



NORWICH
UNIVERSITY™

2016 Employee Handbook

Norwich University Employee Handbook

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Employee Handbook

Welcome to Norwich University

Norwich University is the oldest private military college in the United States. Students who enroll in the Corps of Cadets follow a disciplined military regimen, while civilian students lead a more traditional collegiate lifestyle. Both groups reside on the Northfield campus, attending classes and participating together in sports and other activities. Norwich also offers online graduate degree programs for adult students.

Few American institutions of higher learning as old as Norwich University still closely adhere to the educational principles of its founders. Norwich is one of the exceptions and in a very substantial sense the institution today is the lengthened shadow of its founder, Captain Alden Partridge. The educational philosophy of Alden Partridge continues to guide Norwich University and serves as a touchstone by which the university can be measured and appraised.

Captain Alden Partridge (1785-1854) probably did more than any other individual to promote military education in civilian institutions in the United States prior to the Civil War. Partridge originated a novel system of education which combined civilian and military studies in order to produce enlightened and useful citizen-soldiers. Like John Milton, Alden Partridge saw the ideal education as a liberal one which prepares youth for the responsibilities of peace and war. The fundamental premise of Partridge's thinking was that education must prepare youth "to discharge, in the best possible manner, the duties they owe to themselves, to their fellow-men, and to their country."

Norwich University still closely adheres to the purposes and precepts laid out by its founder Alden Partridge in 1819. The system of education articulated by Partridge was so broad, sensible, flexible, and visionary that it continues to have extraordinary relevance today.

Statement of Guiding Values

Norwich University is a diversified academic institution that educates traditional age students in a Corps of Cadets or as civilians and adult students. Norwich identifies the following as our guiding values.

1. We are men and women of honor and integrity.
We shall not tolerate those who lie, cheat, or steal.
2. We are dedicated to learning, emphasizing teamwork, leadership, creativity, and critical thinking.
3. We respect the right to diverse points of view as a cornerstone of our democracy.
4. We encourage service to nation and others before self.
5. We stress being physically fit and drug free.
6. To live the Norwich motto, -- I will try! -- meaning perseverance in the face of adversity.

7. We stress self-discipline, personal responsibility, and respect for law.
8. We hold in highest esteem our people and reputation.

Vision Statement

Norwich University will be a learning community; American in character yet global in perspective; engaged in personal and intellectual transformation and dedicated to knowledge, mutual respect, creativity and service.

Mission Statement

To give our youth an education that shall be American in its character – to enable them to **act** as well as to **think** – to **execute** as well as to **conceive** -- “to tolerate all opinions when reason is left free to combat them” – to make moral, patriotic, efficient, and **useful** citizens, and to qualify them for all those high responsibilities resting upon a citizen of this free republic.

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Institutional Priorities = I⁵

Improve Learning

Inspire Students

Information Technology for All

Internationalize the Campus

Invest Strategically

Revised 6/2005

Preface

The policies in this handbook apply to Norwich University employees, including exempt and non-exempt staff and faculty. Additional policies specifically related to faculty may be found in the faculty manual. University policies that apply to everyone can be found in the Administrative Memoranda.

The Norwich University Employee Handbook is a compilation of information that has been developed to guide employees, supervisors, and managers in the Human Resource functions of the University.

Within these pages, you will find answers to many personnel questions, both routine and otherwise. We trust that you will rely on the Handbook as a valuable resource to help maintain the healthy condition of our University as a place where people can respect each other and the work that we do. We believe that this Handbook will help clarify practices and promote consistency for all staff employees.

However, not every question can be answered by reading this handbook. If you are unable to find the reference you need, or if you wish to have further clarification of any Norwich policy, please see your supervisor or Human Resources.

Norwich University reserves the right to make policy changes which it considers in the best interest of the Norwich community, and will communicate to employees any changes in these policies as they occur. Amendments/new policies will be put on line for immediate access. This policy handbook does not constitute a commitment to any terms and conditions of employment and the University remains free to change those terms and conditions. This handbook is not a contract.

