. (See the section on identification cards below for more information.)

The hours listed in this section are the typical hours *when classes are in session* that facilities are open for use. Check with the appropriate area supervisor for any changes or for availability during times when classes are not in session. Due to liability, use of some facilities may be restricted to designated times when supervisory staff is available.

Use of college facilities by groups may be arranged with the appropriate area supervisor. **Reservations will be allowed only if there are no conflicts with student or college needs for the requested time.** Reservations can be made by contacting the Center for Leadership and Service at 5243 or 6045 for the HAC Gym and racquetball court and Plant Operations at 5282 for the use of rooms or facilities in HAC, the Mueller Building, Champ Auditorium, and the Coulter Science Center. Employees will be informed of any charges or fees for use of special areas at the time the reservations are made.

## ATHLETIC FACILITIES

**Athletic fields** are scheduled through Plant Operations (phone: 5282).

### **Swimming pool**

Open Sunday - Thursday	7:00 p.m. - 9:00 p.m.
Open Monday - Friday	12:10 noon - 1:10 p.m. (staff and faculty only)
Open Monday and Wednesday	3:00 p.m. - 5:00 p.m.
Open Tuesday and Thursday	3:30 p.m. - 5:30 p.m.
Closed Saturday and during Home sporting events in the upstairs gym.	

### **Weight Room in Wetterau Sports Complex** (phone: 5330)

Sunday - Friday	3:00 p.m. - 5:00 p.m. (when class is in session).
Sunday - Thursday	7:00 p.m. - 10:00 p.m. (when class is in session).
Wednesday & Friday	12:00 noon - 2:00 p.m. (when class is in session).
Closed Saturday	

**ATM MACHINE** - An ATM machine is available on the main floor of the Hunter Activity Building. It is sponsored by Callaway Bank but accepts all major ATM and credit cards.

**BOOKSTORE** Open Monday – Friday, 8:00 a.m. - 4:30 p.m. (phone: 5237)

All employees may buy certain items such as clothing, greeting cards, and some paper products at the bookstore with a 10% discount. Employees are also encouraged to take advantage of the periodic sales that the bookstore promotes. A check cashing service is also available for checks up to the amount of \$30.

**CAREER SERVICES** Open 8:00 a.m. - 5:00 p.m. (phone: 5381)

Career Services fees are waived for employees and their dependents.

**CHURCHILL MEMORIAL** Open daily, 10:00 a.m. - 4:30 p.m. (phone: 5234)

Admission to the museum in the Churchill Memorial is free of charge to employees and their immediate families (parents and children). In addition, employees and their immediate families may rent the Church of St. Mary, Aldermanbury and may purchase items in the gift shop at a discount as determined annually. First priority in scheduling will be given to the needs of the Memorial and the college.

**COUNSELING CENTER** Open Monday - Friday 8:00 a.m. - 4:30p.m. (phone: 5361)

Employees needing counseling for themselves or their families should seek services through the Employee Assistance Program (see section 317); however, sometimes staff need information or referral help to other mental health care providers. Counseling staff are open to discussing how and where to find community or specialized services. Employees are not eligible for services offered through the Student Health Clinic because this program is funded through student fees; however, staff may sign up for immunization clinics or other special services when invited to do so.

## **CULTURAL EVENTS/COLLEGE ACTIVITIES**

Most cultural events and activities are open to all Westminster College employees and their immediate families free of charge. In some special situations, such as the Cheney and Kerry visits, tickets may be available only to the employee and perhaps, the employee's spouse or guest. Employees will be informed as to how to obtain complimentary tickets when they are required.

**FAX MACHINE SERVICE** Open 8:00 a.m. - 5:00 p.m.

A fax machine is available for personal use in the Student Activities office, in Hunter Activity Center at reasonable rates. The FAX number for that machine is 573/642-2699.

**FOOD SERVICE** (Fresh Ideas phone: 592-5352)

Breakfast 7:30 a.m. - 9:30 a.m. with continental breakfast until 10:00 a.m.

Lunch 11:00 a.m. - 1:00 p.m., Soup and Salad 1:00pm – 2:00pm

Dinner 5:30 p.m. - 6:30 p.m.

Mueller Leadership Hall is open to employees and guests for meals at any time the college is in session. Prices for meals may be obtained from the Business Office. Meals must be paid for at the door of the Dining Hall. Employees with Westminster IDs may charge their meals either at Mueller Leadership Hall or the Johnson College Inn.

**HUNTER ACTIVITY CENTER** (phone: 5243 or 6045)

Open –Sunday - Saturday 6:00 a.m. - midnight

Please note that the JCI is the only area of the building that is open to the general public. All other areas are restricted and for students, faculty, staff and their spouses and children only. Children of students, faculty, and staff who are under the age of 14 must be accompanied by an authorized adult when using this facility.

**First priority for scheduling will be given to student and college needs.** To reserve an area, check with the Center for Leadership and Service for possible low-use times that can be scheduled for HAC gym or the racquetball court, and Plant Operations for all other facilities and rooms.

**IDENTIFICATION CARDS** (phone: 5242)

Identification cards are required if employees, spouses, and children 14 years of age or older want to use campus facilities. Employees may use their I.D. card to charge meals at the Johnson College Inn or Mueller Leadership Hall. There may be a small charge for I.D. cards made for eligible family members. ID cards can be obtained by visiting the Office of residential and Greek Life on weekdays between the hours of 8:30am and 4:30pm.

**INFORMATION TECHNOLOGY** (Help desk phone: 5169)

All employees are entitled to a personal computer account. Prior to using the networked PCs on campus, an employee must open an account with the network administrator. Employees may use the computer labs in the Hazel wing of the library. Information Technology provides a "Help Desk" from 8:00 a.m. - 5:00 p.m. Monday - Friday. Employees may send e-mail to HELP or call 5169 during these times for assistance.

### **LIBRARY SERVICES** (phone: 5245)

Hours during the academic year are:

Sunday's	1:00pm – 11:00pm with labs open until midnight
Monday's - Thursday's	7:45am – 11:00pm with labs open until midnight
Friday's	7:45am – 5:00pm
Saturday's	1:00pm – 5:00pm

During college breaks and summer, hours are Monday through Friday, 8:00am – 5:00pm.

All employees, their families, and the general public may use Reeves Library. A Westminster College I.D. card or a WC library card will be required when borrowing library materials. Individuals without a campus network account, such as spouses, children, and the general public may use the public access terminals in the reference area for Internet searching and reference needs. Library staff are always available to provide assistance. The main number for the library is extension 5247.

Additional information about library resources and services is available at:  
<http://www.westminster-mo.edu/library/index.html>.

### **MUELLER STUDENT CENTER** (phone: 5242)

The Kent and Judith Mueller Student Center is designed as a multi-purpose building in order to meet social, recreational, and athletic needs of students. Employees can rent the facility for personal use for a reduced fee. Contracts can be obtained through Plant Operations at 5282. First preference for building usage is for students of Westminster College.

### **NOTARY PUBLIC**

Employees needing the services of a Notary Public may contact the Business Office for assistance. There is no charge for this service.

### **PARKING**

In order to park a vehicle in authorized college parking areas on campus, employees must display a Westminster College parking permit on their vehicle. Parking permits and

regulations are available from the Business Office at no charge to the employee. Employees may receive tickets for illegal parking and are responsible for paying any fines associated with parking tickets.

### **SECURITY SERVICES** (phone: 642-1122)

A night-walk Escort Service is offered to any employee seven days a week from 6 p.m. to 6 a.m. and serves the entire campus. By calling 642-1122, a Security Services Officer will be dispatched to the location of the employee and accompany him or her to the desired destination on campus.

### **314 UNIFORM AND UNIFORM MAINTENANCE**

Westminster College provides work uniforms for the Plant Operations staff at no charge to the employee. Laundry and maintenance costs for the uniforms are also borne by the college.

### **315 LOANS FOR COMPUTER PURCHASES**

The college makes available an interest free loan up to \$2,000 for upgrading or purchasing computer hardware, software, and supplies to all full-time employees who have completed the six-month introductory period. To participate, you must complete and sign an agreement in which you:

- 1) acknowledge receipt of a loan and specify the amount of the purchases;
- 2) authorize the college to withhold 12 monthly payroll deductions per year at \$100 per month or 10 monthly deductions per year at \$120 per month;
- 3) accept an obligation to pay immediately the entire unpaid balance of the loan if your employment at the college is terminated. The total period of repayment cannot exceed 20 months.

If the full \$2,000 isn't spent with the first purchase, up to two additional purchases for software or hardware may be added to the loan provided each item costs at least \$150.

Employees are free to make their own choices in selecting the desired computer, other hardware and software. Once the items have been selected, the employee should request an advance for the amount of the purchase from the Business Office. At this time the employee will complete and sign the loan agreement. If the total cost is more than \$2,000 the employee must make an initial payment to reduce the loan amount to \$2,000 or less. After the purchase is made the employee should take the receipt to the Business Office so a copy can be attached to the file copy of the loan agreement.

Subsequent computer loans to upgrade previous equipment or purchase new equipment can be made at two-year intervals. There is a required administrative fee for subsequent computer loans. The fee schedule is as follows:

up to \$1,000	\$25
up to \$1,200	30
up to \$1,400	35
up to \$1,600	40
up to \$1,755	45

The procedure, requirements and payment schedule for subsequent loans are identical to the original loan, with the exception of the administrative fee. The total amount of subsequent loans, including the administrative fee, is \$2,000.

### **316 COURTESY FUNCTIONS**

The purpose of this policy is to recognize Westminster College employees who have had significant family occurrences. For the purpose of this policy, a significant family occurrence is defined by death or inpatient hospitalization. The policy applies to the employee, employee's spouse or significant other, their children, and the employee's parents.

In any significant family occurrence, a plant or flowers valued at no more than \$30.00 will be sent, unless unusual circumstances apply.

Notification of such occurrences should be directed to the Vice President of Institutional Advancement at 592-5370. Institutional Advancement staff will order the appropriate item, and keep track of all expenditures. A separate budget line will be established to pay for these costs, and will be accessible by Institutional Advancement for this purpose.

### **317 EMPLOYEE ASSISTANCE PROGRAM (EAP)**

Full-time employees and their immediate family members can choose to use this confidential, short-term counseling and referral service. The EAP provides direction to troubled employees and their families in all kinds of problem areas, to include marriage, family, emotional, abuse of alcohol or drugs, adjusting to life changes, retirement, death in the family, etc. This benefit is paid for by the College and begins immediately upon employment.

For more information, contact the Director of Human Resources and Compensation (5226), or call confidentially to Boone Hospital Center EAP in Columbia, MO., at 573-815-6034, or toll free at 877-327-0327. The policy and procedure is located at Appendix L in this Handbook.

## **401 TIMEKEEPING**

Accurately recording time worked is the responsibility of every nonexempt employee. Federal and state laws require Westminster to keep an accurate record of time worked in order to calculate employee pay and benefits. Time worked is all the time actually spent on the job performing assigned duties.

Nonexempt employees should accurately record the time they begin and end their work. They should also record the beginning and ending time of any split shift or departure from work for personal reasons. Overtime work must be approved before it is performed, except in emergencies.

Altering, falsifying, tampering with time records, or recording time on another employee's time record may result in disciplinary action, up to and including termination of employment.

It is the employee's responsibility to sign his or her time records to certify the accuracy of all time recorded. The supervisor will review and then initial the time record before submitting it for payroll processing. In addition, if corrections or modifications are made to the time record, both the employee and the supervisor must verify the accuracy of the changes by initialing the time record.

Exempt employees will keep an attendance record for the purpose of documenting family and medical leave, vacation time, sick leave time, bereavement leave, etc. The attendance records will be submitted on a monthly basis to the Director of Human Resources and Compensation in the Business Office. Exempt employees are expected to work a minimum of 40 hours per week, but may often exceed those hours in order to perform the job. This extra time spent does not qualify for time off.

## **402 PAYROLL PROCEDURES**

All employees must complete and, as necessary, update the forms, applications, and statements listed below. All are available from the Business Office.

- The W-4 Form (Employee's Withholding Allowance Certificate)
- The Missouri W-4 Form, if you are a Missouri resident (Employee's Withholding Allowance Certificate)
- The 1-9 Form (Employment Eligibility Verification) & proper identification
- Applications for the following (when the employee is eligible)
  - Group Health Insurance
  - Group Life, Accidental Death and Dismemberment, and Disability Insurance
  - Retirement Plan
  - Cafeteria Plan
- Direct Deposit of Payroll Authorization Form (required for all employees)

- Statement authorizing appropriate payroll deductions
- Vehicle Registration and Request for a Parking Permit
- Social Security Card

All employees are paid on the last working day of the month. The only exception to this policy is the month of December when employees will be paid on the last calendar day of the month that falls during the Monday through Friday period. Each paycheck will include earnings for all regular work performed through the end of the current payroll period and any additional compensation earned during the previous payroll period. Please maintain the confidentiality of all personal payroll information.

A photocopy of the Social Security Card of all new employees will be made to insure that the proper name and spelling and the proper number is included on Form W-2.

#### **403 EMPLOYMENT TERMINATION & / OR RETIREMENT**

Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are examples of some of the most common circumstances under which employment is terminated:

- **RESIGNATION** - voluntary employment termination initiated by an employee. It is considered a professional courtesy to give at least two weeks notice, but this is not required. See section 302, Vacation Benefits, for details regarding the payment of accrued unused vacation.
- **DISCHARGE** - involuntary employment termination initiated by the College.
- **LAYOFF** - involuntary employment termination initiated by the College for reduction of work force.
- **RETIREMENT** - voluntary employment termination initiated by the employee meeting age, length of service, and any other criteria for retirement from the College. See Section 311 for the starting dates for COBRA benefits.

Since employment with Westminster is based on mutual consent, and in accordance with Missouri law, both the employee and Westminster have the right to terminate employment at will, with or without cause, at any time. Employees will receive their final pay in accordance with applicable state law.

## **Return of Property**

Employees are responsible for all property, materials, or written information issued to them or in their possession or control. All Westminster property must be returned by employees on or before their last day of work or as requested by their supervisor. Where permitted by applicable laws, Westminster may withhold from the employee's check or final paycheck the cost of any items that are not returned when required. Westminster may also take all action deemed appropriate to recover or protect its property.

## **Exit Interview**

Upon leaving Westminster, employees should meet with the Director of Human Resources and Compensation for an exit interview to make sure that all equipment, keys, college I.D.'s and necessary paperwork is completed prior to departure.

## **404 PAY DEDUCTIONS**

Westminster offers programs and benefits beyond those required by law. Eligible employees may voluntarily authorize deductions from their pay checks to cover the costs of participation in these programs.

Pay deductions may be taken by Westminster to help pay off an employee's debt to the college for computer loans, etc. Pay deductions may be taken by Westminster to comply with court orders and other legally binding obligations that require Westminster to withhold from the pay of employees.

If you have questions concerning why deductions were made from your pay check or how they were calculated, your supervisor or the Director of Human Resources and Compensation can assist in having your questions answered.

Regarding deductions from exempt employees' pay, the college prohibits improper deductions. In accordance with the Fair Labor Standards Act (FLSA), however, exempt employees may have deductions made from their monthly paycheck for specific instances as outlined in the regulation. If an exempt employee has a question or complaint about any deduction from his or her regular salary, the employee may contact the Director of Human Resources and Compensation and question the deduction. If it is found that an improper deduction was made from the exempt employee's pay, the college will reimburse the employee for the improper deduction and make a good faith effort to comply in the future.

## **405 TRAVEL TIME AND PAY**

Employees will be compensated for travel associated with work related duties and training. Travel that keeps an employee away from home overnight is designated as “travel away from home” by the Wage and hour Division regulations (29 CFR Sec. 785.39). For the purposes of this policy, we will consider this any travel away from the work site for training, workshops, etc. that can also be accomplished in one day, not just overnight.

### **During the Regular Workweek**

A non-exempt employee will be paid for travel and work for eight (8) hours and no more than eight (8) hours per day during the normal workweek (typically Monday through Friday), unless the employee actually works more than eight hours. For pay purposes, time will begin from the time of departure to the distant work site until arrival at the destination (airport, hotel, or actual worksite). Mealtimes are excluded from travel and work for pay purposes.

In other words, during the regular workweek, when an employee travels to another worksite for the purpose of working or attending a workshop, seminar, etc., the employee will be paid eight (8) hours, with supervisor approval, inclusive of any work and/or travel time, but no more than eight (8) hours, unless the employee actually works more than eight (8) hours. Then, the employee will be compensated for all hours worked in excess of eight (8) hours. Travel does not count as actual work.

### **Over the Weekend**

A non-exempt employee will be paid for travel and work, as in the above policy, on any non-typical workday (typically Saturday and Sunday). For pay purposes, time will begin from the time of departure to the distant work site until arrival at the destination (airport, hotel, or actual worksite). Mealtimes are excluded from worktime for pay purposes. The employee will only be paid for actual travel and/or work, not to exceed eight (8) hours, unless the employee actually works over eight (8) hours. Travel does not count as actual work.

In other words, during non-regular workdays, an employee will be compensated for up to eight (8) hours of pay, but no more than eight (8) hours of pay, for travel and work. The employee is not guaranteed eight (8) hours; the employee will be paid only for the actual travel and work time, but no more than eight (8) hours unless the employee actually works over eight (8) hours. Then, the employee will be compensated for all hours worked in excess of eight (8) hours.

Travel time will be treated as regular hours for the purposes of pay, not overtime, as in holiday and vacation pay. In other words, travel pay does not count toward the forty (40) hours that an employee has to accrue during the regular workweek in order to be compensated at time and one-half pay for each hour in excess of forty (40) hours. As in our policy on overtime pay (section 506 of the Employee Handbook), overtime pay is based on actual hours worked in excess of forty (40) hours in a workweek. Travel time is not considered actual work time.

If an employee returns to the Fulton area within two hours of the end of the regular business day, it is expected that the employee would return to work to complete the regular workday.

#### **406 FLEXTIME POLICY**

The purpose of the College's flextime policy is to provide department managers and employees the opportunity to schedule regular work hours in a manner that supports the requirements of the department and meets the needs of employees on a year-round basis.

Dependent upon the needs of the department, employees will be permitted, upon request, to work a flexible schedule. The employee should first speak with his or her immediate supervisor to learn the needs of the department and to coordinate those needs with the needs of the individual employee.

Under flextime, an employee may start and end work within a specific time frame. The use of flextime is at the discretion of the department head. The supervisor or department head may change the flextime hours if the flextime interferes with the conduct of business.

The following guidelines apply:

1. The employee is to start and stop work at the same time each day. Flextime schedules are to identify specific starting and stopping times on the hour or half hour each day. An exception may be made for flextime schedules just as with a regular schedule.
2. There are to be a sufficient number of employees to meet the operating requirements of the department at all times during the regular work schedule (typically, Monday through Friday from 8:00am to 5:00pm)
3. In a flextime schedule, depending on each position's regularly scheduled workweek, each employee is expected to work 4 or 5 days a week (typically, Monday through Friday), 7.5 or 8 hours per day, and 32.0, 37.5, or 40 hours per week.

## **501 SAFETY**

Each employee is expected to obey safety rules and to exercise caution and to use reasonable judgment in all work activities. Employees must immediately report any unsafe condition to the appropriate supervisor. Employees who violate safety standards, who cause hazardous or dangerous situations, or who fail to report or, where appropriate, remedy such situations, may be subject to disciplinary action, up to and including termination of employment.

In the case of accidents that result in injury, regardless of how insignificant the injury may appear, employees should immediately notify the appropriate supervisor and the Director of Human Resources and Compensation. Such reports are necessary to comply with laws and to initiate insurance and workers' compensation benefits procedures.

Employees who fail to notify the college of an injury or illness within thirty days may jeopardize their ability to receive compensation and other benefits under the workers compensation law.

If the college has a reason to suspect that an accident occurred or an injury was sustained in conjunction with the use of drugs or alcohol, the college may require the employee involved in the accident to take a drug or alcohol test. A positive test result shall be deemed misconduct and may result in disciplinary action, up to and including termination.

See Section 702, Drug and Alcohol Use, section 803, Emergency Information, and section 807, Work Related Injury Treatment and Pay.

## **502 WORK SCHEDULES FOR NON-EXEMPT EMPLOYEES**

The workweek is defined as Sunday through Saturday. Most employees are normally scheduled to work Monday through Friday, but may be asked to work different hours on special occasions. Advanced notice will be given, where possible, and hours within the week will be adjusted accordingly.

The normal work schedule for all Office employees is 7.5 or 8 hours a day, four or five days a week.

The normal work schedule for all Plant Operations employees is 8 hours a day, five days a week.

Supervisors will advise employees of the times their schedules will normally begin and end. Staffing needs and operational demands may necessitate variations in starting and ending times, as well as variations in the total hours that may be scheduled each day and week.

