

**GUILFORD**  
COLLEGE

**ADDITIONAL HANDBOOK INFORMATION  
FOR STAFF**

JUNE 2018

# GUILFORD

## COLLEGE

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# **WORKING AT GUILFORD**

## ***Employment Categories***

### ***Full time***

Employees who work in established positions that are approved for 40 hours per week.

### ***Regular Part-time***

Regular part-time employees are those who work between 30 and 40 hours per week during the scheduled work year.

### ***Temporary Positions***

Temporary positions are designed for a clearly defined and limited period of time, usually less than one year. Only those benefits mandated by law are provided (FICA, workers' compensation, unemployment insurance).

### ***Coaching Staff***

Unless otherwise specified at the time of initial letter of appointment, neither faculty rank nor tenure is granted to coaches of various sports at Guilford College. However, some coaches may have academic, classroom responsibilities. Under such circumstances, coaches who teach academic (as opposed to "activity" classes) may be appointed with faculty rank. In such cases, they should be granted the academic rank commensurate with their background and responsibilities. Coaches granted this status shall be reviewed and promoted upon the recommendation of the appropriate departmental chairperson and the director of Athletics, with the approval of the academic dean and the FAC, and with the consent of the president and the Board of Trustees. They are also entitled to all the rights attached to their faculty rank. However, coaching positions are not tenure-track.

Coaches currently holding rank and tenure through previous appointment and advancement at Guilford College are afforded all the rights and privileges accompanying their status.

### ***Hours of Work***

Full-time employees work 40 hours per week throughout the regularly scheduled work year. These hours may vary, but the standard schedule for administrative offices is 8:00 a.m. – 5:00 p.m. Monday through Friday, with an unpaid hour for lunch.

One hour is allowed for lunch for those working in administrative offices and one-half hour is allowed for service department staff. Lunch schedules within a department must be established to assure the department is adequately staffed at all times. Lunch periods are excluded in computing the hours worked per week by employees in

administrative offices or service departments. Employees are strongly encouraged to have lunch away from the work area.

In departments where hours deviate from the regular work day of 8:00 am - 5:00 pm and/or work week of Monday through Friday (shift work, evening hours, weekend work, etc.), the manager will establish work schedules for the staff. If it is necessary to make changes in the work schedule, the manager will give notice two weeks before the employee is expected to work a different schedule. The College, however, reserves the right in an emergency situation to ask employees to work hours other than their regular hours temporarily without giving such notice.

### ***Release Time***

Release time is that time during which a regular employee is released from normal working duties and compensated at regular pay while participating in training, staff development programs, or community gatherings. Release time is intended to provide an opportunity for employees to participate in training and development, for the purpose of improving skills and job performance and increasing promotional opportunities, or for attending campus gatherings and events. All full-time employees are eligible for 30 hours of release time per calendar year for attendance at these programs. Employees with less than a 100 percent appointment participate on a pro-rata basis. Employees who are not scheduled to work during the time an event is occurring may participate in the event; however, no compensatory time off or additional compensation will be allowed.

Additional release time may be provided at the discretion of the supervisor, and is always appropriate for mandatory training. The decision to provide or not provide release time shall be made by the supervisor in accordance with this policy. Supervisors are responsible for monitoring the annual release time for their employees.

### ***Attendance***

To maintain a productive work environment, Guilford College expects all employees to be reliable and punctual in reporting for work and remaining in the office throughout the scheduled workday. Unscheduled absences, tardiness, and unscheduled early departures (whether excused or unexcused), failure to provide appropriate notification, or abuse of emergency leave or other paid time off create a hardship for departments and a burden on coworkers and may result in corrective action.

Employees are expected to notify their supervisors as soon as possible prior to any absence or tardiness. Certain definitions related to attendance are as follows:

- **Absence** is the failure of an employee to come to work during the hours which have been scheduled for the work to be accomplished.
- **Tardiness** is the failure of the employee to report to work or return to work at the time the employee is normally scheduled to begin work or return to work.