Respectful Workplace

Norwich is committed to providing a respectful environment for all faculty, staff, students and campus guests. Norwich University and federal or state law prohibit discrimination or harassment on the basis of gender, gender identity, race, ethnicity, national origin, color, religion, disability, sexual orientation, age, genetic information, ancestry and place of birth, or veteran's status (hereinafter "protected characteristics"). This means that no individual may be excluded from participation in, be denied the benefits of or otherwise be subjected to discrimination in any NU program or activity on the basis of a protected characteristic. The University seeks to protect and preserve the dignity and integrity of all of its members; therefore, discriminatory behavior in such forms as epithets, crude gestures, threats or offensive pictures, is unacceptable under any circumstances and will not be tolerated.

There are, of course, many instances of harassment and offensive behaviors occurring on campuses that fall outside of these defined categories. These behaviors may not be unlawful, but they are certainly unacceptable at Norwich University.

It is every individual's responsibility to create and maintain a pleasant, respectful environment. Keeping the following guidelines in mind will go a long way in accomplishing this objective:

- Treat everyone from all levels, staff, administration, students, faculty and visitors, with respect.
- Speak without judging, blaming or demeaning.
- Listen with an open mind.
- Avoid gossip, name-calling and offensive humor.
- Recognize the benefits and value of a diverse workforce and student body.
- Don't attempt to impose your values---whether political, religious or cultural---on others.
- Take responsibility for your own behavior.

Key Terms Defined

Regular employee:

An employee is considered to be employed in a regular capacity if she/he is hired for an annual continuing position.

Exempt employee:

Staff paid on a salary basis under contract and not entitled to overtime payment as defined by the Fair Labor Standards Act.

Non-exempt employee:

Staff paid hourly and entitled to payment for any approved overtime hours worked as defined by the Fair Labor Standards Act.

Part-time employee:

Anyone who works fewer than 37.5 hours per week on a regular year round basis. (Minimum of 100% of an academic year)

Full-time employee:

Anyone who works 37.5 hours or more per week on a regular year round basis. (Minimum of 100% of an academic year)

Temporary employee:

Anyone who is hired to work for a specified short period of time.

Fiscal year:

June 1 - May 31

Benefit Eligibility:

Any employee who works 20 hours or more per week on a regular annual basis is eligible for benefits. However, eligibility for health care benefits requires 30 hours or more per week. There is a waiting period for some of these benefits.

FTE:

Full-time Equivalent

1 Staff Compensation Policy

This policy is administered by the Director of Human Resources with the assistance/oversight of the Chief Financial Officer and Treasurer (CFO). A standing committee, which focuses on compensation, will be advisory to the CFO and the President to assist in the implementation of this policy and to recommend appropriate modifications.

1.1 Position Classification

It is the policy of Norwich University to compensate its employees in a manner that rewards them for their contribution to achieving its mission and goals; motivates superior performance, continuous improvement and development, innovation, creativity, and teamwork; and is competitive, equitable and in compliance with relevant legal requirements.

1.2 Components of Compensation

The total compensation of Norwich University employees includes: pay, benefits, retirement, and tuition scholarship.

1.3 Pay Plan

The pay plan for Norwich University staff is determined based on an analysis of relevant labor market pay practices and funding available. Individual salaries are based on a combination of factors including:

- analysis of position responsibilities
- marketplace conditions
- individual development and performance
- consideration of internal pay equity among existing comparable positions

1.4 Classification Levels

There are five levels, as follows:

- Executive
- Manager/Senior Professional
- Administrator/Professional
- Administrative Support
- Service

1.5 Position Evaluation

Position evaluation is the systematic process of rating positions in relation to one another in order to determine relative worth. Positions are evaluated based on compensable factors including:

- knowledge and skills
- experience

- problem solving
- independence of action
- policy development
- initiation and management of change
- predictability of events
- budget responsibility
- responsibility for the work of others
- planning

Executive level positions will be evaluated by the President.

All other positions will be evaluated and assigned to appropriate levels based on an analysis of the compensable factors distinguishing them.

1.6 Salary Bands and Ranges

Each level is assigned a salary band; each band has one or more established salary range zones. Salary bands and range zones will be determined based on market surveys and the availability of funds in the University budget.

1.7 Adjustments: Salary Structure

The salary bands and range zones will be adjusted periodically based on salary surveys of comparable positions in selected institutions/organizations.

All salaries will be within the appropriate established bands/range zones unless an exception is made by the President.

Annual salary increases granted by the University normally take effect on June 1, at the beginning of a new fiscal year, but decisions may be deferred until financial results are known. The University budget committee will include its recommendation for salary increases in the budget proposed to the President for each fiscal year.