## **503 USE OF PHONE, MAIL & PRINTING SERVICES, AND COMPUTER SYSTEMS**

It is important to remember that the use of these services is to support college activities and functions. The use of any of these services for personal business or for profit is forbidden.

### **Telephone System**

Westminster's phone system supports voice mail, which is accessible both on and off of campus. Check with the Business Office to set up your account. Employees should practice discretion in using college telephones when making personal calls. Employees are required to reimburse Westminster for any charges resulting from their personal use of the telephone.

To ensure effective telephone communications, employees should always speak in a courteous and professional manner.

### **Mail and Printing Services**

The use of Westminster-paid postage for personal correspondence is not permitted. Providing the Mail and Printing Services staff has time, personal packages, certified mail or UPS packages may be sent from the Mail and Printing Services office. All mail and printing needs of the college will have first priority.

### **Information Technology**

According to college policy, the purpose of our computer network is to support the mission and educational goals of the college. Use of computer resources during scheduled working hours should be college and work related.

Employees are entitled to a campus network account. Check with the network administrator to setup your account. Most offices and staff areas have networked computers. Computing facilities are also available in the library computer labs for use by students, faculty, and staff.

Spouses and children as well as the general public may not use the labs unless they are currently enrolled in a Westminster course. They may use the public access terminal in the reference area of the library for reference needs.

## **504 SMOKING**

In keeping with Westminster's intent to provide a safe and healthful work environment, smoking is prohibited throughout the buildings and improvements of the college and in college vehicles.

This policy applies equally to all employees, students, and visitors.

## **505 REST AND MEAL PERIODS**

Each workday, full-time nonexempt employees and part-time employees working more than four hours may be provided with two separate rest periods of up to 15 minutes each in length as work permits for a morning and afternoon break. Smoking breaks will be considered as one use of the rest breaks. Since this time is counted and paid as time worked, employees must not be absent from their work stations beyond the allotted rest period time.

All full-time employees are provided with one meal period of 60 minutes in length each workday. Supervisors will schedule meal periods to accommodate operating requirements. Employees will be relieved of all active responsibilities and restrictions during meal periods and will not be compensated for that time. Any part-time employee who works six or more consecutive hours in a work day should schedule a lunch period with their supervisor. The lunch period is not a paid hour. It is an uncompensated hour for ALL employees.

## **506 OVERTIME**

When operating requirements or other needs cannot be met during regular working hours, employees may be scheduled to work overtime hours. When possible, advance notification of these mandatory assignments will be provided. All overtime work must receive the supervisor's prior authorization, except in emergencies. Overtime assignments will be distributed as equitably as practical to all employees qualified to perform the required work.

Overtime compensation is paid to all nonexempt employees in accordance with federal and state wage and hour restrictions. ***Overtime pay is based on actual hours worked in excess of 40 in a work week.*** In accordance with Federal law, time off on sick leave, vacation leave, holiday time or any leave of absence will not be considered hours worked for purposes of performing overtime calculations. (According to Section 502, the work week is defined as Sunday through Saturday.)

## **507 USE OF EQUIPMENT AND VEHICLES**

Use of college equipment and vehicles should be college related, such as recruitment of students, staff and professional workshops or seminars or for college functions. Use of college vehicles or any vehicle on College business requires the approval of the immediate supervisor. Please see that the appropriate travel forms are approved & signed prior to scheduling a college vehicle or any vehicle on College business. Employees who need to use a college owned vehicle must contact the Plant Operations office to schedule the vehicle. Please see the college's Safety Policy on Use of College Vehicles in Plant Operations for details.

Equipment and vehicles essential in accomplishing job duties are expensive and may be difficult to replace. When using college property, employees are expected to exercise care, perform required maintenance, and follow all operating instructions, safety standards, and guidelines. Employees using college owned vehicles or any vehicle on College business must possess a valid driver's license and meet the requirements outlined below.

### **Driver Qualifications and Approvals**

All drivers using College vehicles must be approved by the Plant Operations office in advance. Approval must be requested at least one week prior to the trip in order to complete the approval process. Once a driver is approved, his/her name is added to the approved drivers list, and it is not necessary to gain approval for subsequent trips. Accidents and/or convictions after approval may result in approval being withdrawn. The approval process will be annual.

**Westminster College faculty and staff** may drive College vehicles or any vehicle on College business after approval as described below:

- Drivers must be the age of 21 or over (25 or over if driving the 15 passenger vans) and have license information on file in the Plant Operations office.
- Driver's record will be checked with the state agency.
- Results of the state agency check will be compared to Westminster College guidelines for approved drivers. If the records check does not result in approval, driver is not eligible to drive a College vehicle. The driver will be notified and this information will be held in confidence.
- License must be appropriate for the type of vehicle to be used. Fifteen passenger vans require a Type E Chauffeurs license. Passenger cars require only a standard Type F license, so long as the driver is not getting paid to drive as part of their job. Those with non-Missouri licenses must possess the proper equivalent license for their state.

**Westminster College students** may drive College vehicles (except the 15 passenger vans) or any vehicle on College business for College business after approval as described below:

- Drivers must be the age of 21 or over and have license information on file in the Plant Operations office.

- Driver's record will be checked with the state agency.
- Results of the state agency check will be compared to Westminster College guidelines for approved drivers. If the records check does not result in approval, driver is not eligible to drive a College vehicle. The driver will be notified and this information will be held in confidence.
- License must be appropriate for the type of vehicle to be used. Those with non-Missouri licenses must possess the proper equivalent license for their state.
- Students must be approved for driving by the Administrative Council member responsible for the department for which they need to drive.
- Students may not drive without a faculty or staff sponsor with them on the trip.

### **All Drivers**

Regardless of ownership of the vehicle – college-owned, employee-owned, rental – employees engaging a vehicle on college business are governed by all terms discussed in this section of the Handbook.

### **Exceptions**

Westminster College reserves the right to alter, change, amend or revoke this policy at any time and reserves the right to make exceptions to the policy in the event such an exception is deemed to be in the best interest of the accomplishment of the mission of the College, provided that nothing shall be done to authorize the operation of a College vehicle or any vehicle on College business by an individual who does not possess a valid driver's license of the appropriate category to be operating the vehicle which is proposed to be operated.

Please notify the supervisor if any equipment, machines, tools, or vehicles appear to be damaged, defective, or in need of repair. Prompt reporting of damages, defects, and the need for repairs could prevent deterioration of equipment and possible injury to employees or others. The supervisor can answer any questions about an employee's responsibility for maintenance and care of equipment or vehicles used on the job. **No smoking or pets are allowed in college owned vehicles.**

The improper, careless, negligent, destructive, or unsafe use or operation of equipment or vehicles, as well as excessive or avoidable traffic and parking violations, can result in disciplinary action, up to and including termination of employment.

## **508 INCLEMENT WEATHER**

### **General Procedures/Protocol for Closing of the College due to Inclement Weather:**

1. The decision to close the College rests with the President. The President may consult with other Cabinet members and other key personnel of the College as needed. The President may indicate who should make the decision, if the President, the Senior Vice President, and other Cabinet officers of the College are not available.

2. When inclement weather is in the immediate forecast (e.g., the next day), the College will try to make a decision and communicate the decision as early as possible.
3. Once a decision to close has been made, the President (or his designee) will make arrangements for an announcement to be made to the whole community via email, the campus website, and when possible or relevant via local radio and television stations. Typically, the Office of College Relations and the Office of Information Technology will assist in the implementation of these announcements. The Academic Affairs webpage will indicate how individuals can secure information on the cancellation of all or particular classes (<http://www2.westminster-mo.edu/Academics/cancel.asp>). The hotline for class cancellations is 573-592-5152, and the Office of Academic Affairs will assure that the most up to date information is recorded. The Business Office will also leave a message on the college's main switchboard number (642-3361) announcing the closure of the college.
4. The President will work with the Office of College Relations to contact the local media with any announcement related to the closing of the College, utilizing the appropriate codeword as required by local broadcast media outlets to verify authenticity of the school closure. The list of local broadcast media outlets can be accessed at [http://www2.westminster-mo.edu/wc\\_info/offices\\_and\\_services/human\\_resources/media.asp](http://www2.westminster-mo.edu/wc_info/offices_and_services/human_resources/media.asp)
5. Other Cabinet members and officers of the College will, **as needed**, circulate additional notices to members of the community.
6. The Senior VP will clarify for students, faculty, and staff how the closing of the College affects classes. Such clarification is particularly relevant for an early closing of the College when some but not all classes can take place. The Senior VP or his/her designee will clarify, **as needed**, how the closing will affect other scheduled academic activities. For example, the Director of the Library may clarify via email or other means how the closing of the College will affect the operation of the Library.
7. The Dean of Student Life or his/her designee will, **as needed**, clarify how the closing of the College will affect any student activities.

#### **Pay Procedures due to Inclement Weather:**

1. If the school is officially closed due to weather, employees will be paid for the time the school is closed without having to use accrued vacation or personal days.
2. If the school is not officially closed but an employee chooses not to come to school or leaves early due to concerns regarding the weather, the employee can choose to be paid from accrued vacation or personal days (not sick leave).
3. With the approval of the supervisor, an employee may work from home if the school is not officially closed and the employee has concerns regarding the weather. The employee would not have to use accrued vacation or personal leave for the time of actual work at home.

4. If the school is officially closed due to weather, essential staff to maintain the facility and/or clean the sidewalks will be paid for the time the school is closed (as are all other employees who did not have to come in) and will also be paid their regular pay for the time they work. In effect, these employees will be paid 2X their regular pay for those hours that they work. Their regular pay will only become time and one-half (or 2 ½ times while working during the closing) if the employee exceeds 40 actual working hours in the regular workweek.
5. If an employee has scheduled a day of vacation or is on vacation and the college closes due to inclement weather, the employee would not have to claim vacation time during the time the College is officially closed due to weather.

## **601 FAMILY AND MEDICAL LEAVE**

According to the Federal Family and Medical Leave Act, Westminster provides family leaves of absence, without pay, to eligible employees who wish to take time off from work duties to fulfill family obligations relating directly to childbirth, adoption, or placement of a foster child; to care for a child, spouse, or parent with a serious health condition; or for a serious health condition rendering the employee unable to perform his or her job.

A “serious health condition” is defined as an illness that requires inpatient care or continuing treatment by a health care provider. This definition is meant to include pregnancy and prenatal care; chronic conditions (such as asthma, diabetes, and epilepsy) that continue over extended periods of time, but may involve periods of incapacity of less than three days and do not involve a visit to a health care provider; long-term conditions for which treatment may not be effective; and treatment involving multiple visits to a health care provider, such as dialysis, physical therapy, or chemotherapy, without which the covered employee would likely be incapacitated for more than three days. A “serious health condition” is not intended to cover short term conditions, such as the common cold, the flu, and upset stomach, etc. These should be covered by our sick leave policy.

According to the provisions of the Federal Family and Medical Leave Act, employees must have worked for Westminster for one year and for 1,250 hours over the previous 12 months to qualify. Eligible employees should make requests for family leave to their supervisors at least 30 days in advance of foreseeable events and as soon as possible for unforeseeable events.

Employees requesting family leave related to the serious health condition of a child, spouse, or parent may be required to submit a health care provider's statement verifying the need for a family leave to provide care, its beginning and expected ending dates, and the estimated time required.

Employees may take leave intermittently (rather than all at once) or on a reduced work schedule when medically necessary due to the employee's or a family member's serious health condition, or with employer agreement for the birth or placement of a child.

Eligible employees may request up to a maximum of 12 weeks of family leave within a 12-month period. The 12-month period begins on the first day that FMLA leave is taken. Employees taking FMLA leave are required to use all previously accrued paid benefits such as vacation, personal, and sick days as part of the maximum 12 week leave provided under the FMLA act. Any combination of family leave and medical leave may not exceed this maximum limit. If this initial period of absence proves insufficient, consideration will be given to a written request for a single extension of no more than 30 calendar days. Married employee couples may be restricted to a combined total of 12 weeks leave within the defined 12-month period for childbirth, adoption, or placement of a foster child; or to care for a parent with a serious health condition.

Subject to the terms, conditions, and limitations of the applicable plans, Westminster will continue to provide health insurance benefits for the employee for the full period of the approved family leave. The employee is responsible for paying his or her own coverage

(1% of pay if being paid from accrued leave or the full amount if on unpaid leave) and dependent coverage while on family leave. Benefit accruals, such as vacation, sick leave, and holiday benefits will not accrue during the approved unpaid family leave period.

So that an employee's return to work can be properly scheduled, an employee on family leave is requested to provide Westminster with at least two weeks advance notice of the date the employee intends to return to work. When a family leave ends, the employee will be reinstated to the same position, if it is available, or to an equivalent position for which the employee is qualified.

Failure to report to work promptly at the end of the approved leave period shall constitute a resignation on the part of the employee.

## **602 UNPAID PERSONAL LEAVE**

Westminster provides leaves of absence without pay to full-time employees who wish to take time off from work duties to fulfill personal obligations.

As soon as eligible employees become aware of the need for a personal leave of absence, they should request a leave from their supervisor.

Personal leave may be granted for a period of up to 30 calendar days per year. If this initial period of absence proves insufficient, consideration will be given to a written request for a single extension of no more than 30 calendar days. With the supervisor's approval, an employee will take any available sick leave or vacation leave as part of the approved period of leave.

Requests for personal leave will be evaluated based on a number of factors, including anticipated workload requirements and staffing considerations during the proposed period of absence.

Subject to the terms, conditions, and limitations of the applicable plans, Westminster will continue to provide health insurance benefits for the full period of the approved personal leave, but the employee will be responsible for paying the premiums during any leave period of more than five consecutive days. Vacation, sick leave, and holiday benefits will not accrue during the approved personal leave period.

When a personal leave ends, every reasonable effort will be made to return the employee to the same position, if it is available, or to a similar available position for which the employee is qualified. However, Westminster cannot guarantee reinstatement in all cases.

Failure to report to work promptly at the end of the approved leave period shall constitute resignation on the part of the employee.

## **603 MILITARY LEAVE**

A military leave of absence will be granted to employees, except those occupying temporary positions, to attend scheduled drills or training or if called to active duty with the U.S. armed services.

Employees will receive partial pay for two-week training assignments and shorter absences. Upon presentation of satisfactory military pay verification data, employees will be paid the difference between their normal base compensation and the pay (excluding expense pay) received while on military duty. The portion of any military leaves of absence in excess of two weeks will be unpaid. However, employees may use any available paid time off for the absence.

Subject to the terms, conditions and limitations of the applicable plans for which the employee is otherwise eligible, health insurance benefits will be provided by Westminster for the full term of the military leave of absence.

Vacation and sick leave will continue to accrue during a military leave of absence.

Employees on two-week active duty training assignments or inactive duty training drills are required to return to work for the first regularly scheduled shift after the end of training, allowing reasonable travel time. Employees on longer military leave must apply for reinstatement in accordance with all applicable state and federal laws.

Every reasonable effort will be made to return eligible employees to their previous position or a comparable one. They will be treated as though they were continuously employed for purposes of determining benefits based on length of service, such as the rate of vacation accrual. Westminster will comply with the Uniformed Services Employment and Reemployment Rights Act (USERRA) and applicable Missouri state laws pertaining to military leave.

## **604 PREGNANCY-RELATED ABSENCES**

Westminster will not discriminate against any employee who requests an excused absence for medical disabilities associated with a pregnancy. Such leave requests will be made and evaluated in accordance with the medical leave policy provisions outlined in this handbook and in accordance with all applicable federal and state laws. (See Section 601 FMLA and Section 602 Unpaid Personal Leave for more information.)

Requests for time off associated with pregnancy and/or childbirth (apart from medical disabilities associated with these conditions) will be considered in the same manner as any other request for an unpaid personal or family leave.

A new mother is eligible for family and medical leave. Any accrued, paid benefits such as sick leave, personal days, and vacations days are to be used first before the employee is placed on unpaid family and medical leave. The FMLA provides for a maximum total of 12 weeks leave.

A new father is also eligible for family and medical leave and will use all accrued sick leave and vacation time before going on unpaid status if he chooses to stay at home with a newborn child. The FMLA provides for a maximum total of 12 weeks leave.

## **700 STANDARDS OF ETHICAL CONDUCT**

### **Policy Statement**

Westminster College expects all Cabinet officers, faculty, staff, student employees, and others, when acting on behalf of the college, to maintain the highest standard of ethical conduct.

### **Reason for Policy**

The college's commitment to the highest standard of ethical conduct is an integral part of its mission to "... to educate and inspire all its students ... to be ... leaders of character, committed to the values of integrity, fairness, respect and responsibility." That commitment upholds the reputation of the college, both locally and globally, and encourages compliance with applicable laws and regulations.

### **Related Documents**

#### College Documents

Employee Handbook (EHB), section 104, Hiring of Relatives and Conflicts of Interest

EHB, section 503, Use of Phone, Mail and Printing Services, and Computer Systems

EHB, section 701, Employee Conduct and Work Rules

EHB, section 703, Sexual and Other Unlawful Harassment and Discrimination

EHB, section 703, 3.3.3, Consensual Relationships (see Appendix C of this policy)

EHB, section 708, Relationships with Students

EHB, section 709, Violence in the Workplace

EHB, section 801, Confidentiality

EHB, section 805, Travel Expense Reimbursement

Faculty Handbook (FHB), section 2.8.5, Dismissal for Cause

FHB, section 2.9.2.1, Faculty Responsibilities – General Statement

FHB, section 2.9.2.11, Conflict of Interest

FHB, section 2.11.3, Primary Faculty Responsibilities

FHB, section 2.15, Professional Standards Committee

FHB, section 3.1.2, Employment Conflict of Interest

FHB, section 3.3.1, Policy on Harassment and Discrimination

FHB, Appendix N: The Ethics in Research Committee Statement of Organization and Function

#### External Documents (see Appendix N)

1991 Federal Sentencing Guidelines

Anti-Kickback Act of 1986

Foreign Corrupt Practices Act

NSF Requirements, Misconduct in Science

OFPP Act, Procurement Integrity

## Contacts

Direct any general questions about the Standards of Ethical Conduct Policy to your department's administrative office. If you have questions about specific issues, call the following offices:

Subject	Contact	Telephone
Academic Misconduct	Senior VP of the College and Dean of Faculty	592-5212
Business Matters	VP for Business and Finance	592-5225
Financial Matters	Director of Accounting Services	592-5231
Personnel Matters	Director Human Resources	592-5226
Other Student, Employee, Faculty, or Volunteer Inquiries	Sr. VP and Dean of Faculty Dean of Student Life Director of Counseling and Health Services	592-5212 592-5240 592-5362
Research Matters	Director of Institutional Research	592-5238

## Definitions

These definitions apply to these terms as they are used in this policy.

### Abuse of Power

Wrongful use of a position of authority to influence employees, students, colleagues, or volunteers (e.g., coercion to participate in activities or decision making in violation of laws, regulations, or policies).

### Conflict of Commitment

A situation in which an employee's additional employment or other activity, whether internal or external to the college, interferes with his or her performance in the primary appointment at the college.

### Conflict of Interest

A situation in which an individual or any of his or her family has an existing or potential financial or other material interest that impairs or might appear to impair the individual's independence and objectivity of judgment in the discharge of responsibilities to the college.

A conflict of interest also arises when an individual evaluates the work or performance of a person with whom he or she is engaged in a romantic or sexual relationship (see section 703, policy on Sexual and Other Unlawful Harassment and Discrimination, 3.3.3, Consensual Relationships).

### Core Values

- Integrity: be honest, and back up what you say with action. Do the right thing when no one is looking. Operate within the letter and spirit of the law.
- Fairness: be just and impartial in your dealings with others, particularly when you are in a position of power.

- Respect: Treat everyone as you would want to be treated. Respect yourself first and value differences in others.
- Responsibility: take care of business. Be accountable for your actions. Act like an owner, treating the college's assets as your own and behaving with the college's long-term success in mind.

#### Ethical Conduct

Behavior conducted according to college's "Statement of Ethical Conduct" and this policy.

#### Financial Irregularity

An intentional misstatement, omission, or failure to disclose information related to financial transactions that is detrimental to the interests of the college, including embezzlement, fraud, or falsification of records to misappropriate assets.

#### Fraud

An intentional act of misrepresentation, dishonesty, trickery, or deceit (including the concealment or suppression of truth), designed to obtain information or assets without approval.

#### Intellectual Property

Property of an intellectual nature belonging to an individual or entity, including but not limited to proprietary information that is protected by a patent, copyright, or non-disclosure agreement.

#### Kickback

The act of accepting a payment to improperly obtain or reward with favorable treatment in connection with either a contract or subcontract relating to a prime contract.

#### Misconduct

Cheating, falsification, fabrication, misappropriation, plagiarism, or other practice that seriously deviates from those commonly accepted as proper.