- **Excused absence or tardiness** is an absence or tardiness that occurs when an employee notifies the supervisor of an upcoming absence or tardiness or gives an acceptable reason for it. In the event that the employee is unable to notify the supervisor in advance due to emergency reasons, the employee will notify the supervisor as soon as is practicable. The supervisor must approve the absence or tardiness in order for it to be excused.
- **Unexcused absence or tardiness** is an absence or tardiness that occurs when an employee fails to obtain prior supervisory approval before the absence or tardiness occurs. An absence or tardiness is also unexcused if the employee chooses to be absent or tardy after the supervisor refuses to grant an excused absence.

No disciplinary action will be taken concerning excused absences until such time as these absences exceed the accrued emergency leave days for the current year.

If an employee is away from the department for three or more days due to personal illness, then the employee may be required to provide a note from the physician to the Office of Human Resources indicating the expected duration of the absence as well as a note that releases the individual when ready to return to work.

Any employee who is absent for three consecutive working days without an excuse or without calling the supervisor may be considered as having voluntarily terminated and may not be reconsidered for employment. In the case of serious illness or serious family matters where the employee cannot call the supervisor directly, a family member may call to report the reason for the absence.

Non-Exempt employees will not be paid for unexcused absences. Exempt employees will not be paid for unexcused absences of one day or more. For additional information see section entitled "Deductions from Exempt Employees' Salary."

### ***Overtime Work and Pay***

In accordance with the Federal Wage and Hour Law, overtime is defined as any hours worked over forty (40) in a given week by nonexempt employees. Although overtime is discouraged, during peak periods it may become necessary to work overtime. When overtime is required, it must be approved in advance by the appropriate manager. For computing overtime, a work week is defined as a seven-day period beginning on Saturday and ending on Friday.

Overtime may be due to either emergency or non-emergency circumstances. Nonexempt employees will receive one and one-half times their regular rate of pay for all time worked in excess of 40 hours in a weekly payroll period. This includes permitted break times of fifteen minutes or less, but excludes time spent "on call" but not worked, meal periods, leave of absence, etc.

During the week in which there is a holiday or vacation day, employees should count the actual hours they would normally have worked on that holiday or vacation day when determining whether or not overtime has occurred for that week.

When calculating hours worked for overtime purposes, employees who are required to work on an official holiday due to emergency reasons, will receive credit for the normal hours that they would have worked (7.5 or 8) plus the hours actually worked.

For departments that must be operational during College defined official holidays, the department manager can require that the employee(s) take these days at another time during the calendar year.

### ***Compensatory Time***

Compensatory time (comp time), the practice of saving or holding extra hours worked beyond the same pay period to be exchanged for time off or paid at a later time, to avoid payment of overtime is not permitted by law. All hours worked must be reported in the period they are worked and will be paid on the standard biweekly pay cycle. With supervisory approval, adjustments may be made to an employee's weekly work schedule to accommodate the need for time off and/or to make up hours missed.

### ***On-Call, Call-Back Pay***

An employee not at work or on-call and called back for emergency service shall receive compensation at the rate of time-and-one-half of their base hourly rate. Guaranteed minimum pay for call back to a work site is three hours at time-and-one-half. An employee on-call but not called back for emergency repair shall receive three hours pay at the regular rate per week of on-call duty.

### ***Deductions from Exempt Employees' Salary***

Guilford College is committed to complying with the Fair Labor Standards Act, which limits deductions that can be made from the salary of exempt employees other than authorized deductions and mandatory federal and state payroll deductions. Exempt employees are paid on a salary basis, and may not have their pay reduced for variations in the quantity or quality of work performed. Employees who believe their pay has been improperly reduced should contact the director of Human Resources.

Exempt employees routinely receive their full salary for any week in which they perform any work, without regard to the number of days or hours worked. Deductions from the pay of exempt employees are permissible in the following circumstances:

- Absences of one or more full days for personal reasons when the employee has exhausted all available paid time off or the employee has requested leave without pay. Partial days must be paid.

- Absences of one or more full days due to sickness or disability when the employee has exhausted all paid leave benefits. Partial days must be paid.
- Unpaid disciplinary suspensions of one or more full days in accordance with University policies.
- Deductions for unpaid leave taken in accordance with a legitimate absence under the Family Medical Leave Act.
- Deductions for the first and last week of employment, when only part of the week is worked by the employee.