1.8 Adjustments: Individual Salaries

Periodic adjustment will be made to individual salaries based on consideration of market movement, inflation, individual development and performance, and funding available.

1.9 Non-Base Building Compensation

Non-base building (i.e., bonus) lump-sum amounts may be awarded from time to time, at the discretion of the President, to recognize outstanding contributions of individuals and/or teams.

1.10 Appeals

Employees may request review of a personnel action taken in accordance with this policy. An employee who has a complaint shall discuss it with the immediate supervisor in an effort to have the complaint resolved informally. Failing resolution, the complaint may be submitted in

writing, within thirty calendar days of the event which gave rise to the complaint, to the Director of Human Resources who will investigate and make a recommendation to the Chief Financial Officer and the President. Their decision shall be final.

1.11 Implementation Procedures

1.11.1 Position Descriptions

Written position descriptions will be maintained in each department/division and updated as necessary. Copies of new position descriptions and updates are to be provided to the Human Resources office.

The Position Description is comprised of Part I, the Position Analysis Questionnaire (PAQ) and Part II, the Summary.

Position descriptions will be reviewed and updated by the supervisor and employee as needed.

1.11.2 Position Evaluation

All positions will be evaluated and assigned to salary levels, unless an exception is made by the President. An up-to-date position description will provide the basic document upon which the evaluation is made and may be supplemented by interviews with appropriate individuals, including the incumbent and the supervisor.

Either the employee or the supervisor may initiate a position evaluation request to the Director of Human Resources. When the evaluation shows that the position has moved to a higher level, the Director of Human Resources may approve a salary increase, if appropriate.

1.11.3 Performance Appraisal

The performance of each employee shall be evaluated at least annually and evaluations shall be used as the basis for appropriate personnel actions.

Norwich University's performance appraisal process:

- Encourages coaching and communication;
- Measures factors that the University, its supervisors, and employees agree are important;
- Involves employees in the development of work standards by which their performance will be judged;
- Uses one approved format in each department;
- May involve employees themselves, customers, peers, subordinates, team members, and appropriate others in the review of employee performance;
- Provides on-going training for supervisors and staff.

Non-exempt employees are evaluated following the end of their initial evaluation period (usually 90 days) and then annually based on their anniversary date of hire or per department schedule.

Exempt employees are evaluated annually in accordance with their department schedule.

Senior administrators may establish annual review periods for all employees in their area of responsibility that differ from those indicated above with the concurrence of the Director of Human Resources.

Any employee who does not agree with any aspect of the performance appraisal is entitled to submit a written response which will become part of the performance appraisal record.

2 Hours of Work and Overtime

2.1 Exempt Employees

The normal full time workweek is 40 hours but it is understood that often additional hours of work are required to complete the responsibilities of the job.

2.2 Non-Exempt Employees

The workweek begins at 12:01 a.m. on Sunday and ends at 12:00 midnight the following Saturday. Within this work week, you will be scheduled for your regular hours. Most full time office staff work 37.5 hours per week; 7.5 hours per day with one unpaid hour for lunch, five days a week. Full time Facilities Operations staff work 40 hours per week, 8 hours per day with one unpaid hour for lunch, five days a week.

Work schedules are assigned by the supervisor and may be changed as necessary to meet the needs of the University. Whenever possible, employees will be given two weeks notice of any schedule change, but sometimes immediate changes must be made. If you are unhappy with your schedule, you are encouraged to discuss it with your supervisor. An effort will be made to consider your wishes in scheduling matters, but other considerations may make it necessary to assign you a schedule. The final decision on scheduling questions rests with the supervisor. The regular office hours at the university are 8:00 a.m. to 4:30 p.m. and in Facilities Operations the hours are 7:30 a.m. to 4:30 p.m. There are exceptions to these hours to meet the needs of the University. At times flexible hours or variations from regular schedules may be approved to meet the needs of the employee and the University.

2.2.1 Rest Period

Full-time non-exempt employees are entitled to one 15-minute rest period per day. The time at which rest periods are taken is up to the supervisor. Employees cannot accumulate rest periods for future time off. Abuse or over extension of rest periods may result in disciplinary action.

2.2.2 Overtime

To the extent possible, all work will be completed within regularly scheduled hours. At times, however, there are situations that require supervisors to authorize overtime for employees.