#### Stewardship

The management of tangible and intangible assets of the college.

#### Vendor

Any individual or business entity that provides a service or product to the College for profit.

### **Standards of Ethical Conduct**

An environment that encourages the highest level of integrity from its members is critical to the college. Therefore, adherence by Cabinet officers, faculty, staff, student employees, and others acting on behalf of the college to the standards of ethical conduct set forth in this document is an integral part of the college's long-range goals of attracting quality students, faculty, and staff; ensuring proper stewardship of its resources; and attracting gifts, grants, and other forms of support.

College Cabinet officers, faculty, staff, student employees, and others acting on behalf of the college should not commit acts contrary to these standards or support the commission of such acts by others.

A practice will not be condoned on the grounds that it is "customary," "easy," or "expedient" if it does not meet these standards of ethical conduct; condoning such practices may compromise the integrity and reputation of the college. If you are asked to act against these standards, you should decline. You are empowered to say something such as the following: "College policy doesn't allow me to do this. Please discuss this matter further with..." or "I'm uncomfortable with what you've asked me to do and I'd like to discuss the matter with..." If you act in good faith, the college will act to protect you from being disciplined or suffering reprisal for making such a statement.

Further, members of the college community are expected to assume personal responsibility and accountability for their actions by maintaining these standards. In an effort to ensure that employees are adequately informed of the college's expectations, all employees will be asked to read a Statement of Ethical Conduct (see the "Appendix A" Section of this document).

Listed below are some of the areas where frequent ethical questions arise, and some general principles of ethical conduct:

1. Abuse of Power

- support the creation and maintenance of an environment in which abuse of power is not tolerated.
- seek to create and maintain an academic, social, and work environment in which all members of the community – students, staff, administrators, and faculty – are free from harassment and discrimination

2. Communication

- communicate judgments, opinions, and other information - both positive and negative - fairly and objectively.

3. Computer Use

- use electronic communications and systems in a responsible manner.

4. Confidentiality

- use confidential information acquired in the course of college affiliation only for official or legal purposes, and not for personal or illegal advantage, during or after such affiliation;
- disclose confidential information acquired in the course of employment or college affiliation on a need-to-know basis and only when authorized to do so.

5. Conflicts of Interest and Commitment

- advise appropriate parties of potential conflicts in accordance with applicable college conflicts policies;
- refrain from engaging in a romantic or sexual relationship with a student whom you teach, advise, coach, or supervise in any way;

- avoid any activity that hinders your ability to carry out responsibilities to the college or that publicly criticizes or embarrasses the college (other than activities protected by law).
- make all decisions involving the business or non-business activities of the College solely in the best interest of the College.

#### 6. Financial Transactions

- conduct, process, and report all financial transactions with integrity.
- account for College money accurately and spend it only for lawful, College-related purposes.

#### 7. Grants and Contracts

- adhere to grant and contractual obligations of the college, including proper allocation of expenses;
- comply with applicable laws and regulations governing the receipt and disbursement of sponsored funds.

#### 8. Intellectual Property

- honor non-disclosure agreements;
- abide by all rules and laws governing the use of copyrighted materials, patented ideas, licenses, and proprietary information;
- refrain from any activity that constitutes infringement of individual or Westminster intellectual property;
- properly attribute the ideas and work of others.

#### 9. Kickbacks

- refrain from making or accepting payments to improperly obtain or reward with favorable treatment in connection with either a contract or subcontract relating to a prime contract.

#### 10. Statutory Reporting

- meet accurately and fully reporting obligations that are required by federal and state regulations.

#### 11. Stewardship

- use college resources or assets legally and properly;
- refrain from engaging in personal use of college facilities, equipment, employees, students, or voluntary help unless written permission is obtained in accordance with applicable procedures.

#### 12. Vendor Relations

- treat all vendors and customers honestly and fairly.
- make purchasing decisions that reflect a combination of the “lowest cost and best service or product.”
- accept or give no money, gifts, repetitive or extensive entertainment and other favors which would imply or incur an obligation for or from yourself or an immediate family member in connection with transactions involving the College.

- acceptance of a meal, refreshments or entertainment in the nominal course of business relations is permitted and, to the extent practical, should be reciprocated

## **Procedures**

### **1. Seeking Clarification**

If you have read the appropriate sections of this policy, other college policies, and applicable regulations, you may need additional clarification about the propriety of actions, in the following instances:

- when college policies appear ambiguous or difficult to interpret or apply;
- when it is difficult to identify your responsibilities in situations of potential violations of standards of ethical conduct.

In such cases, contact your immediate supervisor, department chair, college dean or college vice president, the Business Office, the Department of Human Resources, or the responsible office for the applicable policy.

### **2. Reporting a Violation**

You are expected to report violations of this policy to appropriate college personnel or to the Executive Committee of the Board of Trustees. To report an actual or suspected violation:

- discuss the violation with the immediate supervisor, except when the supervisor is involved, in which case discuss it with the person at the next supervisory level.
- if you cannot address the situation in this manner, you may contact the college office responsible for your area of concern.
- if it appears that there may have been a violation of ethical conduct, report it to the appropriate college office (e.g., college dean or college vice president, the Business Office, the Department of Human Resources; see the "Contacts" Section of this document).

Caution: Failure of a supervisor to report actual or possible violations may be a subject of appropriate college discipline.

### **3. Retaliation**

The college will not tolerate retaliation toward or harassment of employees who report actual or possible violations. The identity of individuals providing information concerning possible violations, including fraud, will be protected within legal and practical limits. Individuals who take retaliatory action will be subject to discipline, up to and including termination.

### **4. Investigation**

Suspected violations will be investigated by the appropriate office, depending on the nature of the violation, and the results of the investigation reported to the appropriate Cabinet member(s). Insofar as feasible, College administrators will follow the relevant investigative procedures contained in Section 3.3: Campus Community Policies, Policy on Harassment and Discrimination, contained in the Faculty Handbook, Staff Handbook, and Student Handbook of the college. The Cabinet member(s) will determine, based on the facts of the investigation, whether any ethical standards have been violated.

Disciplinary measures may be taken, in accordance with this policy and applicable regulations, if appropriate to the circumstances, by the relevant Cabinet member(s). Again, insofar as feasible, College administrators will follow the relevant resolution procedures contained in Section 3.3: Campus Community Policies, Policy on Harassment and Discrimination, contained in the Faculty Handbook, Staff Handbook, and Student Handbook of the college. In any situation where disciplinary measures are considered, the President will be appraised. Available disciplinary measures include suspension, termination, and referral to public law enforcement authorities for possible prosecution.

#### 6. Abuse of this Policy

The college is committed to the protection of both the accused and the accuser in the reporting of any violation of this policy. Therefore, attempts by individuals to discredit others through inappropriate use of this policy are not permitted and will be considered for disciplinary action.

### **Responsibilities**

The major responsibilities each party has in connection with the college's policy on the Standards of Ethical Conduct are as follows:

#### 1. College Dean/Vice President

- Ensure that department chairs and unit managers are aware of the need for complete compliance with the Statement of Ethical Conduct and this policy.
- Report suspected violations to appropriate college personnel (see the "Reporting a Violation" segment of this document).
- Participate as appropriate in the investigation and subsequent enforcement and resolution of any reported violations of this policy.

#### 2. Department/Unit Manager

- Encourage and support efforts by employees to perform duties and responsibilities at the highest standards.
- Ensure that supervisors are promoting excellence in ethical practices through periodic training and daily reinforcement.
- Report suspected violations to appropriate college personnel (see the "Reporting a Violation" segment of this document) to protect both the alleged violator and the individual reporting a potential violation.

#### 3. College Auditors

- As requested, investigate alleged policy violations and determine whether a violation has occurred, and whether action is required.

#### 4. College Counsel

- Provide advice to individuals who believe that a violation may have occurred.

#### 5. You

- Conduct college-related activities according to the Statement of Ethical Conduct.

## **701 EMPLOYEE CONDUCT AND WORK RULES**

To ensure orderly operations and provide the best possible work environment, Westminster expects employees to follow rules of conduct that will protect the interests and safety of all employees and the organization.

It is not possible to list all the forms of behavior that are considered unacceptable in the workplace. The following are examples of infractions of rules of conduct that may result in disciplinary action, up to and including termination of employment (see section 706 for Progressive Discipline):

- Theft or inappropriate use, removal, or possession of college property
- Working under the influence of alcohol or illegal drugs
- Possession, distribution, sale, transfer, or use of alcohol or illegal drugs in the workplace, while on duty, or while operating employer-owned vehicles or equipment
- Carrying or possession of firearms on college property, including parking lots and green space and in college vehicles, wherever they may be driven. See section 709, Violence in the Workplace, for additional details.
- Fighting or threatening violence in the workplace
- Smoking in prohibited areas
- Sexual or other unlawful or unwelcome harassment and discrimination
- Excessive absenteeism or any absence without notice
- Unsatisfactory performance or conduct
- Chronic tardiness
- Use of obscene or abusive language and/or insubordinate conduct
- Willful destruction of Westminster College property or the private property of other employees; vandalism
- Discrimination on the basis of an individual's race, color, national or ethnic origin, religion, age, sex, gender, sexual orientation, marital status, veteran status, disability, or any other proscribed category set forth in federal or state regulations.
- Unauthorized disclosure of confidential information
- Libel, slander, repetition of malicious gossip or lies about a student, member of the staff, or employee of Westminster College
- Refusal to obey a supervisor or the appropriate college authority

Employment with Westminster is at the mutual consent of Westminster and the employee, and either party may terminate that relationship at any time, with or without cause, and with or without advance notice.

## **702 DRUG AND ALCOHOL USE**

It is Westminster's desire to provide a drug-free, healthful, and safe workplace. To promote this goal, employees are required to report to work in appropriate mental and physical condition to perform their jobs in a satisfactory manner.

Except as noted below, no employee may use, possess, distribute, sell, or be under the influence of alcohol or illegal drugs while in the workplace. The legal use of prescribed drugs is permitted on the job so long as it does not, in the judgment of the appropriate campus administrators, impair an employee's ability to perform the essential functions of his or her job and in a manner that does not endanger other individuals in the workplace. The use of alcohol is permitted at formal faculty gatherings and at department and/or division events and gatherings. With the approval of the President or other members of the Cabinet, alcohol may also be permitted at other events on campus. Westminster requires the cooperation of all employees in administering this policy.

Violations of this policy may lead to disciplinary action, up to and including immediate termination of employment, and/or required participation in a substance abuse rehabilitation or treatment program. Such violations may also have legal consequences.

Employees with questions or concerns about substance dependency or abuse are encouraged to discuss these matters with their supervisor, a staff member of the Counseling Center, or a member of the college administration with whom the employee feels comfortable. See section 317, EAP, for information on this program for employees and their family members.

Employees with questions on this policy or issues related to drug or alcohol use in the workplace should raise their concerns with their supervisor or the other appropriate people without fear of reprisal.

## **703 SEXUAL AND OTHER UNLAWFUL HARASSMENT AND DISCRIMINATION**

(Note: This policy is also reflected in the Faculty Handbook. The numbering system in this handbook is made to match the numbering of the Faculty Handbook for easier reference)

### **3.3.1 Policy on Harassment and Discrimination**

Westminster College expects all members of its community to treat each other with respect and dignity. Westminster College seeks to create and maintain an academic, social and work environment in which all members of the community—students, staff, administrators, and faculty—are free from harassment and discrimination. Westminster College prohibits harassment and discrimination on its campus, as well as at, or on, any college sponsored activities and trips, of any of its community members or guests and visitors based on an individual's race, color, national or ethnic origin, religion, age, sex, gender, sexual orientation, marital status, veteran status, disability, or any other proscribed category set forth in federal or state regulations.

Harassment and/or discrimination subvert the mission of the college and threaten the careers, educational experiences and well being of its students, staff, administrators and faculty. Each member of the Westminster community has the right to work, study and/or socialize in an environment that is free from harassment and discrimination. Each member of the Westminster community, therefore, has the corresponding responsibility and obligation to conduct himself or herself so as to create an environment that is free of harassment and discrimination. This includes the acts of supervisors, managers, faculty, employee subordinates and peers, fellow students, guests, visitors, vendors, consultants, and customers. In addition to being responsible for their own conduct, supervisors and managers must ensure that their employees contribute to a work environment that is free of harassment and discrimination.

By issuing a clear policy to members of the Westminster community and by alerting, as well, those non-community members, such as vendors, consultants, and customers, with whom it has a relationship, Westminster College reaffirms its commitment not to tolerate any form of harassment and discrimination on its campus, at campus sponsored events, activities, or trips.

#### **3.3.1.1 Definition**

Harassment comes in many forms. Speech and conduct that are protected by academic freedom as described in 3.3.1.1.C do not constitute harassment. Yet the following forms of speech and conduct not protected by academic freedom are prohibited forms of harassment.

A. Sexual harassment includes but is not limited to unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact or other verbal or physical conduct of a sexual nature:

1. when submission to that conduct or communication is made either explicitly or implicitly a term or condition of employment, advancement or education; or
2. when submission to or rejection of such conduct has the purpose or effect of interfering unreasonably with an individual's academic, professional or employment performance; or
3. that creates an intimidating, hostile, or offensive academic, social or work environment.

B. Other prohibited harassment may include, but is not limited to:

1. epithets, slurs, derogatory comments or jokes, intimidation, negative stereotyping, threats, assault or any physical interference with a Westminster community member's normal work or movement because of an individual's race, color, national or ethnic origin, religion, age, sex, gender, sexual orientation, marital status, veteran status, disability, or any other proscribed category set forth in federal or state regulations.
2. written or graphic material placed on walls, bulletin boards or elsewhere on the campus or circulated by other means, including electronic media, that denigrates, shows hostility to, or aversion towards an individual or group because of an individual's race, color, national or ethnic origin, religion, age, sex, gender, sexual orientation, marital status, veteran status, disability, or any other proscribed category set forth in federal or state regulations.

C. Westminster College is committed to the principles of free inquiry and free expression. Vigorous discussion and debate are fundamental to the College. All ideas, including those that may be offensive to some, may be discussed in the classroom provided that the discussion is a reasoned one with a clear academic purpose. Harassment, however, is neither legally protected expression nor the proper exercise of academic freedom; it compromises the integrity of the College, its tradition of intellectual freedom and the trust placed in its members.

### **Definition – Discrimination**

Discrimination also comes in many forms. Title VII of the Civil Rights Act of 1964 prohibits employers from discriminating against employees or applicants on the basis of race, color, national origin, religion or sex. The Equal Employment Opportunity Commission (EEOC) was created to enforce these provisions. Other laws support Title VII in specific areas, to include:

A. Americans with Disabilities Act (ADA). The ADA protects qualified individuals with a disability from discrimination in regard to job application procedures, hiring, promotion, termination, compensation, job training, and other terms and conditions of employment. To ensure this, the ADA requires equal opportunity and reasonable accommodation (see the college's policy on Equal Access for details).

B. Age Discrimination in Employment Act (ADEA). The ADEA prohibits employers from discriminating against workers who are 40 years or older. The purpose of the act is to promote the employment of older workers based on their ability rather than their age, to prohibit arbitrary age discrimination in employment, and to help employers and

workers find ways of resolving problems arising from the impact of age on employment.

C. Civil Rights Act of 1991 (CRA). The Civil Rights Act of 1991 amends Title VII of the Civil Rights Act of 1964, the Civil Rights Act of 1866, the ADA, and the ADEA. The CRA of 1991 provides increased damages and jury trials in cases of intentional race, religious, sex, national origin, age, and disability discrimination.

D. Equal Pay Act of 1963 (EPA). The EPA and Title VII prohibit gender-based differences in pay. The EPA prohibits differentials in pay that are based primarily on gender. Employers covered by the EPA must ensure that male and female employees are paid equal wages for performing substantially equal jobs.

E. Immigration Reform and Control Act (IRCA). IRCA prohibits employers from knowingly hiring, recruiting, referring, or continuing the employment of aliens who are not authorized to work in the United States because they have entered the country illegally or their immigration status does not permit employment. At the same time, IRCA prohibits discrimination based on national origin and citizenship status.

F. Pregnancy Discrimination Act (PDA). The PDA amends Title VII to prohibit an employer from treating pregnancy, childbirth, or related medical conditions any differently than it treats other temporary disabilities for purposes of employment, including hiring, firing, promotion, leaves of absence, benefits, pay increases, and other terms and conditions of employment. The PDA does not require employers to treat pregnant employees in any special manner with respect to employment-related matters, to establish any new programs where none currently exists, or to provide pregnancy-related disability leave to any employee.

G. Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA). USERRA was signed into law on Oct. 13, 1994, to replace and strengthen the Veterans' Reemployment Rights Act (VRRRA). Under USERRA, employers are prohibited from discriminating against employees in regards to firing, promotion, training, or any other employment benefits or advantages for the employees' past, present, or future participation in uniformed services.

### **3.3.1.2 Investigation**

It is the college's policy to investigate all complaints in a fair, thorough, and prompt manner. It is important to remember that many instances of harassment or discrimination can be resolved through informal discussions, which do not require extensive procedures. Every effort will be made to eliminate harassment and discrimination from the college campus through these informal means.

However, if informal efforts are not successful, a complete formal investigation will be conducted. To the fullest extent possible, the college will keep complaints, any information obtained during the course of the investigation and the terms of the resolution confidential from individuals who do not have a "need to know." However, the demands of an investigation and the enforcement of the policy preclude any guarantee of confidentiality. The Westminster College member making the claim, as well as the

individual accused of the harassment or discrimination, will be given a copy of the Westminster harassment and discrimination policy and procedures.

### **3.3.1.3 Resolution**

Any Westminster community member found in violation of the harassment and discrimination policy on campus or at campus sponsored events, activities, or trips will be subject to disciplinary procedures, up to and including termination of employment or dismissal from the college. Disciplinary action is not limited to the individual committing the harassment or discrimination. It could also apply to that person's supervisor and/or manager if he or she supported the harassment or discrimination, knew of the harassment or discrimination, or reasonably should have known of the harassment or discrimination and failed to take corrective action.

Disciplinary action will also be taken against any individual threatening or making reprisals against another person because that person rejected sexual harassment or reported any form of harassment or discrimination, or participated in an investigation. Upon completion of the investigation, the Director of Human Resources will present the findings and a recommendation to the appropriate cabinet member(s), i.e., VP of Business and Finance for staff, Dean of Faculty/VP of the College for faculty, and Dean of Student Life for students. If the results of the investigation confirm the offense, immediate disciplinary action, up to and including termination of employment or expulsion, will be taken. If the results do not confirm the offense, this information will be shared with the person initially bringing the complaint and the alleged offender. Either party can make an appeal.

### **3.3.1.4 Posting of Harassment and Discrimination Policy**

This policy will be inserted into the Faculty Handbook, the Staff Handbook, and the Student Life Handbook. The Dean of Student Life will also distribute copies each year to the president/head of each campus living unit. It will also be posted on the electronic bulletin board and college web site.

## **3.3.2 Procedures for Addressing Harassment and Discrimination Complaints**

Prevention is the first and best tool to eliminate harassment and discrimination. However, any person who believes he/she is being harassed or discriminated against, or any member of the Westminster community who witnesses an incident of harassment or discrimination, should make a report to the Director of Human Resources, located in the Business Office of Westminster Hall, room 106, or at ext. 5226, the Dean of Faculty, in the Academic Office located on the main floor of Westminster Hall, room 127, or at ext. 5212, or other college personnel who have been trained to handle such complaints, to include the:

- Associate Dean of Faculty,

- Dean of Student Life, or
- Chair of the Professional Standards Committee.

If there are fewer than two members of one gender represented in this group, the President will appoint members from the staff and/or faculty to ensure that at least two members of each gender are represented by this group and available to handle harassment or discrimination complaints. The Director of Counseling and the Chaplain may also be a good source to discuss concerns, although neither is considered a first point-of-contact for the purposes of this policy because of their inherent role and client privilege.

There are several informal avenues, as well as a formal investigation, available to reach a satisfactory resolution of harassment or discrimination. Informal procedures are recommended as the first option for reaching a resolution but these informal procedures are *not* a prerequisite to a formal complaint and investigation. Every effort will be made to insure confidentiality, but because of the demands of an investigation and the enforcement of the policy, confidentiality cannot be guaranteed.

Immediate reporting of harassment or discrimination is important in reaching a prompt and equitable resolution. The college encourages all members of the Westminster College community to report any complaints in a timely manner and exhaust all internal remedies first before seeking assistance outside of the college. We can only help if we know there is a problem.

Individuals may always pursue complaints directly with the government agencies that deal with unlawful harassment and discrimination claims, e.g., the US Equal Employment Opportunity Commission (EEOC), the Office for Civil Rights (OCR) of the U.S. Department of Education, and the State of Missouri Department of Fair Employment and Housing (DFEH). These agencies are listed in the Government section of the telephone book.