## **PERFORMANCE MANAGEMENT**

At Guilford College, we believe that performance development should be a continuous cycle of measurement, feedback and development designed to result in the highest levels of excellence and to recognize, develop and reward top performers.

### ***Annual Performance Reviews***

Supervisors should complete a written annual performance appraisal for each direct report and to meet with each employee to discuss the review. This process is designed to encourage communication in the work place. The job description is used as the source document for evaluating and measuring effective performance.

Completed performance reviews must be submitted to Human Resources for inclusion in the employee's personnel file.

### ***Job Descriptions***

The work that is performed in a particular position may evolve and change over time. For this reason, managers are asked to review each job description on an annual basis to assure that the description continues to describe the work to be accomplished in a particular position. Managers are asked to submit a job description with the annual performance appraisal for each employee.

If a position description is changed significantly, it may be necessary to reevaluate the responsibility level of the position and the corresponding salary range. The salary range for the position is consistent with the duties and responsibilities as described by the position description. The College participates in various local, regional and national surveys each year. The results of these surveys are used to determine both comparable positions and comparable ranges for positions.

### ***Performance Improvement***

If the supervisor determines that current employee performance requires improvement, the supervisor should discuss the performance deficiency with the employee and establish a remedy. Under most circumstances the action that is taken with the

employee will begin with a verbal coaching session.

If the performance does not improve, the manager may decide to issue a formal, written counseling statement that will include the following information:

- A statement of the problem(s) regarding rules, policies, standards, practices, unsatisfactory performance, etc.
- A statement of prior discussions or warnings on the subject.
- A statement of the College policy or rule on the subject, if applicable.
- A summary of the corrective action to be taken to correct the problem.
- A statement of the consequences of the employee's failure to improve the performance or correct the behavior.

The employee is able to make a written statement in response to the counseling statement.

In addition, the manager may choose to create a performance improvement plan to supplement the written counseling statement. Human Resources can provide additional information including sample plans and templates.

The written counseling statement or performance improvement plan should be reviewed with The director of Human Resources and the senior administrator prior to discussions with the employee. The manager should then ensure that the employee understands the expectations.

An employee who has a written counseling statement on file or is on a performance improvement plan is ineligible to receive salary increases. Also, the employee may not apply for other positions on campus (unless the senior administrator and the director of Human Resources determine the other position could be a better fit for the employee). The manager will meet with the employee periodically to discuss the employee's progress towards meeting the expectations that have been set.

If these steps do not result in improved performance, further disciplinary action up to and including termination of employment may be taken.

### ***Grievance Procedure***

Guilford College wishes to provide the best possible working conditions for its employees. As part of its commitment to employees, the College encourages an open and frank atmosphere in which any problem, complaint, suggestion, or question can be discussed fairly and without bias. The College shall provide a grievance process that resolves problems quickly and effectively.

A grievance exists when a regular staff employee is dissatisfied with an aspect of employment over which the employee has no control and on which remedial action is

desired. Dismissal, demotion, suspension without pay, and reduction in force cannot be grieved pursuant to this policy.

If an employee feels unfairly treated or has a complaint, the employee shall first discuss it with the immediate supervisor. It may be a case of misunderstanding, which can be straightened out by frank discussion.

All employees have the right to present grievances to their supervisors or department heads and are assured freedom from discrimination, coercion, restraint or reprisal in presenting grievances.

Disciplinary action may be taken against any person found to have willfully falsified a grievance claim.

At each step of the grievance procedure the employee may be represented by another Guilford College employee of the employee's choosing. Neither the grievant, nor the person against whom the grievance is directed, may be represented at any stage of the grievance process by an attorney.

All references to work days shall be to actual days worked at the normal work site by the person required to respond.

Grievances shall be presented and advanced as follows:

**Step 1.** An employee shall explain a grievance to their immediate supervisor in writing. The written grievance will include the cause of the grievance and provide a suggested remedy. A grievance must be brought within fourteen working days from the act causing the grievance unless a longer period of time is provided by law or written agreement. The supervisor, either alone or in collaboration with their supervisors, shall reach a decision and communicate it in writing to the employee within ten working days of their receipt of the written grievance. Every effort should be made to settle grievances at this stage. If the grievance is against the employee's immediate supervisor, the employee may begin the grievance with the next level of supervision.