Any overtime worked must have prior approval of the supervisor. If overtime is needed and there are no volunteers, supervisors may require an employee to work.

Non-exempt employees who work overtime will be paid at one and one-half times their usual hourly rate for all hours worked over forty in a work week. All other hours will be paid at the regular rate.

2.2.3 Compensatory time (comp time)

Federal wage and hour laws state clearly that comp time may be granted to an employee only if it is taken in the same workweek that the overtime is worked. For additional information, go to the United States Department of Labor's website at: www.dol.gov. It is illegal and against University policy to take comp time except in the same week in which it is earned.

2.2.4 Holiday Pay

Benefits eligible employees are paid at the regular hourly rate for the average number of hours per day (based on a five-day work week) when they are given a University Holiday off. Non-exempt employees required to work on the holiday will be paid their regular hourly rate for the holiday plus 1.5 times their regular hourly rate for each hour worked (for a total of 2.5 times their regular hourly rate). Temporary or other non-benefits eligible employees are not eligible for University Holiday pay.

2.2.5 Shift Differential

Non-exempt employees who have a regularly assigned work shift, at least half of which is outside of the normal work day hours of 7:00 a.m. to 5:00 p.m., will be paid a shift differential of \$.35/hr for all hours worked. Eligibility for shift differential is based on the employee's regularly assigned work shift; shift differential does not apply if only some hours worked are outside the normal work day hours.

3 Payroll

3.1 Non-Exempt Employees

Employees are paid biweekly (every other Thursday, 26 payrolls per full year) based on hours submitted and approved on E-time. Approvals must be completed by noon on Monday to ensure payment the following Thursday. Please contact the Payroll Office at extension 2018/2052 for further information or if you need assistance with the program.

3.2 Exempt Staff and Faculty

Employees are paid biweekly (every other Thursday, 26 payrolls per full year). The amount of salary paid each pay day will be prorated based on the dates of employment. The normal amount will be for the ten week days in a biweekly pay period based on the salary rate divided by number of week days in the year or the period of appointment.

3.3 All Employees

Payroll checks are distributed through campus mail to the employee's department. Employees are encouraged to use direct deposit to their checking and/or savings account so that wages and salary are automatically deposited at their bank or credit union and the mail merely gives notice that this has been done. This prevents lost checks, and when employees are away from campus there is no worry about whether checks will be deposited in a timely manner. Check with the Payroll Office, room 324 in Jackman Hall, Ext. 2052, on how to take advantage of this process. If you wish to have your check mailed to your home address, please send a written request to the Payroll Office.

4 Employee Benefits

Norwich University is committed to attracting and retaining highly qualified employees. One way that the University supports this goal is to offer the best total compensation program it can within its means. It is in this spirit that the University offers an array of employee benefits and services. While the programs are designed to enhance your financial security, quality of life, and well being, they also add significantly to your total compensation.

4.1 Benefits for Eligible Employees

4.1.1 Eligibility

All Regular Employees (see Definitions) who work twenty hours a week or more unless specifically noted otherwise are eligible for benefits. However, eligibility for health care benefits requires 30 hours or more per week. There is a waiting period for some of these benefits.

4.1.2 Enrollment

All benefit eligible employees must enroll online within 30 days of their date of hire to activate benefits. Open enrollment occurs in November of each year and every eligible employee must again complete the online enrollment process.

4.1.3 Cafeteria Plan of Benefits

Under this plan the University allocates a tax free Monthly Benefit Allowance (MBA) to each eligible employee when hired and annually at the beginning of each plan year, January 1. The employee then uses the benefit dollars to elect, within broad parameters, the benefits that best meet his or her current needs. Under this cafeteria plan life, accidental death & dismemberment and long term disability insurance are mandated or core benefits. Moreover, short-term disability insurance is a core benefit for non-exempt employees. Additional information on the Cafeteria Plan and insurance is provided in Summary Plan Descriptions given to all new employees and available at: <http://www.norwich.edu/about/hrforms.html>. READ THE CAFETERIA PLAN INFORMATION CAREFULLY EACH YEAR. If you elect not to allocate all of your

monthly benefit allowance to the choices under the plan, you may take the remaining allowance in cash. Cash is taxable.

4.1.4 Life Insurance and Accidental Death and Dismemberment Insurance

All eligible employees are covered under the plan. Eligibility for participation is the 1st of the month, if hired on the 1st business day. If hired after the 1st business day, then eligibility is the 1st of the next month. Insurance is one times your base annual salary (minimum \$15,000) rounded to the next highest thousand.