While the College encourages individuals who believe they are being harassed or discriminated against to firmly and promptly notify the offender that his or her behavior is unwelcome, the College also recognizes that power and status disparities between an alleged harasser and a target may make such a confrontation difficult. In the event that such informal, direct communication between individuals is either ineffective or undesirable, the following steps should be followed in reporting a harassment or discrimination complaint.

*A. Informal Reporting of the Incident.* All members of the Westminster College community, its employees, students, guests, visitors, vendors, consultants, and customers are urged to report any suspected harassment or discrimination to the following college personnel who have been trained to handle such complaints, to include the:

- Director of Human Resources
- Dean of Faculty
- Associate Dean of Faculty
- Dean of Student Life
- Chair of the Professional Standards Committee.

The report may initially be made orally or in writing. However, reports made orally must be submitted in writing before a formal investigation can be initiated. The college has a “Harassment/Discrimination Incident Form” that may be used to insure that all vital information is reported.

Once an allegation of harassment or discrimination has been made to one of the contact persons, that individual will discuss with the complainant the three informal options discussed below.

1. *Direct Communication.* An individual may act on concerns about harassment or discrimination directly, by addressing the other party in person or by letter, describing the unwelcome behavior or action and its effect, and stating that the behavior must stop.
2. *Consultation or Advising.* Consultation or advising about harassment or discrimination is available from the Director of Human Resources, the Dean of Faculty, or others as named above, dependent on suitability to the complainant and availability. The initial contact person need not necessarily be the consultant or advisor. Since consultation or advising is intended to provide a forum for free and open discussion between the complainant and one of the contact persons, no record will be kept of the advising conversation other than an incident report. This report, used only to keep a yearly record of the number of different types of reported incidents, will be transmitted by the contact person to the Director of Human Resources. Every attempt will be made to protect the privacy of the individuals involved in these consultations about harassment or discrimination.
3. *Mediation Option.* The goal of this option is to provide a forum where the complainant and the accused can, with the aid of a mediator, come to a mutually agreed upon resolution. Mediation will occur only if both the complainant and the accused are willing to participate in the process and can agree upon the selection of a trained mediator. One of the college contact persons noted earlier may assist in completing these arrangements.

The mediator, once selected, will meet privately with each of the persons involved, will try to clarify their perceptions and attempt to develop a mutually acceptable understanding that can insure the parties are comfortable with their future interactions. Possible outcomes of mediation include explicit agreements about future conduct, changes in workplace assignments, substitution of one class for another, or other relief the mediator and the parties agree is appropriate. Both the complainant and the accused have the right to reject any proposed solution under the mediation option.

Should mediation lead to a mutually acceptable resolution by the complainant and the accused, the mediator will prepare a summary report, agreed to by both parties, that outlines the charges and the resolution. That report will be placed in the accused’s closed personnel file, kept separately from the accused’s official personnel file (applies to Faculty only).

The college reserves the right to conduct an investigation as needed.

*B. Formal Investigation of the Complaint.* If the complainant does not pursue the informal options, or if the informal procedures result in no mutually acceptable resolution, the aggrieved party(ies) may submit a written request for a formal investigation to the Director of Human Resources or the Dean of Faculty. Complaints of harassment and/or discrimination must be brought in a timely manner. Both college officials have available a “Harassment/Discrimination Incident Report” form. The Dean of Faculty will forward any reports to the Director of Human Resources in order to begin the formal investigation.

The Director of Human Resources, upon receipt of a formal harassment or discrimination complaint, will within a reasonable period present the accused a written copy of the complaint and will provide both the accused and the complainant a copy of relevant campus policies and procedures relevant to allegations of harassment or discrimination.

While the complainant and the accused have the right to consult legal counsel, they may be accompanied by only one individual from within the Westminster College community. The purpose of the investigation is to ascertain the truth behind the allegations of harassment or discrimination.

The Director of Human Resources will perform a prompt investigation of the formal complaint. The investigation will be conducted in a way that respects, to the extent possible, the privacy of all of the persons involved. Upon the recommendation of the Director of Human Resources, the President of the College may retain professional investigators to assist in the investigation.

The task of the investigation is to determine the facts. The designated investigator will interview all persons, including the complainant and the accused, who can provide relevant information about the alleged conduct. The need for confidentiality must be expressed to each interviewee. The objective of each interview is to gather and document detailed facts about what was said, what was done, when and where the conduct occurred, and what each believes was the inappropriate behavior or activity. The investigator will also search thoroughly for corroborative evidence of any nature. All members of the Westminster community are obligated to cooperate fully with the investigator(s). This includes testimony by relevant witnesses and the production of records or other forms of evidence that might lead to a fair resolution of the issues involved.

Depending on the circumstances surrounding the complaint, the parties involved, and the parties’ request(s) regarding confidentiality, the parties may be given access to evidence collected in the investigation. Confidentiality of the complaint will be maintained to the extent the college finds it practicable. In no case will the investigator(s) consider statements against the accused unless the accused has heard or been given a copy of the statements, and unless the accused has been given an opportunity to refute any unfavorable inferences which might otherwise be drawn. As in the mediation phase, the College will keep complaints, any information obtained during the course of the investigation, and the terms of the resolution confidential from individuals who do not have a “need to know.”

Members of the Westminster College community must cooperate during both informal reporting and formal investigations of harassment and discrimination complaints. Failure to cooperate will be grounds for disciplinary action.

False statements made by a member of the Westminster College community during either the informal reporting or the formal investigation of a harassment or discrimination complaint will be grounds for disciplinary action.

Federal law and college policy prohibit retaliation against any member of the college community for bringing complaints of harassment or discrimination of any kind to the attention of college officials. Disciplinary action will be taken against any individual threatening or making reprisals against another person because that person rejected sexual harassment or reported any form of harassment or discrimination, or participated in an investigation.

*C. Resolution Procedure.* Based on the factual information gathered, the investigator determines whether the conduct or activity complained of constitutes any of the categories of harassment or discrimination based on an individual's race, color, national or ethnic origin, religion, age, sex, gender, sexual orientation, marital status, veteran status, disability, or any other proscribed category set forth in federal or state regulations. The investigator will make a recommendation to the appropriate cabinet member(s) who will determine corrective action. The investigator may also recommend that the complaint should be rejected as clearly unfounded.

Whatever the outcome, both parties will be given a summary report advising them of the disposition of the matter. A report of a justified complaint will be placed in the accused's official personnel file. No records will be retained in individual personnel files in cases where the individual accused was not informed there was a complaint or was exonerated.

The Director of Human Resources will track reports of harassment and discrimination for statistical purposes and report at least annually to the Cabinet concerning their number, nature, and disposition.

*D. Appeal or Grievance and Disciplinary Procedures.* If either the complainant or the accused believe that the initial investigation failed to follow the above procedures, was biased, or if new evidence is found, an appeal, or grievance, may be made to the President of the College. (Note: Faculty, see Section E below.) An appeal can be made by submitting a written request to the President within thirty (30) calendar days of notification of the final investigative report. If the President is involved, the appeal can be made to the Chairman of the Westminster Board of Trustees.

If, after an initial review of the appeal, the President judges that the procedures described in subsection 3.3.2 above were not followed, or that the investigation and/or decisions based on the investigation were biased, discriminatory, capricious, or arbitrary, or that new evidence has been brought forward which might alter the final decision, the President may decide to review the case. The President may interview both the complainant and the accused, as well as any witnesses.

If the reason for reconsideration is new evidence, the President may refer the case to the investigator and appropriate cabinet member(s) for consideration.

While the accused has the right to consult legal counsel, he/she may be accompanied during the appeal process by only one individual from within the Westminster College community. Upon a determination that the appeal is justified, the President will recommend that appropriate corrective action be taken. After reviewing the appeal, the President may also decide that the appeal should be rejected as clearly unfounded.

Results and findings of the appeals process will be clearly stated and substantiated by evidence. After the appeal process is complete, the Director of Human Resources or the Dean of Faculty and VP of the College, with the assistance of the President, will send a written report of the appeal findings to both parties. A report of a justified appeal will be placed in the accused's official personnel file. The results and findings may form the basis for disciplinary action.

Any Westminster community member found in violation of the college's harassment and discrimination policy will be subject to disciplinary procedures, up to and including termination of employment or expulsion from the college. Disciplinary action is not limited to the individual committing the harassment or discrimination. It could also apply to that person's supervisor and/or manager if he or she supported the harassment or discrimination, knew of the harassment or discrimination, or reasonably should have known of the harassment or discrimination and failed to take corrective action.

**E. Process for Faculty.** If the accused party is a faculty member, the procedures outlined in section 2.8.5 of the Faculty Handbook will be followed.

If, in accordance with 2.8.5.2.1, the faculty member does contest the allegations but does not provide information sufficiently compelling for the Dean of Faculty to conclude that no violation occurred, or if the faculty member does not correct the problem(s) within a time period stated, or if the faculty member contests the degree of punishment, the Professional Standards Committee will investigate following the procedures described in Appendix G. The Director of Human Resources will provide a copy of the complete file to the Professional Standards Committee. The committee, in executive session (members only), will meet with each witness named in that file solely to determine whether they are willing at this stage to reveal their identity during a formal PSC hearing. Testimony, obtained during the Director of Human Resources' investigation phase, of witnesses who do not wish to reveal their identity to the accused during a formal PSC hearing will not be considered by the PSC in its deliberations.

### **3.3.3 Consensual Relationships**

Westminster College strongly discourages faculty members from engaging in a sexual or romantic relationship with a Westminster College student, or staff members in supervisory positions from engaging in sexual or romantic relationships with subordinates in a *direct reporting relationship*, unless married to the student or subordinate. Because of the potential for abuse of power, harassment or discrimination, bias, and favoritism, the college considers that a conflict could exist when any faculty

member or supervisor, as described above, engages in a relationship with a student or subordinate that goes beyond friendship to the romantic or sexual.

However, the school understands the impracticability of enforcing a “no dating” policy and is sensitive to issues of privacy. Therefore, although discouraged, if a relationship does exist, we encourage voluntary compliance with reporting and disclosure of relationships, to include voluntary reporting and disclosure when the relationship ends, to the Dean of Faculty or the Director of Human Resources. A voluntary reporting policy allows the college to work with employees to establish guidelines for appropriate conduct, and avoids the embarrassment of prying into employee’s intimate affairs that a “no dating” policy can require.

While consensual relationships are not prohibited, we expect employees involved in a workplace relationship to conduct themselves professionally at work, and to leave their private affairs at home. We encourage employees to think ahead as to how they will handle their jobs if the relationship terminates. Dating and consensual dating relationships can lead to sexual harassment or discrimination, even though the relationship began as consensual.

## **704 ATTENDANCE AND PUNCTUALITY**

To maintain a safe and productive work environment, Westminster expects employees to be reliable and to be punctual in reporting for scheduled work. Absenteeism and tardiness place a burden on other employees and on Westminster. In the rare instances when employees cannot avoid being late to work or are unable to work as scheduled, they should notify their supervisor as soon as possible in advance of the anticipated tardiness or absence.

An employee who is absent and fails to call in to his or her supervisor or delegate could be docked a day's pay. There may be circumstances where the employee is unable to contact their supervisor (emergency, accident, hospitalization, etc.). Those circumstances will be handled on a situational basis but will have to be extraordinary in order for the employee who fails to call in to be paid. This is termed an "unexcused no show/no call."

Poor attendance and excessive tardiness are disruptive. Either may lead to disciplinary action, up to and including termination of employment. An employee who has more than three unexcused no show/no calls in a rolling 12-month period is subject to termination from employment. [Note: the rolling 12-month period begins with the first unexcused no show/no call].

## **705 SECURITY INSPECTIONS**

Westminster wishes to maintain a work environment that is free of illegal drugs, alcohol, firearms, explosives, or other improper materials. To this end, Westminster prohibits the carrying, possession, transfer, sale, or use of such materials on its premises. The only exception to this policy is if there is a specially approved event at which alcohol may be served, as noted in section 702, Drug and Alcohol Use. Westminster requires the cooperation of all employees in administering this policy.

Although desks, lockers, computers, telephones, offices and other storage devices may be provided for the convenience of employees, they remain the sole property of Westminster. Accordingly, any authorized representative of Westminster can inspect them, as well as any articles found within them, at any time, either with or without prior notice, provided such search does not violate any applicable federal or state law.

## **706 PROGRESSIVE DISCIPLINE**

The purpose of this policy is to state Westminster's position on administering equitable and consistent discipline for unsatisfactory conduct in the workplace. The best disciplinary measure is one that comes from good leadership and fair supervision at all employment levels.

Westminster's own best interest lies in ensuring fair treatment of all employees and in making certain that disciplinary actions are prompt, uniform, and impartial. The major purpose of any disciplinary action is to correct the problem, prevent recurrence, and prepare the employee for satisfactory service in the future.

Although employment with Westminster is based on mutual consent and both the employee and Westminster have the right to terminate employment at will, with or without cause or advance notice, Westminster may use progressive discipline at its discretion.

Disciplinary action may call for any of four steps--verbal warning, written warning, suspension with or without pay, or termination of employment--depending on the severity of the problem and the number of occurrences. There may be circumstances when one or more steps are bypassed.

Progressive discipline means that, with respect to most disciplinary problems, these steps will normally be followed: a first offense may call for a verbal warning; a next offense may be followed by a written warning; another offense may lead to a suspension; and, still another offense may then lead to termination of employment. If more than 12 months have passed since the last disciplinary action, the process may normally start over.

Westminster recognizes that there are certain types of employee problems that are serious enough to justify either a suspension, or, in extreme situations, termination of employment, without going through the usual progressive discipline steps.

By using progressive discipline, we hope that most employee problems can be corrected at an early stage, benefiting both the employee and Westminster.

## 707 GRIEVANCE PROCEDURES

Westminster is committed to providing the best possible working conditions for its employees. Part of this commitment is encouraging an open and frank atmosphere in which any problem, complaint, suggestion, or question receives a timely response from Westminster supervisors and management.

Westminster strives to ensure fair and honest treatment of all employees. Employees, regardless of level, are expected to treat each other with mutual respect and are encouraged to offer positive and constructive criticism.

If employees disagree with established rules of conduct, policies, or practices, they can express their concern through the grievance procedure. No employee will be penalized, formally or informally, for voicing a complaint with Westminster in a reasonable, business-like manner, or for using the grievance resolution procedure.

If a situation occurs when employees believe that a condition of employment or a decision affecting them is unjust or inequitable, they are encouraged to make use of the following steps. The employee may discontinue the procedure at any step.

1. Employee presents problem to immediate supervisor after incident occurs. If supervisor is unavailable, or does not respond to the employee within one week, or the employee believes it would be inappropriate to contact that person, the employee may present the problem to the head of the division of the college in which that person works. If the employee feels uncomfortable presenting the issue to the division head, the employee shall go to the next level up. If all levels are exhausted, the employee shall take the matter to the Director of Human Resources and Compensation.

2. Supervisor responds to problem during discussion or after consulting with appropriate management, when necessary. Supervisor documents discussion.

3. Employee and Director of Human Resources and Compensation present problem to Vice President of Business and Finance if the problem remains unresolved. If the employee is in the chain-of-command of the VP of Business and Finance and is uncomfortable with taking the grievance to that person, then the employee can choose to take the grievance to the VP of the College and Dean of Faculty. The grievance may be resolved in one of two ways at the option of the employee: 1) the Vice President of Business and Finance (or VP of the College and Dean of Faculty) may make a ruling on the grievance and that action completes the step; or 2) the employee may ask for a referral to the Peer Review Panel. The composition of the Peer Review Panel shall be as follows:

- a. It shall be a three-member panel with the three members representing the following areas: 1) one member shall be from the support or clerical staff; 2) one member shall be from the Plant Operations staff; 3) one member shall be from the professional level.

- b. One new member shall be elected by the staff on an annual basis.

- c. Terms for serving on the Peer Review Panel shall be for three years with staggered terms. At the first election, one member shall be elected for a two-year term, one for a three-year term, and one for a four-year term. During the second year and thereafter, one member shall be elected annually.
4. If the employee presents the problem to the Peer Review Panel, it must be in writing. The Peer Review Panel reviews, investigates and considers the problem. The panel informs the employee of its recommendation(s) and forwards copy of written response to the Director of Human Resources and Compensation and Vice President for Business and Finance (or VP of the College and Dean of Faculty).
5. Upon receiving the recommendation(s) of the Peer Review Panel, the Vice President for Business and Finance (or VP of the College and Dean of Faculty) will make the final determination as to the resolution of the grievance.
6. If the employee is not satisfied with the grievance resolution or if the matter is not resolved in 90 days, the matter may be referred in writing to the President of the College. The decision of the president shall be final.

Not every problem can be resolved to everyone's total satisfaction, but only through understanding and discussion of mutual problems can employees and management develop confidence in each other. This confidence is important to the operation of an efficient and harmonious work environment, and helps to ensure everyone's job security.

## **708 RELATIONSHIPS WITH STUDENTS**

All college employees are expected to be professional in their relationships and interaction with students in the work place. Outside of the work environment, in ones private life, employees have the freedom of other citizens. It is not the intention of this policy to interfere with personal choices. If a personal involvement develops between two people, the employee and / or student must release any responsibility of a supervisory or evaluative nature to avoid a conflict of interest.

## **709 VIOLENCE IN THE WORKPLACE**

### **Summary**

Westminster College expects all members of its community to treat each other with respect and dignity. Westminster College seeks to create and maintain an academic, social and work environment in which all members of the community—students, staff, administrators, and faculty—are free from intimidation, threats, and acts of violence. Westminster College prohibits intimidation, threats, and acts of violence on its campus, as well as at, or on, any college sponsored activities and trips, of any of its community members or guests and visitors.

Intimidation, threats, and acts of violence subvert the mission of the college and threaten the careers, educational experiences and well being of its students, staff, administrators

and faculty. Each member of the Westminster community has the right to work, study and/or socialize in an environment that is free from intimidation, threats, and acts of violence. Each member of the Westminster community, therefore, has the corresponding responsibility and obligation to conduct himself or herself so as to create an environment that is free of intimidation, threats, and acts of violence. This includes the acts of supervisors, managers, faculty, employee subordinates and peers, fellow students, guests, visitors, vendors, consultants, and customers. In addition to being responsible for their own conduct, supervisors and managers must ensure that their employees contribute to a work environment that is free of intimidation, threats, and acts of violence.

By issuing a clear policy to members of the Westminster community and by alerting, as well, those non-community members, such as vendors, consultants, and customers, with whom it has a relationship, Westminster College reaffirms its commitment not to tolerate any form of intimidation, threats, and acts of violence on its campus, at campus sponsored events, activities, or trips.

Westminster College strives to provide a safe and secure work environment for all employees and students. Toward this end, intimidation, threats, and acts of violence, with or without the presence of a weapon, will not be tolerated; that is, all reports of incidents will be taken seriously and will be dealt with appropriately. Individuals found to engage in behavior in violation of this policy may be removed from the premises and will be subject to disciplinary action, up to and including termination, criminal penalties, or both.

## **Definitions**

For purposes of this policy:

1. Workplace environment is defined as all College facilities or other locations where an employee is engaged in College business.
2. Employee is defined as faculty, staff and student employees.
3. Intimidation is defined as an act towards another person, the result of which could reasonably cause the other person to fear for his or her safety or the safety of others.
4. Threats of violence are defined as a communicated intent to inflict physical or other harm to any person or to property. Such behavior can include oral or written statements, gestures, or expressions that communicate a direct or indirect threat of physical harm.
5. Violence is defined as the deliberate and wrongful abuse or damage of other persons, self, or property.
6. A weapon typically refers to a firearm or knife, but could also include any device that could cause bodily harm or damage to equipment or property.

Carrying or possession of any type of firearm on College property, including parking lots and green space, is strictly prohibited by this College policy unless the individual has College approval through association with a public law enforcement agency, or has registered the firearm with the Executive Director of Plant Operations, and has written

permission from a vice president or the President of the College. In the case of firearms, the policy applies whether or not the weapon is loaded and whether or not it is capable of being fired. This prohibition also applies to College vehicles wherever they may be driven.

If a student has a stored weapon in compliance with the Student Handbook policies, its possession on College property is permitted only to the extent necessary to deposit and/or retrieve the weapon from College storage. Former employees who were terminated for cause or students who have been dismissed from the College or denied admission for reasons other than academic performance are prohibited from Westminster College property and will constitute trespassers, unless they are participating in a public College program and have not been requested to depart.

### **Resolution**

Any Westminster community member found in violation of the policy on violence in the workplace on campus or at campus-sponsored events, activities, or trips will be subject to disciplinary procedures, up to and including termination of employment or dismissal from the college. Disciplinary action is not limited to the individual committing the intimidation, threats, and acts of violence. It could also apply to that person's supervisor and/or manager if he or she supported the intimidation, threats, and acts of violence, knew of the intimidation, threats, and acts of violence, or reasonably should have known of the intimidation, threats, and acts of violence and failed to take corrective action.