**Step 2.** If the grievance is not settled at step one, the employee shall advance a written grievance to the next level of supervision within five working days. The supervisor shall make a written reply to the employee's grievance within ten working days.

**Step 3.** If the grievance is not settled at step two, the employee shall advance the written appeal to the department head within five working days. The department head shall obtain the facts of the case up to this point from the department file and may hold a conference with all the parties concerned. Within ten working days of receipt of the appeal, the department head shall notify the employee, the supervisor and the

President of the decision in writing.

Staff employees are encouraged to exhaust other administrative remedies, including mediation, prior to setting in motion the procedures that involve establishing a grievance committee. However, this is not a requirement of the policy.

**Step 4.** If the grievance is not settled at step three, a Grievance Committee will be established to consider and resolve the issue.

A Grievance Committee is an ad hoc committee chosen to hear just one case. The Staff Grievance Committee will be an appointed committee of three regular members and an alternate. The Senior Officer for the division in which the charged party works, with the advice of the Office of Human Resources, will have responsibility for appointing this committee. All grievance committee members must be full-time employees who have been with the College on a full-time basis for a minimum of five years. At least one committee member must be from outside of the Senior Officer's division. The committee will be responsible for appointing its own chairperson. Training in conflict resolution will be provided to each participant, if required. Committee members will be required to treat all proceedings as confidential and will observe the confidentiality of all documents and statements presented to it. Any violation of confidentiality shall be deemed a breach of trust and of professional ethics. Appropriate disciplinary action and removal from the committee will be immediate, should violation of confidentiality occur.

The Grievance Committee will consider the written grievance, all written responses to the grievance, any other relevant materials, and will interview the persons directly involved in the grievance. The committee will immediately seek to mediate and to resolve the issue to the satisfaction of those directly involved. The committee will report its findings within twenty working days of appointment.

If mediation fails, the matter will be reported to the President. All relevant materials and a brief report by the Grievance Committee of its efforts to resolve the issue will be forwarded to the President. The President shall determine and set forth the College's position and any requisite action with respect to the grievance. The President will respond, in writing, to those directly involved within ten working days of receipt of the grievance from the chairperson of the grievance committee. The president's decision shall be final.

Any disposition, which is not appealed by the employee within the time allowed at each level, shall be considered settled and binding on the employee and the institution. At any level, the employee and the appropriate supervisor may agree, in writing, that additional time is required after the grievance has been filed. A copy of this agreement must go to the Office of Human Resources, who shall keep official records of the

progress of a grievance regarding specified time limits.

## **PAID TIME OFF**

### ***Vacation***

All new full-time employees or those who move from a part-time status to full-time status will accrue ten (10) days of vacation based on a full year of employment. (For vacation accrual purposes, the year begins with hire date.) After five full years of service, all full time employees will receive fifteen (15) days of vacation. After ten full years of service, full-time employees will accrue twenty (20) days of vacation.

Employees who go from a part-time status to a full-time status will begin accruing vacation as a full-time employee when they begin full-time status.

Employees hired prior to January 1, 1996, and who are considered full-time but who work for a period of less than twelve months will receive prorated paid vacation time calculated by the number of months they work and the above criteria of years of service. Employees who work a part-time, twelve-month schedule have their vacation allocation prorated as a percentage of the total vacation accrued by full-time employees.

Effective January 1, 2000, new employees who are hired full-time, or part-time, as ten month employees will not accrue vacation.

### ***General Information Regarding Vacations***

It is the policy of Guilford College to grant vacations with pay to provide qualifying employees with periods of rest and recreation in recognition of services performed. Vacation time is calculated from the anniversary date of employment. Vacation cannot be taken if not yet earned. (See information related to vacation accrual in this same section.)