4.1.5 Short Term Disability Insurance for Non-Exempt Employees

Eligible non-exempt employees are covered under the plan the first day of the month coincident with or next following the first day of employment. This insurance covers one-half of your salary, after the first fourteen days absence due to injury or illness. This benefit is taxable unless you choose to pay tax on the premium. Please contact HR if you would like this option.

4.1.6 Long Term Disability Insurance

All eligible employees are covered under the plan the 1st day of the month, if hired on the 1st business day. If hired after the 1st business day, then eligibility begins the 1st of the next month. This insurance replaces 70% of your base monthly salary following six months of disability. This benefit is taxable unless you choose to pay tax on the premium. Please contact HR if you would like this option.

4.1.7 Health Insurance

Eligible employees have the opportunity to enroll in health coverage. All regular full-time employees must have health insurance coverage either with the University or elsewhere. Employees must make their choice online and complete any required paper forms.

4.1.8 Dental

Eligible employees may choose to enroll in a plan that assists with dental expenses. Please contact Human Resources for further information.

4.1.9 Flexible Spending Accounts for Health Care and Dependent Care

These accounts give eligible employees the option to use either monthly benefit dollars or to voluntarily reduce salary to pay for uninsured health care and/or dependent care expenses with before tax dollars. IRS regulations apply to these accounts. Please contact Human Resources for further information.

4.1.10 Premium Conversion

Employees may pay for premiums not covered by the monthly benefit allowance with pre-tax dollars from their salary.

4.1.11 Retirement Plan

The University Defined Contribution Retirement Plan matches employee contributions for investments with the Teachers Insurance and Annuity Association and College Retirement Equities Fund (TIAA-CREF). Employees are encouraged to take advantage of this benefit.

Eligible employees may enroll in this plan at the beginning of their contract and are eligible for matching contributions on their first day of employment.

The University contributes 1% of salary for all eligible employees. When you contribute 5% of your gross salary, Norwich contributes an additional 6.5% of your gross salary to your annuity. All contributions are fully vested in you immediately. You may make additional contributions, within established federal guidelines, but the University will not match those contributions. If you choose to contribute less than 5%, the 6.5% is prorated accordingly. If you contribute 5% or more, the University will contribute a total of 7.5% of your gross salary to your annuity.

4.1.11.1 Elective Deferrals

All employees may elect to reduce their salary and make tax deferred contributions to the Norwich University Defined Contribution Retirement Plan up to limits set by Federal Regulations, even if they are not eligible for matching contributions.

4.1.12 Tuition Scholarship

Regular employees who work at least twenty hours per week are eligible for tuition scholarships at Norwich University.

Exempt employees are eligible for this scholarship at the beginning of their contract; non-exempt employees are eligible following successful completion of their initial evaluation period.

Please note: No other institutional grants and/or scholarships are available in addition to the employee tuition scholarship.

4.1.12.1 Tuition Scholarship for Spouses and Legal Dependents

Spouses and legal dependents (defined as children receiving more than half of their support from you and who are declared as dependents for your federal income tax purposes) are eligible for undergraduate tuition scholarships except for courses and programs offered in the College of Graduate and Continuing Studies or internationally. Your child under age 25 who is not your dependent is also eligible, but the benefit is taxable as income.

Your spouse is also eligible for graduate level tuition scholarship.

Spouses and dependents of exempt employees are eligible for tuition scholarships when the employee begins employment.

Spouses and dependents of non-exempt employees are eligible for tuition scholarships when the employee has satisfactorily completed one year of continuous employment.

Charges and procedures are the same as they are for employees. Please contact the Human Resources Office for further information and to fill out the applicable form.

4.1.12.2 Campus-Based Undergraduate Courses and Programs

The scholarship normally will cover the tuition cost of a course(s) taken for credit per semester, exclusive of international programs.

The University retains the right to limit enrollment in courses or programs and occasionally an employee may be unable to register for a course or program until a later date because of full enrollment.

It is the responsibility of the employee to arrange with his/her supervisor for missed work time to attend classes/residencies. The maximum time an employee may be away from work to attend classes is six hours per week. To meet the demands of a heavy workload the supervisor may require that an employee make up time spent in class and may also limit the number of hours an employee may be absent for classes, labs, field trips, etc.