Any non-Westminster community member found in violation of this policy on campus or at campus-sponsored events, activities, or trips may be either temporarily or permanently barred from all College property.

Individuals may also be subject to criminal prosecution and/or penalties as allowed under applicable federal, state and/or local laws.

### **Procedures**

Any Westminster Community or non-Community person who believes he/she has been intimidated, threatened, and/or attacked or who has been the focus of or has witnessed this or other similar disruptive behavior, should make a report to College Security, their immediate supervisor/administrator, the Director of Human Resources, the Dean of Student Life, or the Dean of Faculty. Do not ignore violent, threatening, harassing, intimidating, or other disruptive behavior. Employees who are the victims of violence, believe they may be the recipients of violence, or who have knowledge of potential violence against others, are encouraged to promptly notify an appropriate administrator, College Security, and/or Human Resources. Supervisors and managers who receive such reports should seek advice from the Director of Plant Operations (Security) or the Director of Human Resources regarding investigating the incident and initiating appropriate action.

Threats or assaults that require immediate attention by Security or the Fulton Police Department should be reported first to Security at 9-642-1122 or to Police at 9-911.

If employees or students are contacted by the media regarding a threat or act of violence on campus, the media should be directed to the Director of College Relations at 592-5146.

Insofar as feasible, College administrators will follow the relevant investigative and procedural guidelines contained in Section 3.3: Campus Community Policies: Policy on Harassment and Discrimination, contained in the Faculty Handbook, the Staff Handbook, and the Student Handbook.

## **801 CONFIDENTIALITY**

There are ethical and legal concerns about confidentiality. The Buckley Amendment precludes giving out information about a student's grades or other personal information except on a need-to-know basis or with the written permission of the student. **Directory information such as home and campus addresses, telephone numbers and parents' names are available internally. Faculty and Staff home addresses and phone numbers are available for internal use only.**

Data such as payroll information, health concerns, social security numbers, and legal matters are confidential and will be accessible only to authorized college personnel. Such data will not be released to others without the written permission of the employee unless authorized or required by law. Additionally, matters between supervisors and their staffs, between employees and students, or any other members of the campus community that are of a personal nature must be kept confidential. It is the prerogative of any member of the Westminster community to share personal information about himself or herself if he or she so desires; it is not the prerogative of someone other than the person involved to divulge information about that person. Everyone in the college community has the right to privacy and it must be respected.

## **802 LIFE-THREATENING ILLNESSES IN THE WORKPLACE**

Employees with life-threatening illnesses, such as cancer, heart disease, and AIDS, often wish to continue their normal pursuits, including work, to the extent allowed by their condition. Westminster supports these endeavors as long as employees are able to meet acceptable performance standards. As in the case of other disabilities, Westminster will make reasonable accommodations in accordance with all legal requirements, to allow qualified employees with life-threatening illnesses to perform the essential functions of their jobs.

Medical information on individual employees is treated confidentially. Westminster will take reasonable precautions to protect such information from inappropriate disclosure. Managers and other employees have a responsibility to respect and maintain the confidentiality of employee medical information. Anyone inappropriately disclosing such information is subject to disciplinary action, up to and including termination of employment.

Employees with questions or concerns about life-threatening illnesses are encouraged to contact the Director of Counseling and Health Services or the Director of Human Resources and Compensation for information and referral to appropriate services and resources.

## **803 EMERGENCY INFORMATION**

A Campus Crisis Communication Plan is developed and can be viewed and copied in Outlook, Offices and Services, under Human Resources. Each building on campus will also have an evacuation plan which will be prominently displayed in appropriate locations.

The emergency telephone number during working hours is 592-5282; during evening and weekend hours, the telephone number to call is 642-1122. See the Crisis Communication Plan document for additional detail on the various steps to take in a crisis and a list of home phone numbers for prominent staff and board members.

## **804 RECYCLING**

Westminster supports environmental awareness by encouraging recycling and waste management in its business practices and operating procedures. This support includes a commitment to the purchase, use, and disposal of products and materials in a manner that will best utilize natural resources and minimize any negative impact on the earth's environment.

Special recycling receptacles have been set up to promote the separation and collection of the following recyclable materials at Westminster:

- computer paper
- white high grade or bond paper
- ledger paper
- mixed or colored paper
- newspaper
- corrugated cardboard
- aluminum cans
- glass bottles

The simple act of placing a piece of paper, can, or bottle in a recycling container is the first step in reducing demand on the earth's limited resources. Success of this program depends on active participation by all of us. Employees are encouraged to make a commitment to recycle and be a part of this solution.

Westminster encourages reducing and, when possible, eliminating the use of disposable products. Source reduction decreases the consumption of valuable resources through such workplace practices as:

- communication through computer networks with E-mail & voice mail
- posting memos for all employees
- two-sided photocopying
- routing slips for reports
- eliminating fax cover sheets
- reusing paper clips, folders, and binders

- reusing packaging material
- reusing wooden pallets
- turning off lights when not in use

Whenever possible, employees of Westminster are encouraged to purchase products for the workplace that contain recycled or easily recyclable materials. Buying recycled products supports recycling and increases the markets for recyclable materials.

By recycling, Westminster is helping to solve trash disposal and control problems facing all of us today. If you have any questions or new ideas and suggestions for the recycling program, contact the sponsor of the ECOS Committee or the Executive Director of Plant Operations.

## **805 TRAVEL EXPENSE REIMBURSEMENT**

### **Reimbursement for Travel Expenses**

For any travel expenses incurred on behalf of the College, a check request or travel voucher must be filled out. This form must then be submitted to the Department supervisor for approval. All receipts from traveling must be submitted along with either form. All reimbursements will go through the Business Office for final processing. Check with “Accounts Payable” in the Business Office for information on which day to turn in your check requests. Checks are usually issued on the 10<sup>th</sup> and 25<sup>th</sup> of the month.

### **Reimbursement for Meal Expenses**

Employees may be reimbursed for reasonable meal expenses conducted for College business, subject to budget approvals.

## **806 RELOCATION AND MOVING EXPENSE REIMBURSEMENT**

The College may pay for actual relocation and moving expenses in connection with a new employee’s relocation from his or her current home to the Fulton area. The appropriate Cabinet member, with the approval of the President, will determine whether this benefit will be offered and the amount of funds offered. The benefit and amount will typically be offered based on the new employee’s position and distance from Fulton. For instance, if the new employee lives in-state, then the award may be \$1000, while if the new employee lives out-of-state, then the award may be \$2000.

Relocation and travel expenses may include moving or shipping charges, leasing of a truck or other vehicle, mileage, and meals for the new employee and family members, and anything else reasonably connected with relocation and travel.

New employees will submit a travel reimbursement form with an itemized list of costs and all receipts to the Director of Human Resources and Compensation, who will make arrangements in the Business Office to reimburse the new employee.

## **807 SOLICITATION**

Solicitation includes any verbal, written, or electronic communication by an employee or group of employees to another employee or group of employees which encourages, demands, or requests a contribution of money, time, personal involvement or membership, or the purchase of any merchandise, raffle or lottery ticket, or the like.

Employees are permitted to solicit as long as the solicitation is brief and not disruptive to normal working conditions. It is preferred that solicitation be done on an individual's break and/or lunch period and not during regular working time. Employees may not sell products or services for their own personal profit during regular working hours.

In some instances, the collection of money for presents, flowers, special occasions, or for particular hardships can be considered appropriate. These exceptional collections must have the approval of the department manager and appropriate Cabinet member. Contributions to these special collections are always optional.

Outsiders, or individuals not employed by the College, must seek specific approval from the College Business Office to solicit on college property. Otherwise, they may not solicit or distribute on college property.

## **808 WORK RELATED INJURY TREATMENT AND PAY**

### **Treatment**

Any employee who is injured on the job and needs to seek treatment for the injury will see Callaway Physicians first following the injury for treatment or referral. We have established a relationship with Callaway Physicians as our college doctor. They are located in Fulton at 110 N. Hospital Drive, a short drive west on 4th Street from the college, and are open Monday through Friday from 8:00am to 9:00pm. If the injury occurs outside of these hours, go to the emergency room of Callaway Community Hospital.

Callaway Physicians will work closely with the college and our Workers' Compensation Administrator, CCMSI of St. Louis, to help insure that our employees and their claims are handled in a timely manner. Here's how that will work:

If possible, the injured employee will contact his or her immediate supervisor first and tell the supervisor of the injury. The supervisor or delegate will then contact Callaway Physicians at 642-5911 and inform them of the situation prior to sending the employee over to the clinic. When the employee arrives at the clinic, their condition will be properly addressed by the medical staff and treated accordingly. Calling prior to the employee arriving at the clinic allows Callaway to notify the medical staff that there will be an addition to their schedule and will thereby be better able to triage their patients.

When the patient arrives at their facility, they will be asked to complete a couple of forms that are standard for the Workers' Compensation patients that they treat. After the patient has been treated, Callaway will bill CCMSI directly. A copy of the doctor's notes will be

sent to CCMSI so that they can properly assess the claim. Any referrals to another physician for additional treatment will be prior authorized by CCMSI.

Depending on the condition of the employee and their subsequent return to work, the employee and their supervisor will complete our Report of Injury form so that we can establish the claim with CCMSI within five days. The college must report injuries to CCMSI within five days of the injury or within five days of when the employee reports the injury, whichever is later, in accordance with workers' compensation law. Please forward this form to the Director of Human Resources and Compensation in the Business Office.

## **Pay**

If an employee is unable to return to work on the day of injury due to the injury, the employee will be paid by the college for the remaining hours in his or her normal workday, with no deductions from any accrued sick or vacation leave. In accordance with Workers' Compensation law, a 3-day and 15-day waiting period will begin the day following the injury if the employee is unable to return to work due to the injury the following day. No compensation is offered by Workers' Compensation during the 3-day waiting period. By our policy, however, the employee can choose to be paid from accrued sick or vacation leave, assuming that the employee has accrued leave, for any of those first three days. After the 3-day waiting period and if the employee qualifies for workers' compensation, as determined by CCMSI, the employee will be paid by CCMSI at 66 2/3% of regular base pay, not to exceed an amount determined by Missouri Workers' Compensation law, and will continue to be paid this amount until able to return to work or, as determined by CCMSI, no longer qualified for Workers' Compensation pay. If the employee is out of work during the entire 15-day waiting period, the employee will be able to recover pay from the first 3-day waiting period at 66 2/3% of base pay. Since there can be no pyramiding of pay, Payroll will discuss with the employee at that time how his or her pay and accrued leave will be determined to insure that the employee receives no more than 100% of regular base pay for the first three days. The 3- and 15-day waiting periods are all considered calendar days and not work days by law since the college has staff employees working seven days per week.

The injured employee can choose to make his or her pay whole (at 100% of regular base pay) during the period of time that he or she is out of work due to the injury and qualified to draw Workers' Compensation pay by using accrued sick leave or vacation pay. One-third of a day (rounded to 3 hours) of accrued leave will be applied for each day that the employee chooses to make his or her pay whole. Payroll will discuss and explain this option with the employee at the appropriate time following the injury.

## **809 CHILDREN IN THE WORKPLACE**

Westminster College desires to support families by providing good working conditions for employees. The College expects employees who are parents to make appropriate arrangements for the care of their children. Children may occasionally accompany parents to the workplace when the children have doctor or other appointments, or for college-sponsored events for families. Due to concerns about safety and work

performance, however, parents cannot care for their children at the workplace on a daily basis during after-school hours or during the summer. Exceptions, as mentioned above, require the approval of your manager.

## **810 CHEMICAL HYGIENE, HAZARD COMMUNICATION, AND BLOOD-BORNE PATHOGENS**

Westminster College will maintain a chemical hygiene plan for all laboratories on campus, a hazard communication plan for all departments and units on campus where employees are exposed to hazardous chemicals, and a blood-borne pathogens plan for all departments and units on campus where employees have occupational exposure to blood and other potentially infectious materials. These plans will be readily available from the Laboratory/Environmental Health and Safety Manager, the Director of Human Resources and Compensation, and the Executive Director of Plant Operations.

## **811 ADA/EQUAL ACCESS**

The Americans with Disabilities Act (ADA) prohibits discrimination against qualified individuals with disabilities in all college programs, services, activities and benefits, including employment. Westminster College is committed to the full and total inclusion of all individuals and to the principle of individual rights and responsibilities. It is the policy of Westminster College to comply with the Americans with Disabilities Act of 1990 (ADA), Section 504 of the Rehabilitation Act of 1973, and other applicable federal and state laws and regulations that prohibit discrimination on the basis of disability. Section 504 and the ADA require that no qualified person shall, solely by reason of disability, be denied access to, participation in, or the benefits of, any program or activity operated by the College.

Each qualified person with a disability shall receive reasonable accommodation(s) necessary to ensure equal access to employment, educational opportunities, programs, services, and activities in the most integrated setting appropriate. Further, discrimination is prohibited against persons because they have a record of disability, they are perceived as having a disability, or they are associated with an individual or individuals with a disability.

For the complete policy, contact the Director of Human Resources and Compensation, or visit the college's website at [www.westminster-mo.edu/business/hr/index.html](http://www.westminster-mo.edu/business/hr/index.html), and click on ADA Policy. This guide provides summary information about the ADA related to access to employment and access to instructional programs for students, and gives information about College, supervisor, student, and employee rights and responsibilities under the ADA and Westminster College policy. It also includes the process to use when seeking an accommodation or when presented with an applicant's, employee's, or student's accommodation request.

## **812 POSTING OF SIGNS, BROCHURES, ADS**

The general guidelines listed below apply to all non-College individuals and groups and to all College employees, students, groups, and departments. The intent of the guidelines is to help assure the safety of everyone on College grounds and to preserve and protect College buildings and grounds.

College departments may post materials within their units without prior notice. If departments want to post materials outside of their units, or want to request an exception to the general guidelines (i.e. directional signs, promotional materials, banners, etc.), unit heads shall notify the appropriate department head or Plant Operations Office in advance and work with that unit to assure that such materials are mounted, placed, and removed in a timely way.

### **Posting of Materials**

1. Materials, including but not limited to posters, flyers, pictures, signs, brochures, advertisements, and all other materials of this nature, may be posted only on “General Use” bulletin boards. Prior approval is not required to post materials at these locations, with the exception of any non-college individual, group, or outside agency. These groups must receive approval from the Business Office or appropriate department head before posting any materials on campus. “General Use” bulletin boards are located in most College buildings and are maintained by the department head in charge of that area of the building or the entire building itself. For instance, the Dean of Student Life has responsibility for posting in the corridor outside his or her office area and on other Student Life bulletin boards in Westminster Hall, while the Director of Student Activities has overall responsibility for posting throughout Hunter Activity Center.
2. Materials shall not be posted on College structures, including windows, doors, trees, refuse containers, utility poles, fountains, benches, walls, fences, or vehicles.
3. Materials may not be placed on vehicles parked on campus grounds.
4. All materials must clearly identify the group, organizations, or person responsible for producing and posting the materials, including the name of the contact person and direct contact information, such as email, address, and/or telephone number.
5. Materials designed to promote the consumption of alcoholic beverages or tobacco products are not permitted.
6. Posters/flyers must not exceed 18” x 24” in size, unless approved by the department head of the area, and only one poster per group/individual per event may be placed on a single general use bulletin board at any given time. Material must be fastened with tacks or staples (no tape or glue). When posting material, any material already displayed should not be removed or otherwise tampered with or defaced.
7. Painting is not permitted on sidewalks or structures.
8. The hanging (attachment) of banners is prohibited, except in consultation with the appropriate department head or Plant Operations Office.

9. Writing signs, ads, promotions or placing drawings of a non-instructional nature on any classroom chalkboard or dry-erase board is prohibited.
10. Groups may request wooden sandwich boards for advertising their approved event by contacting Plant Operations at least three days in advance of the day in which they wish to advertise their event. An approved event is any event sanctioned by the college. Boards should be placed in such a manner that does not impede foot or vehicular traffic.
11. Advertising for or promoting a specific political candidate or party on college property is prohibited by the IRS.

### **Removal of Materials**

1. Materials that are posted improperly shall be removed promptly by Plant Operations staff or appropriate area unit heads.
2. Materials posted pursuant to this policy that materially disrupt or interfere with the normal activities of the College shall be removed.
3. The person or organization shall remove each of its signs not later than 30 days after posting or not later than 24 hours after the event to which each sign relates. The person or organization shall clean and remove any litter that results from the posting of its signs.
4. Plant Operations staff shall clear all general use bulletin boards of outdated postings once per quarter, and materials will be discarded.
5. No person shall remove materials posted in accordance with these rules without the authorization of the Plant Operations staff, except as provided in item 2 above. The College is not responsible for material removed by unauthorized individuals.

### **813 USE OF COLLEGE NAME, SEAL, STATIONARY, AND TITLE**

The name of the college and the college seal are the exclusive property of Westminster College. They may not be used by staff or faculty members, except with the prior, written approval of the appropriate Cabinet member (VP for Business and Finance for staff and Dean of Faculty for faculty), to publicize, promote, or endorse either (1) their own outside, nonprofessional activities or (2) goods or services of outside organizations. Staff and faculty members may not use official college titles or stationery for personal gain or publicity without the prior, written approval of the VP for Business and Finance or Dean of Faculty.

Staff and faculty members are permitted and encouraged to indicate their affiliation with the college in connection with their professional activities and academic writings. Faculty and Staff should assure that the Westminster College name, when used with outside groups or activities, is used in a manner that does not imply college endorsement or responsibility for an activity, product, publication, or political/social position. As a general rule, staff and faculty members should resolve questions about the appropriate

use of their titles or the college's name, seal, or stationery with the VP for Business and Finance or Dean of Faculty prior to using them.

#### **814 COMMUNITY ENGAGEMENT/SERVICE RELEASE TIME**

Every employee is eligible to take two hours paid leave per a semester during normal work hours to serve and engage in the local community. Additional hours may be approved by the supervisor for special College-related projects, so long as office workload allows it.

Employees interested in participating would work with the Office of Community Action & Service-Learning to coordinate the service and insure that the service was performed at an approved site.

Approved sites would be community partners that we have an established relationship with and that have agreed to host volunteers. It is important that this be coordinated through the Office of Community Action & Service-Learning so our community partners are not overwhelmed and so the service can be verified. This will also help to mitigate risk.

Employees would be encouraged to attend service projects that promote relationship building with students as well as colleagues. Thus, the Office of Community Action & Service-Learning will strive to organize projects that promote such interaction.

For more information, please visit the college's website at <http://www.westminster-mo.edu/lshipctr/service/community.html>.

WESTMINSTER COLLEGE

JOB DESCRIPTION

POSITION:

DEPARTMENT:

FLSA:

REPORTS TO:

POSITION SUMMARY:

ESSENTIAL FUNCTIONS:

JOB REQUIREMENTS:

- Education:
- Experience:
- Skills:

SUPERVISORY RESPONSIBILITIES:

OTHER RESPONSIBILITIES:

EQUIPMENT TO BE USED:

TYPICAL PHYSICAL DEMANDS:

WORKING CONDITIONS:

SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

Westminster College – Performance Management Planning and Review

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Name \_\_\_\_\_ Prepared By/Date \_\_\_\_\_

Title \_\_\_\_\_ Destroy Date (five years)

Department \_\_\_\_\_ Period Covered \_\_\_\_\_

<b>Instructions:</b> <ul style="list-style-type: none"><li>Enter the employee's 3 to 5 areas of Major Responsibilities that support business objectives and describe the results achieved for each during the review period.</li><li>Indicate the employee's performance rating for each Major Responsibility at the bottom of each Major Responsibility area. Definitions of ratings are at the bottom of page 2.</li><li>Complete an assessment of the Skill Areas on page 2.</li><li>Provide Performance Summary Comments and Overall Performance Rating on page 2.</li><li>Complete Development Plan and Career Discussion on pages 4 and 5.</li></ul>
<b>1. MAJOR RESPONSIBILITIES AND RESULTS ACHIEVED</b>
<i>Human Resource management (Managers Only)</i>
<b>Rating:</b> <span style="border: 1px solid black; display: inline-block; width: 150px; height: 15px;"></span>
<b>Rating:</b> <span style="border: 1px solid black; display: inline-block; width: 150px; height: 15px;"></span>
<b>Rating:</b> <span style="border: 1px solid black; display: inline-block; width: 150px; height: 15px;"></span>
<b>Rating:</b> <span style="border: 1px solid black; display: inline-block; width: 150px; height: 15px;"></span>
<b>Rating:</b> <span style="border: 1px solid black; display: inline-block; width: 150px; height: 15px;"></span>

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**2. SKILL ASSESSMENT:** Assess the employee in each applicable Skill Area. Note the rating that best describes the employee’s level of skill development in each Skill Area. (See Rating Definitions at the bottom of this page. Refer to next page for definitions of the Skill Areas.)