Annual vacation schedules are to be approved in advance by the appropriate manager and kept by the manager in that department. Workload of the department will always be a consideration when vacations are scheduled. Vacation days may accrue without any applicable maximum until **December 31** of each calendar year. At that time the maximum carryover into the next vacation accrual year will be the maximum amount of hours the employee was eligible to accrue in the previous fiscal year. The employee must either use or lose vacation days that have been accrued beyond the maximum carryover. Employees can view their vacation balances in Banner Web.

Employees who are terminated for egregious violations of College policies such as theft and insubordination forfeit and are not eligible for payment of accrued vacation.

## ***Holidays***

All individuals classified as full-time employees will have thirteen (13) holidays during the calendar year which include: New Year's Day, Martin Luther King, Jr. Day, Memorial Day, Independence Day, Thanksgiving (two days), winter holidays (five days to be determined each year which will encompass Christmas Eve through the New Year's Day holiday), and at least two floating holidays to be taken at any other time during the calendar year.

Any of these floating days is to be scheduled with the supervisor's approval. New employees will be paid for any holidays during which the College is officially closed. New employees hired between January 1 and June 30 will receive credit for one floating holiday. Those hired July 1 and thereafter will receive no floating holidays during the remainder of the calendar year.

Official holidays are to be taken when they occur and may not be taken at other times unless necessary to the operations of the department involved. For departments that must be operational during College defined official holidays, the department supervisor can require that the employee(s) take these days at another time during the year. Regular part-time employees receive holiday pay on a pro-rata basis. Temporary employees are not eligible for paid holidays.

Employees who because of work schedules have a regular day off that coincides with a holiday shall have an additional day off with pay during one of their normally scheduled workdays.

## ***Emergency Leave with Pay***

All non-faculty, full-time employees earn one day of emergency leave per month. Professional librarians accrue emergency leave as well. Part-time employees (less than 1.0 FTE) are eligible for emergency leave and will receive prorated hours based on job FTE.

Emergency leave may be accumulated up to a maximum of 36 days and may be used for illness or injury which prevents an employee from working. It may also be used for:

- Medical appointments;
- Illness/death of a member of the employee's immediate family to include spouse/partner, child/step-child, parent/parent-in-law, sibling, grandparent/grandparent-in-law, grandchild. This provision may be extended to include additional family members subject to the approval of the manager and/or the director of Human Resources;
- Personal leave for emergency reasons;
- Court attendance;
- Inclement weather.

- Up to six days may be taken for the birth, or adoption of a child, by the employee and/or spouse/partner

Employees can view their emergency leave balances in Banner Web. Upon retirement or resignation from the College, or the termination of employment, no compensation will be provided by the College for accumulated emergency leave.

## **STAFF RECOGNITION AND DEVELOPMENT**

### ***Employee Service Awards***

Each year Guilford College recognizes and honors staff who have reached certain service milestones. Awards are presented to employees in recognition for years of service beginning at 5 years and at every five-year milestone beyond. In the fall a special luncheon is held in their honor.

### ***Professional Development***

Guilford College is committed to continuous learning. We believe that professional development is a shared responsibility and collaboration among the employee, the supervisor and the College. Remaining current in the field and keeping up with changes and new technology is a normal job responsibility. Needs and priorities change over time, and employees should be prepared to acquire new skills to remain competitive and successful in their current position. The College endeavors to support employees' professional development through a number of on-campus programs (Breakfast Briefings, Lunch and Learns) and through a partnership with UNC-Greensboro's Human Resources Department.

### ***Release Time***

Release time is that time during which a regular employee is released from normal working duties and compensated at regular pay while participating in training, staff development programs, or community gatherings. Release time is intended to provide an opportunity for employees to participate in training and development, for the purpose of improving skills and job performance and increasing promotional opportunities, or for attending campus gatherings and events. All full-time employees are eligible for 30 hours of release time per calendar year for attendance at these programs. Employees with less than a 100 percent appointment participate on a pro-rata basis. Employees who are not scheduled to work during the time an event is occurring may participate in the event; however, no compensatory time off or additional compensation will be allowed.

Additional release time may be provided at the discretion of the supervisor, and is always appropriate for mandatory training. The decision to provide or not provide

release time shall be made by the supervisor in accordance with this policy. Supervisors are responsible for monitoring the annual release time for their employees.