4.1.12.3 College of Graduate and Continuing Studies Courses and Programs

The scholarship is not applicable to undergraduate degree-completion programs. The scholarship is subject to enrollment minimums in graduate and certificate courses. The scholarship covers tuition cost of programs/courses at the graduate level for employees and their spouses as outlined above. Some or all of the graduate tuition scholarship may be taxable under Federal law, which changes from time to time. Graduate tuition scholarships are currently considered taxable income to the employee receiving the benefit. The University will work with employees to spread the tax impact of this benefit over the year to avoid heavy unpaid taxes on December 31. Contact the Payroll Office for additional information.

4.1.12.4 Charges

The employee must pay some costs. The most common charges are listed below. If you have questions about what fees will be charged, please contact the Bursar's Office.

- Room and board fees
- Lab fees
- Application fee if you wish to be a matriculating student
- Re-enrollment fees
- A per credit fee for summer school courses

Check with the Bursar's Office regarding specific fees.

4.1.12.5 Procedures

Admission into degree-granting programs for employees, spouses, and children eligible for tuition scholarship follows the same application process and admissions standards as for other student applicants. Continuing Education enrollment for students not seeking a degree is

handled by the Registrar each semester. Tuition scholarships are granted for a semester at a time. Tuition scholarship forms are available in the Human Resources Office and must be completed and submitted to Human Resources for approval each semester. Forms for the School of Graduate and Continuing Studies must be submitted every two seminars (i.e. Seminars 1 & 2; Seminars 3 & 4; Seminars 5 & 6; Seminars 7 & 8).

4.1.13 Tuition Exchange Programs

Norwich University, with several hundred other colleges and universities, participates in two tuition exchange programs. The first is called the Tuition Exchange Program (TEP) and is available to college age dependents of full time employees who have worked at the University in benefits eligible service for a minimum of five years. Since this program operates on debits and credits (how many students are coming to Norwich versus how many from Norwich are attending other schools) TEP opportunities are not always available.

The University also participates in a similar program through the Council of Independent Colleges (CIC). This program has more flexibility than the TEP. There is no waiting period for eligibility and no limit to the number of students who can apply. As with TEP, however, the receiving school has the final decision on enrollment.

For further information, see the Tuition Exchange Policy at <http://www.norwich.edu/about/pdf/tuitionExchange.pdf> or speak to the Liaison Officer in the Student Financial Planning Office.

In addition, please see these Web sites for more information:

Web site for Tuition Exchange Program: www.tuitionexchange.org

Web site for Council of Independent Colleges: <http://www.cic.edu/tep/index.asp>

4.2 Staff Development

The University encourages staff to take advantage of workshops, seminars, classes and special training sessions to enhance their job skills and their own personal development.

Many of our staff have skills that would benefit the university community and they are encouraged to share these in training sessions. Human Resources would like to hear from staff who are interested in improving their presentation skills while sharing their expertise with their colleagues. We also would like to hear your suggestions on topics for future training.

4.3 Benefits Provided for All Employees

4.3.1 Workers' Compensation

All employees are covered by Workers' Compensation Insurance under the provisions of the Workers' Compensation law of the state in which they work. This insurance covers necessary medical expenses and provides income for lost time should you suffer an accident, injury or illness related to your employment. Although the University is safety conscious and strives to

prevent employment related injuries, they do occur. If you are injured while working on the job, you must report it to your supervisor as soon as possible, after seeking any immediate medical care that may be needed. You must complete the Employer's First Report of Injury within 72 hours of the injury. The Human Resources Office will process this report and your claim. The University cannot be held responsible for unreported injuries.

When injuries require lost time from work, the University is proactive and works with the employee and the provider so that the employee can return to work as soon as possible. Whenever possible, we arrange for transitional work that permits employees to be productive even though they are not yet able to perform all the functions of their normal positions.

4.3.2 Unemployment Compensation

All employees are covered under the provisions of the Unemployment Compensation law of the state in which they actually work while performing services for the University. The law provides weekly income to eligible individuals who are laid off indefinitely. In order to establish your eligibility for benefits, you should immediately contact the Department of Labor in Vermont, or the corresponding office in the state where you work, to file your claim. That department will make the decision on your claim.

4.3.3 Social Security

The University matches your contribution to Social Security and Medicare.