Skill Areas	Ratings
Leadership Style and Influence	
Staffing and Subordinate Development	
Analytical and Decision Making	
Interpersonal	
Communication	
Planning and Organizing	
Adaptation	
Motivation and Commitment	
Technical Knowledge in Field	

**PERFORMANCE SUMMARY COMMENTS:**

<b>OVERALL PERFORMANCE RATING</b> (write in overall rating in the box to the right)	
In determining the overall performance rating, consider the performance ratings assigned to the Major Responsibilities, Skill Areas and, as appropriate, feedback from clients, peers, and subordinates.	

Rating Definitions		
	Results Achieved	Skill Areas
<b>EX</b>	<b>Exceptional</b> - Performance substantially exceeds the requirements of the assignment on a regular basis. There is little room for improvement. Clearly demonstrates outstanding performance.	Demonstrates a significant degree of skill development in this area; distinguishing attribute for this individual; serves as a role model.
<b>ER</b>	<b>Exceeds Requirements</b> - Performance exceeds job requirements most of the time. Overall contribution to the college is significant, and it is obvious that the incumbent has addressed all of the accountabilities in an exemplary manner. Takes initiative in exploring new opportunity areas.	Demonstrates a high degree of skill development in this area. Often referred to for support from others in this skill area.
<b>FS</b>	<b>Fully Satisfactory</b> - Performance consistently meets and often exceeds the requirements of the assignment. Results are good and what is expected from a fully qualified incumbent.	Demonstrates the required degree of skill development in this area.
<b>AC</b>	<b>Acceptable</b> - Performance generally meets the requirements of the assignment but further progress is expected to perform at the level of a fully qualified incumbent.	Some improvement in the development of this Skill Area would be beneficial for this employee’s effectiveness.
<b>UN</b>	<b>Unacceptable</b> - Performance is clearly unsatisfactory and real improvement is necessary. Performance improvement plan attached.	Substantial improvement in this Skill Area is clearly required.
<b>NA</b>	<b>Not Applicable</b>	Skill Area not applicable to this employee

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<b>Definitions of Skill Areas</b>		
<p><b>Leadership Style and Influence</b></p> <p>Sets an example of personal performance and integrity that encourages excellence in converting decisions into actions.</p> <p>Works to create a results focused work environment.</p> <p>Explains or asks for required results along with consequences and rewards associated with their accomplishment, and monitors progress.</p> <p>Builds strong relationships by viewing issues from own and other perspectives.</p> <p>Thinks logically, conceptualizing ideas and/or projects and their interrelationships; develops or implements strategic concepts, ideas, programs, and tactics.</p>	<p><b>Staffing and Subordinate Development</b></p> <p>Understands and is effective at employee selection and placement, giving ongoing feedback and coaching to staff, and managing and valuing diversity.</p> <p>Creates development plans for all direct reports and establishes appropriate accountability for self and others in accomplishing those plans.</p> <p>Encourages efficient and effective work practices to consistently meet customer requirements.</p>	<p><b>Analytical and Decision Making</b></p> <p>Makes recommendations and/or decisions based on adequate and accurate information regarding the business and the culture.</p> <p>Applies statistical and qualitative analysis skills to project reviews, recommendations, reports, budgets, and other information.</p> <p>Assesses, communicates, and manages risks to support desired business results.</p> <p>Applies innovative thinking and creative approaches to processes and products.</p>
<p><b>Interpersonal</b></p> <p>Uses diplomacy and social skills to develop and maintain collaborative working relationships within and across functions and in serving students.</p> <p>Works toward win/win solutions while being willing to take or accept unpopular positions when necessary.</p>	<p><b>Communication</b></p> <p>Keeps associates informed about plans, activities, objectives, and progress toward goals.</p> <p>Facilitates communication through effective questioning and listening and with clear, concise, and confident oral and written communication.</p>	<p><b>Planning and Organizing</b></p> <p>Develops plans that are clear, realistic, strategic, and that include preventive and contingent actions.</p> <p>Effectively establishes priorities; organizes and schedules the work of self/others.</p> <p>Completes work quickly and efficiently.</p> <p>Consistently manages work and projects to prevent problems in meeting customer requirements.</p>
<p><b>Adaptation</b></p> <p>Accommodates changes without demonstrating frustration.</p> <p>Displays confidence in ambiguous and stressful situations.</p>	<p><b>Motivation and Commitment</b></p> <p>Displays persistence despite unexpected difficulties.</p> <p>Effectively utilizes resources to meet objectives and delivers results quickly and accurately.</p> <p>Displays commitment to efficient and effective work practices in words and actions.</p>	<p><b>Technical Knowledge in Field</b></p> <p>Is viewed by others as having solid technical knowledge and skills.</p> <p>Understands department, organization, and customer systems/processes and dynamics.</p> <p>Uses efficient and effective work practices to consistently meet customer requirements.</p>



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**4. CAREER INTEREST DISCUSSION:** Please complete the following areas:

How does the employee feel about his or her career direction? *(Place an X in the appropriate boxes below)*

<input type="checkbox"/>	Wishes to remain in present assignment	<input type="checkbox"/>	Interested in further advancement
<input type="checkbox"/>	Desires lateral move	<input type="checkbox"/>	Desires an assignment for which better suited

What are your career ambitions at Westminster College?

What training or additional training is needed or desired?

Are there any limitations that would prohibit you from accepting a new assignment?

**MANAGER'S COMMENTS TO CAREER INTERESTS DISCUSSION:** Indicate comments or reactions you have to the career interests discussion held with the employee. Indicate if you support the employee's desired career direction or if redirection or modification is required:

---

**SIGNATURES:**

*Employee	_____	_____	_____
	Sign	Print	Date
Manager	_____	_____	_____
	Sign	Print	Date
Second-Level Manager Approval	_____	_____	_____
	Sign	Print	Date

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**Employee Comments:**

\* Indicates Performance Management discussion took place. Signature does not necessarily indicate agreement with comments or performance rating. The Performance Management process and the rating received are not a guarantee of a change in assignment or continued employment. Employee comments, if any, should be included at right or continued on attached sheets.

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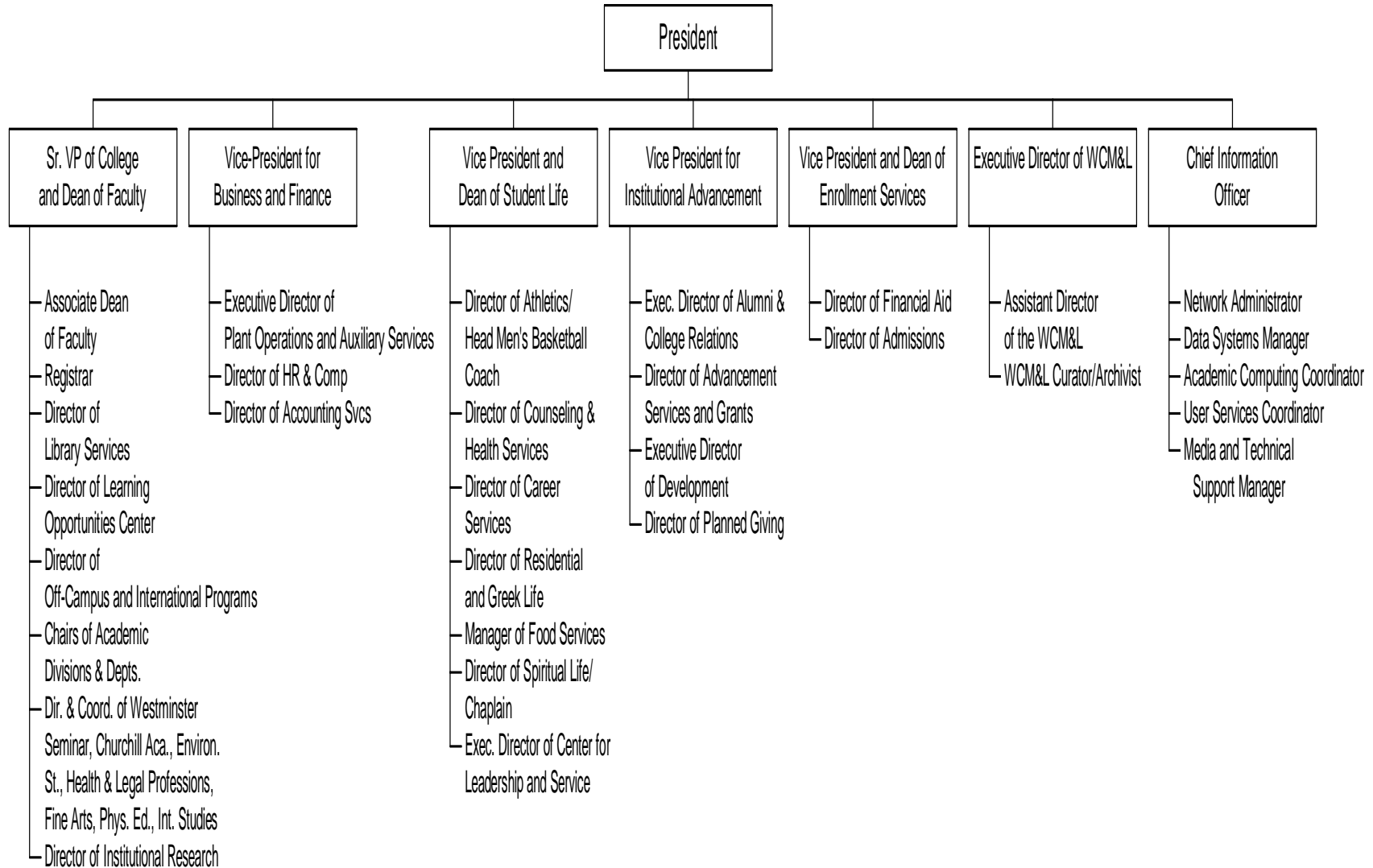


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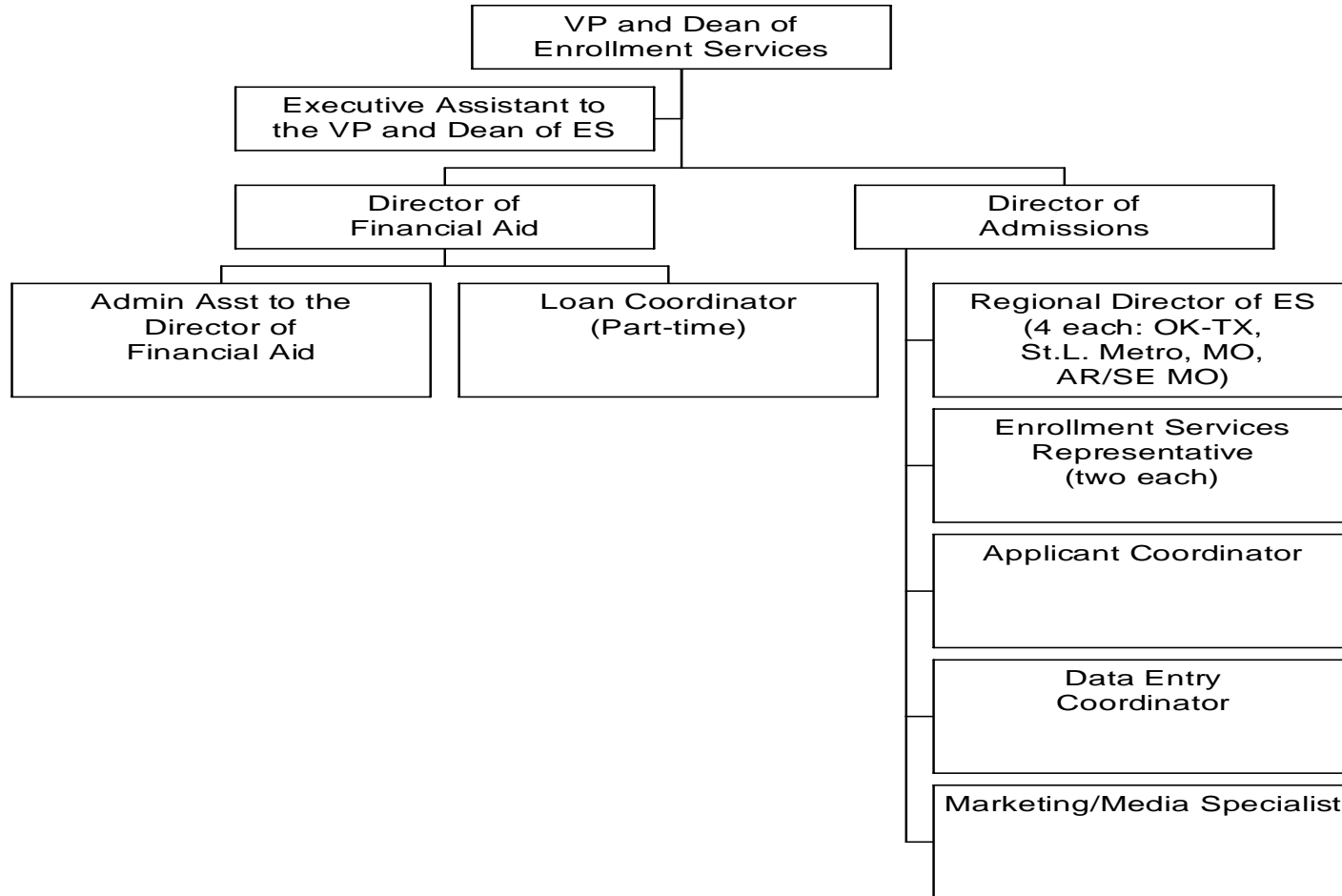
**WESTMINSTER COLLEGE  
EMPLOYEE DISCIPLINE WARNING NOTICE**

Employee Name:	Employee Number:															
Job Title:	Department:															
Supervisor:	Date of Notice:															
<p><b>Type of Problem</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"><input type="checkbox"/> Attendance</td> <td style="width: 33%;"><input type="checkbox"/> Quality of Work</td> <td style="width: 33%;"><input type="checkbox"/> Carelessness</td> </tr> <tr> <td><input type="checkbox"/> Tardiness</td> <td><input type="checkbox"/> Quantity of Work</td> <td><input type="checkbox"/> Safety</td> </tr> <tr> <td><input type="checkbox"/> Insubordination</td> <td><input type="checkbox"/> Disruptive Behavior</td> <td><input type="checkbox"/> Intoxication or Drinking</td> </tr> <tr> <td><input type="checkbox"/> Policy Breach</td> <td><input type="checkbox"/> Harassment</td> <td><input type="checkbox"/> Fighting</td> </tr> <tr> <td colspan="3"><input type="checkbox"/> Other:</td> </tr> </table>		<input type="checkbox"/> Attendance	<input type="checkbox"/> Quality of Work	<input type="checkbox"/> Carelessness	<input type="checkbox"/> Tardiness	<input type="checkbox"/> Quantity of Work	<input type="checkbox"/> Safety	<input type="checkbox"/> Insubordination	<input type="checkbox"/> Disruptive Behavior	<input type="checkbox"/> Intoxication or Drinking	<input type="checkbox"/> Policy Breach	<input type="checkbox"/> Harassment	<input type="checkbox"/> Fighting	<input type="checkbox"/> Other:		
<input type="checkbox"/> Attendance	<input type="checkbox"/> Quality of Work	<input type="checkbox"/> Carelessness														
<input type="checkbox"/> Tardiness	<input type="checkbox"/> Quantity of Work	<input type="checkbox"/> Safety														
<input type="checkbox"/> Insubordination	<input type="checkbox"/> Disruptive Behavior	<input type="checkbox"/> Intoxication or Drinking														
<input type="checkbox"/> Policy Breach	<input type="checkbox"/> Harassment	<input type="checkbox"/> Fighting														
<input type="checkbox"/> Other:																
Incident Occurred on:	Previous Warnings:															
Date:	<input type="checkbox"/> First Notice    Date:            By Whom:															
Time:	<input type="checkbox"/> Second Notice    Date:            By Whom:															
Place:	<input type="checkbox"/> Third Notice    Date:            By Whom:															
	<input type="checkbox"/> Other: Explain Other:															
<p><b>Manager Explanation and Warning Decision</b></p> <ol style="list-style-type: none"> <li>1. Describe in detail what the employee has done.</li> <li>2. Cite how this interferes with work environment, employee performance, business operations, or the well being of other employees or your department.</li> <li>3. Cite the specific rule, policy, law, standard, or regulation that was violated.</li> <li>4. Explain in detail what the employee must do to improve performance or change behavior.</li> <li>5. Cite date that improvements are to be achieved.</li> <li>6. Cite the warning decision and consequences if improvements are not achieved by date specified.</li> </ol> <p><i>Note: Attach separate page if needed for more detailed explanations.</i></p>																
<p>Employee Response:</p> <input type="checkbox"/> I concur with the Employer's statement. <input type="checkbox"/> I disagree with the Employer's description of the problem.  The reasons are:  <p><i>Note: Attach separate page if needed for more detailed explanations.</i></p>																
Employee's Signature:	Date:															
Supervisor's Signature:	Date:															
Cabinet Member's Signature:	Date:															

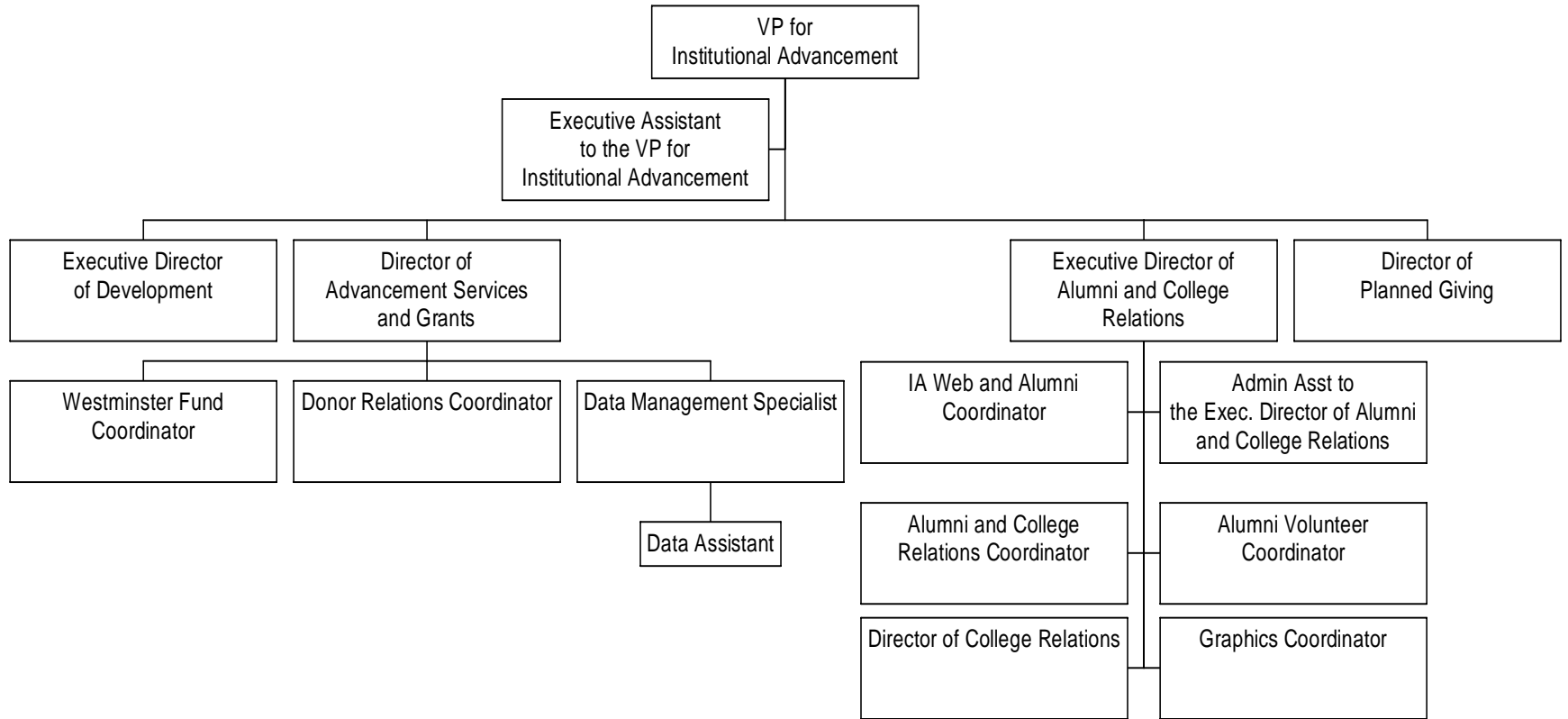
## Westminster College Principal Administrative Areas



Organizational Chart  
**Enrollment Services**

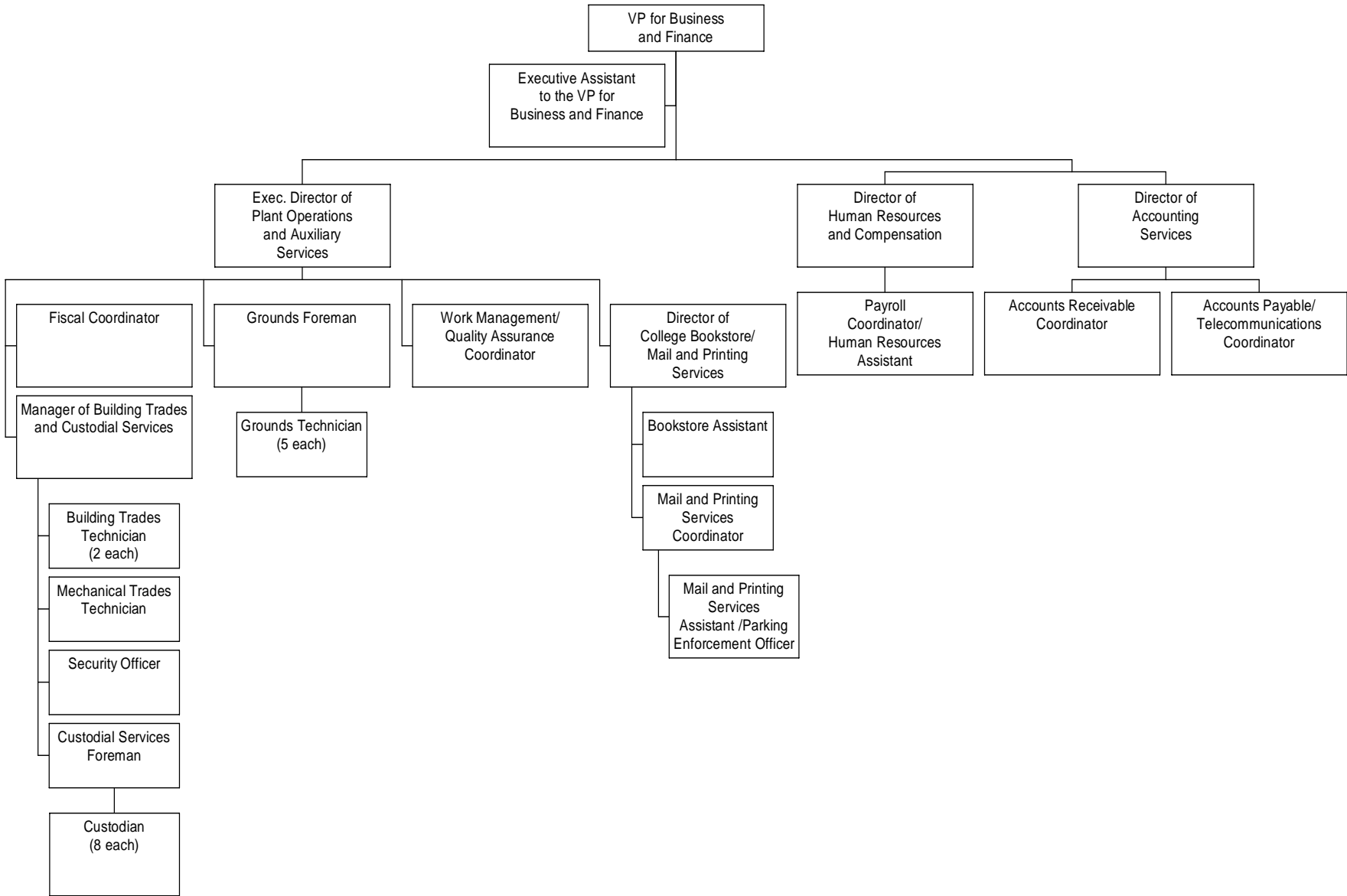


Organizational Chart  
**Institutional Advancement**

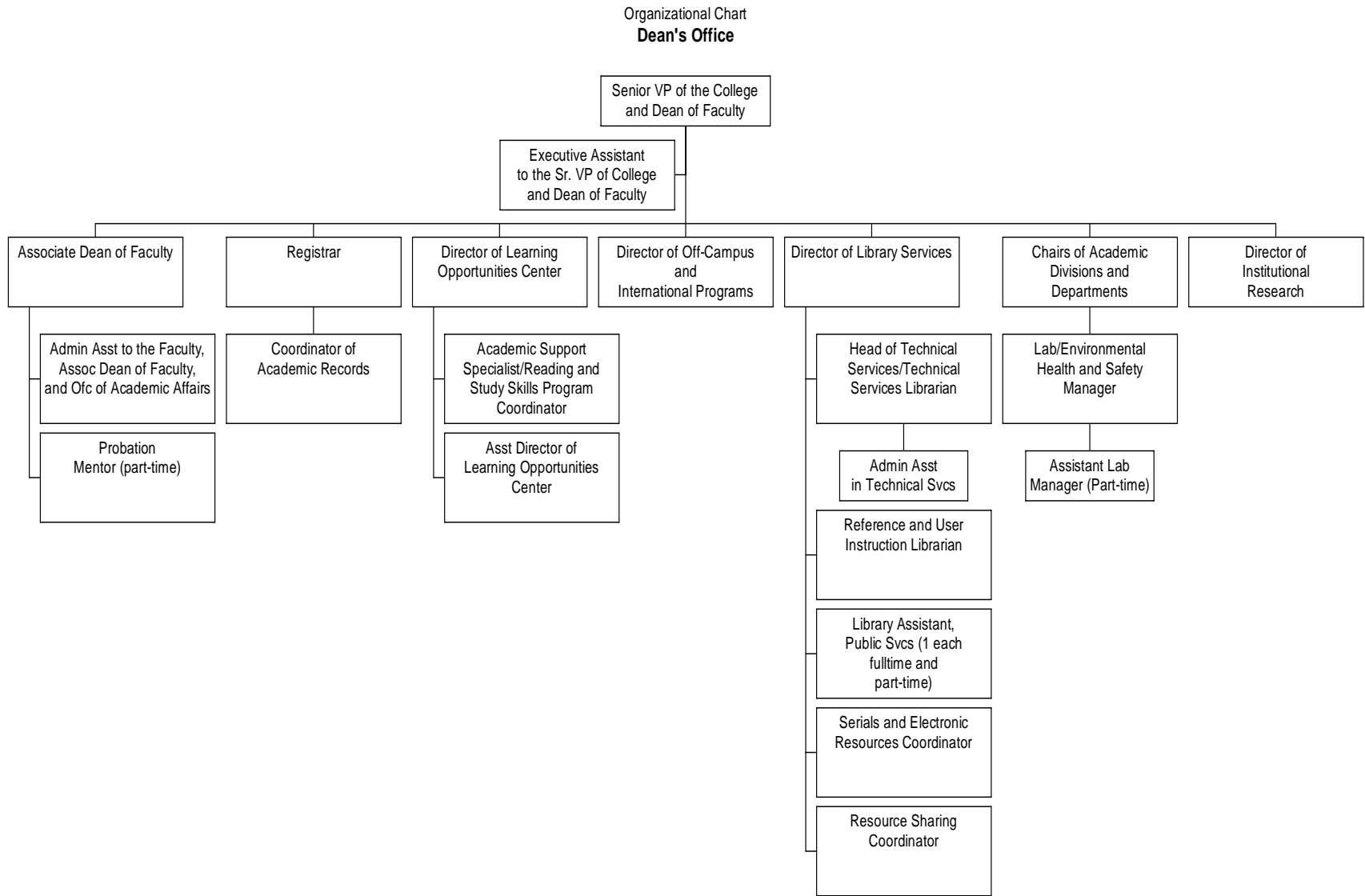


Appendix D

Organizational Chart  
**Business and Finance**

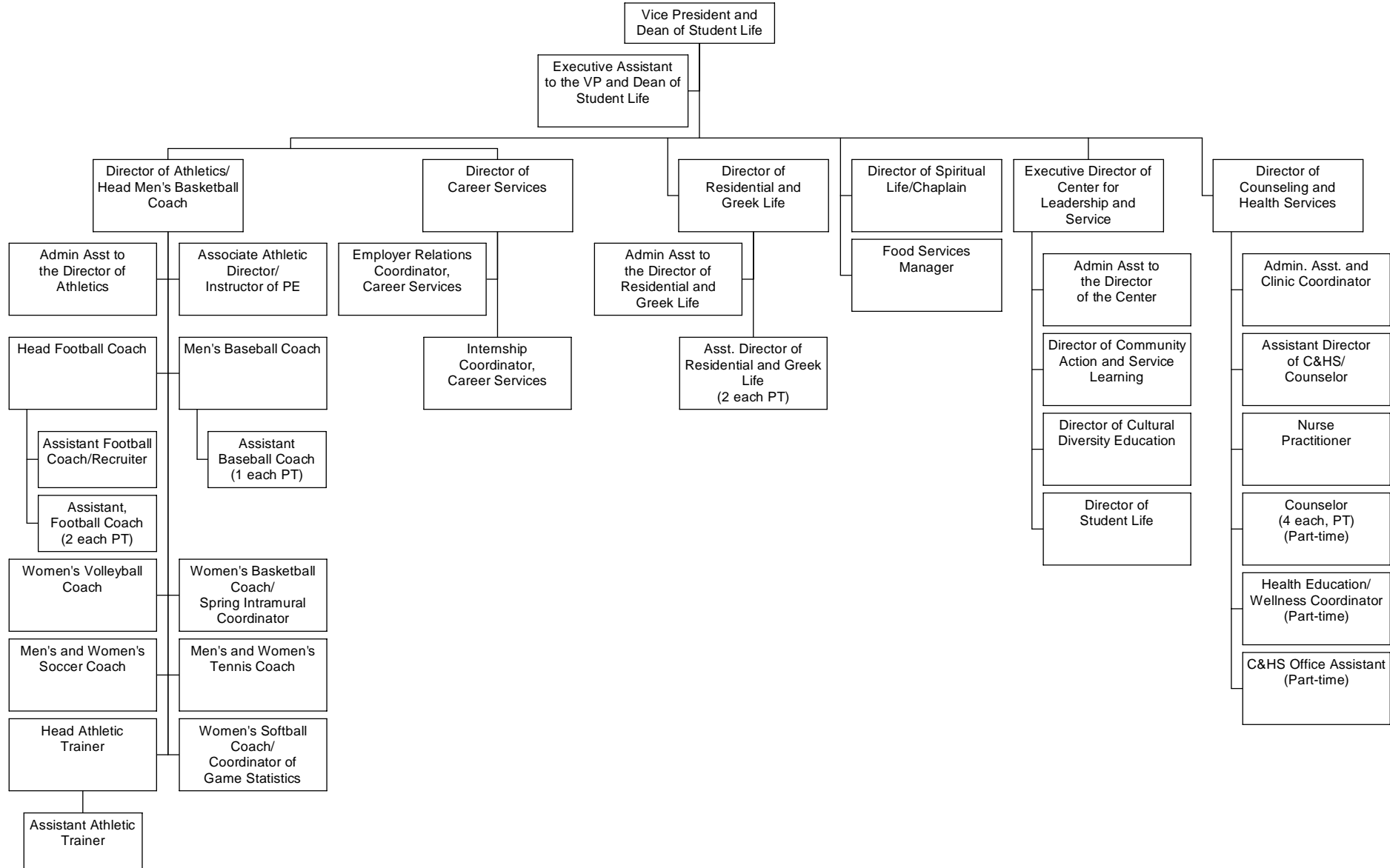


Appendix D

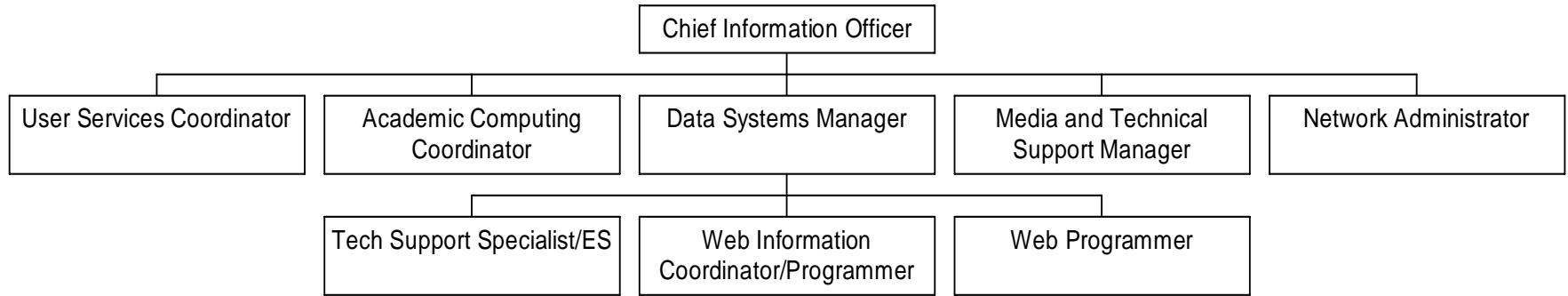


Appendix D

Organizational Chart  
Student Life



Organizational Chart  
**Information Technology**



## **ELECTION PROCEDURES FOR THE STAFF LIAISON COMMITTEE**

1. The Staff Liaison Committee will be composed of nine members from the staff of Westminster College and shall be chaired by the Human Resource Coordinator.
2. The composition of the nine members will be three members elected from the professional staff (exempt employees), three members from the support staff (non-exempt employees) and three members from the plant operations staff.
3. Nominations for these positions will be made in an open meeting of the staff each spring. Obviously, there must be a minimum of three nominees, but hopefully, there would be more than one nominee for each position. The election will be by written ballot. Candidates must receive a majority of the votes to be elected. In the event that no candidate receives a majority on the first ballot, a second ballot will be held.
4. Terms on the committee will be staggered. At the first election, the person gaining the highest number of votes in each group will have a three-year term, the person with the second highest number of votes will have a two-year term, and the person with the third highest votes will serve a one-year term. After the first year, only one person from each of the groups will be elected. Terms will begin with the fiscal year in July and run through June.
5. Persons who serve on the Staff Liaison Committee may not serve on the Peer Review Panel at the same time. In addition, persons who have served on the Staff Liaison Committee are not eligible for re-election to the committee for one year immediately after they have completed their term.

## **ELECTION PROCEDURES FOR THE PEER REVIEW PANEL**

1. The Peer Review Panel will be composed of three members from the staff of Westminster College. The members of the panel will elect their own chair.
2. The composition of the three members shall be one person elected from the plant operations staff, one person from the support staff, and one person from the professional staff.
3. Nominations for these positions will be made in an open meeting of the staff, at a regular staff meeting, in the spring. There must be a minimum of three nominees, but it would be desirable to have at least two nominees for each position. The election will be by written ballot. Candidates must receive a majority of the votes to be elected. In the event that no candidate receives a majority on the first ballot, a second ballot will be held.
4. Terms on the committee will be staggered. At the first election, the person gaining the highest number of votes will have a three-year term, the person with the second highest number of votes will have a two-year term, and the person with the third highest votes will serve a one-year term. After the first year, only one person will be elected. Terms will run with the fiscal year.
5. Persons who serve on the Peer Review Panel may not serve on the Staff Liaison Committee at the same time. In addition, persons may not immediately succeed themselves on the Peer Review Panel. One year must elapse before they are eligible for reselection.

**LOAN AGREEMENT  
FOR MICROCOMPUTER PURCHASES**

I understand that I must have fulfilled the six-month introductory period of employment with the College before participating in this benefit.

I hereby acknowledge receipt of an interest free loan in the amount shown below for the purchase of microcomputer hardware, software, or supplies, and I authorize the Business Office of Westminster College to withhold loan payments from my monthly pay according to the schedule in this agreement until the loan has been paid in full or until employment with Westminster Colleges ceases. The loan is for purchases documented by the receipts and invoices attached, up to a maximum of \$2,000.

I have read the description of the interest free loan program in the August 12, 1988, memorandum from the Business Office, and I agree to abide by its terms and conditions.

Schedule of Monthly Payroll Deductions

12 per year: \$100 per month

10 per year: \$120 per month

The maximum loan period in all cases is 20 months. The payroll deduction for the last month of the loan period will be the actual balance due, up to the amount shown above.

If for any reason I cease to be employed by Westminster College before this loan is paid in full, the unpaid balance of the loan is due at the time my employment with the college ends. If I have not paid the loan in full by one week prior to the date of my final monthly paycheck, I authorize the Business Office of Westminster College to withhold, as necessary, any part or all of my final paycheck and to take legal action to recover any unpaid balance due in excess of my monthly pay.

Date: \_\_\_\_\_ Amount of Loan: \_\_\_\_\_  
(Attached receipts and invoices)

Print or Type: Last Name, First Middle Initial

\_\_\_\_\_

Signed: \_\_\_\_\_

**SECOND (OR SUBSEQUENT) LOAN AGREEMENT  
FOR MICROCOMPUTER PURCHASES**

I hereby acknowledge receipt of a loan in the amount shown below for the purchase of microcomputer hardware, software, or supplies, and I authorize the Business Office of Westminster College to withhold loan payments from my monthly pay according to the schedule in this agreement until the loan has been paid in full. The loan is for purchases documented by the receipts and invoices attached, up to a maximum total of \$1,955. I have read the description of the loan program in the memorandum from the Business Office, and I agree to abide by its terms and conditions. As this is my second or greater loan agreement, I agree to the administrative fee schedule described in the memorandum dated November 16, 1993.

Schedule of Monthly Payroll Deductions

12 per year: \$100 per month

10 per year: \$120 per month

The maximum loan period in all cases is 20 months. The payroll deduction for the last month of the loan period will be the actual balance due, up to the amount shown above.

If for any reason I cease to be employed by Westminster College before this loan is paid in full, the unpaid balance of the loan is due at the time my employment with the college ends. If I have not paid the loan in full by one week prior to the date of my final monthly paycheck, I authorize the Business Office of Westminster College to withhold, as necessary, any part or all of my final paycheck and to take legal action to recover any unpaid balance due in excess of my monthly pay.

Date: \_\_\_\_\_

Amount of Loan: \_\_\_\_\_  
(Attached receipts and invoices)

Print or Type:	Last Name,	First	Middle Initial
	_____	_____	_____

Signed: \_\_\_\_\_



# Confidential – Employer Privileged Information Harassment Incident Form

**CONTACT PERSON**Name:   
Department: ☎:   
Date: **COMPLAINANT DETAILS:** Male:  Female: Name:   
Position: Department:   
Telephone: Age: <20  21-30  31-40  41-50  >50  Not given Protected Class  Race  Color  Ethnic Origin  Religion  Age   
 Sex  Gender  Sexual Orientation  Marital Status  Veteran Status   
 Disability**TYPE OF ALLEGATION:**Sexual Harassment  Written or other graphic material   
Intimidation or threat  Racial Harassment/Discrimination   
Unfair/Inequitable Treatment  Disability Harassment/Discrimination   
Assault or physical interference  Other Harassment/Discrimination   
Derogatory comment, joke, or slur  (please specify) \_\_\_\_\_**COURSE OF ACTION THE COMPLAINANT WISHES TO TAKE** 

- |  |  |
|--|--|
| 1. Informal Reporting of the Incident <input type="checkbox"/>                                 | 4. No action required <input type="checkbox"/>           |
| a. Direct Communication YES <input type="checkbox"/> NO <input type="checkbox"/>               | 5. Request for information only <input type="checkbox"/> |
| Support from Contact Person requested YES <input type="checkbox"/> NO <input type="checkbox"/> |  |
| b. Consultation or Advising YES <input type="checkbox"/> NO <input type="checkbox"/>           | If # 4 or 5 above, Complainant's signature and date:     |
| c. Mediation YES <input type="checkbox"/> NO <input type="checkbox"/>                          |  |
| 2. Formal Investigation of the Complaint <input type="checkbox"/>                              | ⇒ <b>SIGNATURE:</b>                                      |
| 3. Pursue action through an outside Agency/Commission <input type="checkbox"/>                 | <b>DATE:</b> / /   |

**Note:** Your signature above indicates that you do not want the College to pursue your concern through the informal or formal process at this point in time. If in the future an investigation results from this complaint or other related complaints received, then you will be approached about the reported incident and information contained on this Form may be used as part of any investigation conducted by the College or an Agency.

**STATEMENT FROM COMPLAINANT ADDRESSING THE FOLLOWING:** (Please attach to back of form)Who was involved  
What specifically was said or done  
What reactions were experienced  
The time(s) and place(s) of the incident  
Names and details of any witnesses  
Previous incidents if any  
Whether the person whose behavior is objected to has been told to stop**Note: Statement required for Formal Complaint.****ACCUSED(S) DETAILS:**

Name(s):	Position(s):	Department(s):
1.	1.	1.
2.	2.	2.