4.3.4 ID Cards

All employees are required to obtain a University photo ID card, available through the Norwich University Cadets Card Office. Check with your supervisor on where to call to set an appointment for receiving this card.

In addition to accessing various University events, you may post funds to your ID card for future purchases. The NU Cadets Card allows you to post monies to be used at the Norwich bookstore, Dewey's uniform shop and other locations. You may also purchase food and beverages at a discount in the University meal hall. Meal plans are also available at the Cadet Card Office.

4.3.5 Parking Permit

A University parking tag is required if your car will be parked on campus. Parking permit forms are available in the Human Resources Office and are included with new employee information. Permits are sent via campus mail from the Security Office to your department. Abiding by all parking and driving notices on campus is necessary and fines for non-compliance are issued. Chronic non-compliance will lead to revocation of parking privileges or other disciplinary action.

4.3.6 University Facilities and Events

University facilities and events are available to employees and their spouses and children. The Photo ID card may be needed to take advantage of these opportunities. You may obtain passes from Human Resources for your spouse or children. Children under the age of 18 must be accompanied by an adult.

Library - Once you have your Norwich Photo ID you may request a library card.

Athletic Facilities - Pool, racquet ball, running track, exercise equipment, basketball, ice rink, etc. are available for use when not being utilized by students. Check with the Athletic Office at Ext. 2230 regarding open hours for employees to utilize these facilities. Please note that for the Athletic Facilities, children under the age of 18 must be accompanied by a parent or a legal guardian.

University events - Sports events, theater, concerts, speakers, movies. Contact Office of Student Activities for calendar of events. Please note, not all events are free.

5 Leaves & Time Off

5.1 Vacation Benefits

The University believes vacation time is important and that this time is granted with the intent to provide employees rest, relaxation and renewal which is advantageous for both employees and the University. Therefore, vacation time for non-exempt employees must be used in the calendar year after the year in which it is accrued, or in the fiscal year for which it is granted for exempt employees. Under special circumstances, up to one week may be carried forward with the approval of both the employee's supervisor and the Director of Human Resources.

Supervisors are responsible for monitoring, tracking, and approving the use of vacation time. Likewise, employees should also keep track of their own vacation time. Any use of vacation time requires the permission of your supervisor in advance. You should request vacation time as far in advance of the proposed dates as is feasible. In turn your supervisor should respond to the request promptly. Individual departments or supervisors may set minimum notification times prior to granting vacation (e.g., 48 hours). Ask for your department's policy.

Under no circumstances will you receive pay instead of vacation while you are employed. Employees who leave University employment during the year will be compensated only for vacation earned and not used through the date of termination.

When a University scheduled holiday occurs during a paid vacation period the employee will be given the holiday pay and will not have to use vacation time for that day.

Employees on an unpaid leave of absence do not accrue vacation time during such leave.

Vacation days earned are prorated based on your full-time equivalency (FTE); the number of days earned is the same for all eligible employees with the same years of service, but the length of each vacation day is equal to the length of an average work day.

5.2 Vacation Eligibility for Staff with a 12-Month Appointment

5.2.1 Exempt

Exempt staff are granted 22 vacation days at the beginning of each fiscal year (June 1 through May 31), to be used by the end of that year. This amounts to an accrual of 1.83 vacation days per month. The initial grant to new exempt staff is pro-rated based on the date of hire. Exempt staff who leave University employment will receive a prorated amount of vacation pay based on their date of separation and the amount of vacation already used. Managers or supervisors of exempt staff are responsible for tracking the vacation usage and balances for the exempt staff that report to them.

5.2.2 Nonexempt

Nonexempt employees accrue vacation at rates based on length of service, according to the following table:

Years of Service		
0-4	5-11	12+
10 days per year	15 days per year	21 days per year

Length of service is determined by the number of fully completed years of continuous service from date of hire to anniversary date of hire for nonexempt employees. If an employee moves from nonexempt to exempt status or vice-versa, years of service remain with the individual.

Vacation time may be taken any time after it is earned with supervisor approval. For nonexempt staff, vacation accrual is calculated by the payroll system each pay period. Leave time will be credited but may not be used during the initial evaluation period, normally the first 90 days of employment. The Enterprise E-time system will record vacation usage and update the balance shown on the accrual tab.

Vacation accrued during any calendar year must be used by the end of the following calendar year. For example, vacation time accrued in 2014 must be used by December 31, 2015.