**SUMMARY OF THE COMPLAINANT'S PREFERRED OUTCOMES:** (Attach additional information if necessary)

**OPTIONS HAVE BEEN EXPLAINED TO COMPLAINANT AND COMPLAINANT'S STATEMENT IS/IS NOT (circle) ATTACHED** (Statement required for Formal Complaint)

Signed: \_\_\_\_\_ Signed: \_\_\_\_\_  
*(Contact Person)* *(Complainant)*

Date: / / Date: / /

**CONTACT PERSON TO COMPLETE PRIOR TO FORWARDING TO HR DIRECTOR:**

**1. Informal reporting of incident** - resolution of informal reporting of the incident with feedback provided to Complainant & Accused (report attached) YES   
 N/A

**2. Formal investigation of complaint** – harassment incident form and accompanying material forwarded to HR Director for investigation YES   
 N/A

**ACCUSED TO COMPLETE DURING INVESTIGATION PROCESS BY HR DIRECTOR (OR DESIGNEE):**  
**A STATEMENT OF RESPONSE FROM ACCUSED ADDRESSING THE FOLLOWING:** (Please attach to back of form)

Who was involved	Names and details of any witnesses Whether the claimant has approached you to advise that any action/behavior was unwelcome
What specifically was said or done	
What reactions were experienced	
The time(s) and place(s) of the incident	

**RESOLUTION PROCESS AND RIGHTS HAVE BEEN EXPLAINED TO ACCUSED AND ACCUSED'S STATEMENT IS ATTACHED** (Statement not required for 'No Action Required' Requests from a Complainant to a Contact Person)

Signed: \_\_\_\_\_ Signed: \_\_\_\_\_  
*(Human Resources Director)* *(Accused)*

Date: / / Date: / /

**HR DIRECTOR/INVESTIGATOR FORWARDS MATERIALS TO CABINET MEMBER AND COMPLETES AT RESOLUTION OF INCIDENT:**

**SUMMARY OF OUTCOME/CHECKLIST**

Claimant and Accused provided a summary report advising them of the disposition of the matter	<input type="checkbox"/>	President chooses to review the case	<input type="checkbox"/>
		President chooses not to review case	<input type="checkbox"/>
		N/A	<input type="checkbox"/>
Complaint rejected as clearly unfounded	<input type="checkbox"/>	Complaint rejected as clearly unfounded	<input type="checkbox"/>
Report of justified complaint placed in accused's official file	<input type="checkbox"/>	Report of justified complaint placed in accused's official file	<input type="checkbox"/>
Claimant appeals decision to President	<input type="checkbox"/>	Disciplinary action imposed	<input type="checkbox"/>
Accused appeals decision to President	<input type="checkbox"/>	N/A	<input type="checkbox"/>
N/A	<input type="checkbox"/>		<input type="checkbox"/>

Please return this form to the Human Resource Manager in an envelope marked 'Personal and Confidential', at the completion of the Resolution Process, accompanied by all relevant documentation.

# WESTMINSTER COLLEGE SEPARATION NOTICE

Upon separation of an employee, the supervisor should complete and return this form to Human Resources along with a resignation letter (if applicable).

Name of Employee	Social Security Number	Dept
Position Held	Date of Hire	Last Day Worked

### Department Checklist

- Resignation letter received; attach letter to this form
- Office and desk keys returned to supervisor (forward to Director of HR)
- Uniform/equipment returned to supervisor
- College ID card returned
- Phone Cards returned to Business Office
- Campus Credit card returned to Business Office
- Schedule exit interview with Director of HR
- Computer Services notified of separation; arrangements made on what to do with:
  - Network Account of Employee
    - Disable account for 30 days, then delete.
    - Change Password & give Supervisor access for 30 days.
  - E-mail Account
    - Supervisor to set forwarding rule or inbox rule.
    - Leave E-mail account intact for 30 days and delete.
  - Network Share files
    - Supervisor needs to review and copy files.
    - Leave Intact for 30 days and then delete.

### Reason for Separation

- |   |  |
|---|--|
| <p><b>Voluntary</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Dissatisfaction with job</li> <li><input type="checkbox"/> Relocation</li> <li><input type="checkbox"/> Retirement</li> <li><input type="checkbox"/> Job Abandonment</li> <li><input type="checkbox"/> Career Change</li> <li><input type="checkbox"/> Better opportunity</li> <li><input type="checkbox"/> Failed to return from leave</li> <li><input type="checkbox"/> Other (describe below)</li> </ul> | <p><b>Involuntary</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Unsatisfactory performance</li> <li><input type="checkbox"/> Misconduct/insubordination</li> <li><input type="checkbox"/> Excessive tardiness/absenteeism</li> <li><input type="checkbox"/> Health condition/disability</li> <li><input type="checkbox"/> Position eliminated</li> <li><input type="checkbox"/> Deceased</li> <li><input type="checkbox"/> Other (describe below)</li> </ul> |
|---|--|

### Comments

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Employee Signature	Supervisor Signature	Director of HR Signature
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## **Criminal Background Checklist For Supervisors**

Please find attached a copy of the College's policy on Criminal Background Checks. Please read this prior to interviewing applicants for your open position. Our policy does not require a criminal background check on all persons who apply for your open position, only the final applicant. You are asked to perform the following steps in order to successfully join the interview process with the background check process.

1. Please inform those applicants that you intend to interview that the College does require a criminal background check on the final applicants and that he/she will have to sign a release form in order for our outside agency to perform the background check. The form (Authorization and Release) is attached and requires all information to be completed, to include former addresses for the past seven years.
2. After your final applicant has completed and signed the release, return it to the Director of Human Resources. You may tell him/her that there is no lag time in obtaining the results from the check since the background check is conducted on-line.
3. The Director of Human Resources will report the results of the background check to you as soon as the search is conducted on-line.
4. If the report shows no matches (no criminal convictions) in the state, regional, or national criminal records search, then you may choose to consider the applicant for employment.
5. If the report is adverse, the Director of Human Resources will send the final applicant a letter informing him/her that we have received the report that he/she authorized us to request (a sample letter is enclosed entitled "Issued to Applicant before Company takes adverse action based on report"), along with a copy of the report and "A Summary of Your Rights Under the Fair Credit Reporting Act," also enclosed.
6. The Director of Human Resources, the hiring manager, and the search committee, if appropriate, will then make a decision as to whether we want to pursue this candidate any further. Consideration will be given to the relationship between the conviction and the responsibilities of the position that will be held. A relevant job-related conviction is grounds for non-selection of an applicant.
7. If the report is adverse and the hiring manager and search committee, if appropriate, decide not to hire the final applicant, the Director of Human Resources will send the final applicant a second letter (a sample letter is enclosed entitled "Issued to Applicant after Company takes adverse action based on the background check") informing him/her that we have decided not to consider him/her for employment at this time and a reminder of his/her rights under the Fair Credit Reporting Act.

If you have any questions, please contact the Director of Human Resources.

**WESTMINSTER COLLEGE  
EMPLOYEE ASSISTANCE PROGRAM  
POLICY AND PROCEDURE**

**PURPOSE**

Westminster College maintains a strong commitment to its employees as a valued asset. This commitment is displayed in part through the **Employee Assistance Program**. The program is based on the premise that personal problems can negatively affect our lives and work situations. The objective of the program is to assist in reducing these problems and retain valued employees. If personal problems do affect work performance, the College has a responsibility to be concerned about the individual in relationship to College operations.

The majority of problems addressed by this policy can be successfully treated provided they are identified in early stages and referral is made for appropriate care. The program deals with a wide range of alcoholism, drug abuse, marital or family distress, financial or other concerns. The Employee Assistance Program provides employees with professional, confidential direction for personal problems.

**POLICY**

1. This Policy applies to all fulltime Westminster College employees, their spouses, and their dependents.
2. The program is a vehicle to assist employees and their immediate families with personal problems that are, or could be, adversely affecting job performance.
3. The policy and subsequent procedures do not alter personnel and administrative policies or the disciplinary process.
4. Participation in EAP is treated in a confidential manner. Records are maintained under a system separate from the College personnel records. The records will not be released to anyone without a signed release unless laws mandate release or a court order compels release. Aggregate statistics will be compiled and maintained. No names will appear among these statistics.
5. EAP provides assessment, short-term counseling, referral and follow-up in an effort to:
  - a. prevent problems that may interfere with a person's ability to perform his or her job;
  - b. rehabilitate employees whose problems may be affecting job performance;
  - c. retain valued employees;
  - d. motivate employees to assume more responsibility for his/her own health and well-being.
6. Employees referred to and participating in the EAP will be expected to meet

existing job performance standards and work rules. EAP is not a substitute for, nor does it preclude or alter disciplinary action.

## **PROCEDURES**

### I. Referrals

#### A. Self Referrals

Employees having personal problems which can adversely affect job performance are encouraged to seek assistance through the Employee Assistance Program via a self referral.

Self referrals occur at the employee's own initiative. The employee, in recognizing the need for assistance, consults with an EAP representative before job performance problems become an issue. No feedback will be given to supervisors.

#### B. Supervisor Referrals

If an employee has had satisfactory job performance in the past, but has begun to demonstrate deteriorated job performance, the supervisor may consider referring to the Employee Assistance Program. A referral to the EAP is appropriate when normal supervisory intervention has not been effective and when one or more of the following problem performance items exist:

#### **Declining Job Performance**

Erratic performance	Decision-making ability impaired
Missed Deadlines	Decreased effectiveness

#### **Attendance Problems**

Repeated tardiness	Excessive sick leave
Absent from work area	Repeated Monday/Friday absences

#### **Behavior Changes**

Emotional outbursts	Accidents at work
Conflict with fellow workers	Moody
Overreaction to criticism	Uncharacteristic anger/belligerence

The supervisor referrals are initiated by the supervisors. There are three (3)

types of supervisory referrals - suggested, recommended and mandated. The type of referral depends on the disciplinary step that is occurring.

The following guide illustrates the type of referral in relationship to the disciplinary step:

<b><u>Disciplinary Step</u></b>	<b><u>Supervisory EAP Referral</u></b>
No discipline step in process, concern about employee	Suggested EAP
Verbal Warning	Recommend EAP
Written Warning	Recommend EAP
Third Level Warning	Recommend EAP or Mandatory EAP involvement
Termination	As part of termination process, we may choose to inform the terminated employee that they can still use the EAP service as a transition tool

## II. Process for Supervisory Referrals - Suggested, Recommended, Mandated

- A. Suggested referrals occur when no disciplinary action is in process. The supervisor simply informs an employee or employees of the existence and availability of the Employee Assistance Program as a resource. This is considered an informal referral. In this situation, no feedback is given to supervisors.
- B. Recommended referral is initiated by the supervisor when an employee demonstrates deteriorating job performance. A recommended referral occurs when an employee's job performance has been verbally discussed and documented. Steps to a recommended referral are as follows:
  - a. With continuing observation, note changes in employee's job performance, behavior and attendance patterns, making sure each employee knows what is expected.
  - b. Keep a record of job performance problems, the date and time they occur and the expected level.
  - c. After consulting with immediate superior or Cabinet member and the Director of Human Resources, contact EAP representative to discuss possibility of referring employee.
  - d. Meet with EAP representative to review documentation surrounding employee's job performance problems.
  - e. Supervisor completes the EAP referral form. Make copies available

- to the employee.
- f. Verbal warning. Supervisor will hold a performance discussion in private with the employee. Comments noted in personnel file. Discuss recommended referral to EAP as a positive resource for employee.
  - g. Give employee an EAP brochure and/or business card and instructions on how to make an appointment or offer to make an appointment for employee.
  - h. Limit discussion to job performance issues. Do not diagnose or counsel employee with personal problems. If personal problems arise, explain to employee that a confidential resource is available to assist employee.
  - i. Employee has the option of accepting or rejecting a recommended referral.
  - j. Schedule a follow-up meeting with employee to discuss job performance and improvement or deficiencies that may occur. Coordinate with EAP representative, making sure the follow-up meeting is scheduled no later than two (2) weeks after EAP referral meeting. Ensure that immediate superior or Cabinet member and the Director of Human Resources are informed of all steps in the process.

C. Mandatory referral. Follow same steps for recommended referral except for the following variation:

- a. Mandated referral occurs when the supervisor, the Cabinet member, the Director of Human Resources, and EAP Coordinator decide a mandatory referral is the most effective referral method for the employee's situation.
- b. And when job performance problems still exist after a:
  - 1. verbal warning
  - 2. written warning and the employee is facing a third level warning or termination.
- c. Consult with the Director of Human Resources before making a mandatory referral to EAP. A mandatory referral requires the employee to participate in the EAP and follow the recommended treatment plan. Should the employee elect not to participate in the EAP, suspension from work or termination of employment may result.
- d. Explain to employee in requiring usage of EAP, you are giving them an opportunity to improve job performance problems by working out any personal issues that may be affecting their work.
- e. If the employee utilizes EAP and their work performance problems continue, the supervisor continues with the normal disciplinary process.
- f. A mandatory referral requires the employee to:
  - 1. participate in EAP;
  - 2. complete the necessary Release of Information Authorization forms;
  - 3. follow-up with recommended treatment plan.

### III. Feedback to Supervisors

- A. Under a recommended or mandated referral, feedback to the supervisor is restricted to:
  - 1. Confirmation that employee did (or did not) meet with the EAP counselor.
  - 2. Acknowledgment that the employee is (or is not) cooperating with a recommended treatment plan.
  - 3. The return-to-work date, if treatment required extended time off.
- B. Disclosure exemptions to the above procedures would occur under the following circumstances.
  - 1. A written consent is obtained.
  - 2. A medical emergency occurs.
  - 3. A court order or subpoena requires disclosure.
  - 4. An employee represents a serious threat of life or safety to himself/herself or others.

### IV. Utilizing EAP Sessions

- A. The Employee Assistance Program offers 6 - 8 sessions of assessment, short-term counseling and referral services to employees and their immediate family members.
  - 1. Time off from work for utilization of the EAP should follow normal channels of approval, unless it is due to a supervisory "mandatory" referral, then the initial session can be scheduled during working hours without using vacation time.
  - 2. Additional sessions will be scheduled utilizing personal time or scheduling vacation. Again, normal arrangements should be made with the supervisor.

### V. Program Cost

- A. The EAP is a benefit to employees paid for by the College. There is no cost to the employee or their immediate family members for utilizing the service.
- B. If a referral to an outside individual or agency is in order, the employee would be held responsible for that cost, either by utilization of his/her health insurance or by making other arrangements. The EAP representative will assist the employee in obtaining costs of referral resources and health insurance reimbursement information. The EAP representative, however, cannot be held accountable for this information.

### VI. Summary

The EAP exists to benefit the organization, supervisors and individual employees. Supervisors are encouraged to refer employees early in the disciplinary process. Early referrals allow an employee the opportunity to address their personal problems before they escalate and correct job deterioration before it becomes a major disciplinary problem.

***Please direct any questions regarding these procedures or the referral of an employee to the Employee Assistance Program to your EAP Administrative Coordinator at 573-815-6034***

**Westminster College**  
**Statement of Ethical Conduct**

Westminster College's reputation for excellence in the community, the state, the nation, and the world is sustained by the commitment embodied in its mission statement "... to educate and inspire all its students ... to be ... leaders of character, committed to the values of integrity, fairness, respect and responsibility." Cabinet officers, faculty, staff, student employees, and others acting on behalf of the college are expected to maintain the highest ethical standards, observing applicable policies, practices, regulations, laws, and professional standards. The absence of a specific guideline or instruction covering a particular situation does not relieve an individual of the responsibility to apply the highest ethical standards when reacting to that situation. Actions in accordance with these standards will be upheld by the college.

Conflicts of Interest and Commitment

All Cabinet officers, faculty, staff, student employees, and others acting on behalf of the college hold positions of trust, and should conduct their activities accordingly. They must abide by college conflict statements, striving to avoid conflict between private and official responsibilities. Activities that impair or appear to impair the ability to perform their duties or affect independence and objectivity of judgment in the discharge of responsibilities to the college should be avoided.

Harassment and Abuse of Power

Westminster College supports an environment in which harassment of others is not tolerated. Cabinet officers, faculty, staff, student employees, and others acting on behalf of the college may not use positions of authority to influence others to perform inappropriate or illegal acts, or violate regulations, college policies or practices.

Laws, Grants and Contracts, Regulations, Policies, and Procedures

All Cabinet officers, faculty, staff, student employees, and others acting on behalf of the college are expected to comply with relevant laws, grant and contract requirements, regulations, policies and practices, and all applicable college and professional standards. No unethical practice will be condoned on the grounds that it is "customary" or that it serves worthy or honorable goals.

Stewardship

All Cabinet officers, faculty, staff, student employees, and others acting on behalf of the college have a responsibility to ensure that all funds received are used prudently, ethically, and for their designated purposes. Neither tangible nor intangible assets of the college may be used for personal or illegal gain. Permission must be obtained for personal use of facilities and equipment, in compliance with applicable procedures. It is imperative that those with access to confidential, proprietary, or private information not make unauthorized disclosures or use of this information.

Reporting

All Cabinet officers, faculty, staff, student employees, and others acting on behalf of the college are expected to report violations of these or other applicable standards to appropriate college offices, e.g., the employee's supervisor, Cabinet officer, Department Chair, or Director of Human Resources and Compensation. Confidentiality of individuals reporting violations of these standards will be maintained whenever possible.

Listed above are some of the most prevalent areas of concern. This list is not intended to be comprehensive. See College Policy (Standards of Ethical Conduct) for guidance on specific issues. Your signature below indicates that you have read this statement, will abide by the policy, and act in accordance with its standards.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Name

## **APPENDIX N – Ethical Conduct, External Documents**

### Introduction

The federal government provides significant support to Westminster College. Included in this section is a brief overview of some of the laws, regulations, and guidelines that may be used to evaluate the actions of the college as well as its Cabinet officers, faculty, staff, student employees, and others. The college and these individuals are expected to be in full compliance with all federal and state laws.

### Anti-Kickback Act of 1986

This act was passed to deter subcontractors from making payments and contractors from accepting payments to improperly obtain or reward with favorable treatment in connection with either a contract or subcontract relating to a prime contract.

### Federal Sentencing Guidelines

1991 Federal Sentencing Guidelines define an effective internal control program in the following seven steps:

1. Compliance programs have been established to reduce the prospect of criminal conduct by the employees or agents of the organization.
2. High-level individuals have been assigned responsibility to oversee compliance with the standards and procedures.
3. The organization has taken steps to install monitoring and auditing systems designed to detect criminal conduct.
4. Evidence confirms that substantial discretionary authority has not been delegated to individuals who the organization knows or should have known have a propensity to engage in illegal activities.
5. Standards and procedures have been communicated to all employees and agents through training programs and printed materials.
6. Standards and procedures have been consistently reinforced through appropriate disciplinary mechanisms.
7. Appropriate responses are made to reported offenses, with action taken to prevent recurrence.

Under the legal concept of respondent superior, or "let the master answer," the organization is responsible for the wrongful acts of its employees, as long as the employees are acting in their official capacity. Employees and agents are expected to be trained and counseled to act in a lawful and ethical fashion. Establishing a visible "track record" of prevention and detection within an organization is critical. The organization must be proactive in establishing anti-fraud programs and compliance audits.

### Foreign Corrupt Practices Act of 1977

The anti-bribery provisions of this act require that books, records and accounts be maintained that accurately and fairly reflect the transactions and disposition of assets, and that a system of internal accounting control be maintained.

### National Science Foundation (NSF) Requirements, Misconduct in Science

The National Science Foundation developed these regulations to assure that both grant recipients and the NSF had procedures in place to deal with misconduct allegations. These requirements include the following:

- contracting institutions must develop procedures that respond to allegations of misconduct, which do not include honest misinterpretations or misjudgment of data. There will be no retaliation of any kind against a person who reports or provides information about suspected or alleged misconduct and who has not acted in bad faith;
- policies and procedures must be developed to ensure an impartial process for: receipt and disposition of allegations of scientific misconduct; notification to the agency; protections of the integrity of the research, research subjects, and the public; observance of legal requirements and responsibilities; protections of the person(s) bringing the allegation; and maintenance of records;
- awardees are subject to suspension, termination and/or department actions.

### Office of Federal Procurement Policy Act Regarding Procurement Integrity

This act states that no competing contractor or any officer, employee, representative, agency, or consultant of such competing contractor shall knowingly:

- make, directly or indirectly, any offer or promise of future employment with any procurement officer of such agency;
- offer or give, directly or indirectly, any money, gratuity, or other thing of value to any procurement officer of such agency;
- solicit or obtain, directly or indirectly, any proprietary or source selection information regarding such procurement.

The responsible institutional officer must certify, concurrently with submission of the proposal and/or the award, that to the best of his or her knowledge and belief the institution has abided by the requirements of the Procurement Integrity regulations.