Part-time regular employees (20 hours a week or more) earn vacation time in the same manner as full-time employees except that the time earned is prorated based on the scheduled work hours per week. Vacation days accrue at the same number of days based on years of service as for a full time non-exempt employee, but the length of a day of vacation is the same as an **average** work day. For example, an employee scheduled to work 25 hours per week will accrue vacation days that are 5 hours each. For those who do not work a 12 month term of employment the accumulation rates are the same; however, no accrual occurs during months not worked.

5.3 University Scheduled Holidays

The holiday schedule is published at the beginning of each fiscal year (June 1st) and is available at: <http://www.norwich.edu/about/holiday.html>. The following holidays are observed:

- New Year's Day
- Spring Break Day (Usually Monday of Spring Break week)
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving (2 days)
- Christmas*

*Usually the week between Christmas and New Year's is generously declared a holiday by the President; the number of days off is dependent on the day of the week on which the holiday falls.

Nonexempt employees also receive their birthday as a paid holiday. Ask for your department's policy for scheduling this day off.

For nonexempt employees, the hours paid on a holiday are based on the average hours worked in a week, e.g. if an employee works 5 hours a day for 4 days per week then that employee would receive 4 hours of holiday paid leave whether or not the holiday is a normally scheduled work day.

If an exempt employee is required to work on a holiday, then he/she may have a corresponding day off that is agreed on by both the supervisor and the employee. This day off must be used by the end of that fiscal year.

5.4 Sick Leave Policy for Faculty and Staff

5.4.1 Intent

This policy provides for salary continuation when an eligible employee must be absent from work due to personal illness or injury, or for absences due to illness or injury of immediate family members.

This Employee Medical and Sick Leave Policy applies to all employees of Norwich University who are eligible for employee benefits, including faculty and administrative staff. This includes all exempt employees on annual contracts for at least half of a full-time schedule, and all nonexempt employees who work 20 hours or more per week on a regular annual basis. For non-exempt employees, sick time is tracked by the Enterprise E-time system.

5.4.2 Salary Continuation

The University provides for continuation of an employee's salary when an employee must be absent due to personal illness or injury, including periods of disability due to pregnancy and immediately after the birth of a child. The benefit also includes employee absences to provide

direct care to an ill or injured immediate family member, to arrange for longer-term care, or to provide support at the time of surgery. For this purpose, "immediate family" means mother, father, siblings, spouse or civil union partner, children, parents-in-law, and legal dependents. Paid Medical and Sick Leave may also be used for employee and family medical appointments that cannot be scheduled during non-work hours.

5.4.3 Employee Responsibilities

When illness or an injury prevents an employee from performing normal job duties, the employee shall notify his or her supervisor as far in advance as possible to allow for rescheduling of work or hiring temporary help. The supervisor shall be notified no later than one hour after the employee ordinarily reports to work. The employee shall keep the supervisor informed of the expected date of return to work. Employees who use medical and sick leave for brief absences are expected to continue to meet the work standards for their position.

Any absence under the Employee Medical and Sick Leave policy of more than five consecutive business days, must be documented under the Family and Medical Leave policy provisions.

5.4.4 Supervisor Responsibilities

The Supervisor or designee is responsible for approving and keeping a record of medical and sick leave usage for all employees. In consultation with the Director of Human Resources documentation from a health professional regarding any absence under this policy may be required by the supervisor and will be kept by HR in a file separate from the personnel file

5.4.5 Exempt Employees

Medical and sick leave may be taken as needed with the approval of the supervisor. In the case of major illness or disability, medical and sick leave may be approved with appropriate medical documentation for up to the entire six-month Benefit Waiting Period for long-term disability benefits.

5.4.6 Nonexempt Employees

Medical and sick leave may be taken as needed with the approval of the supervisor, up to the employee's accrued balance. In the case of major illness or disability, accrued paid leave may be approved with appropriate medical documentation for up to the entire six-month Benefit Waiting Period for long-term disability benefits. Short term disability benefits may be available after paid leave is exhausted.

Full time regular non-exempt employees will be credited with one day of medical and sick leave for each month worked. Leave time will be credited but may not be used during the initial evaluation period, normally the first 90 days of employment. Approved leave usage is reported on the biweekly time report. Unused leave is carried over from one year to the next and accumulated up to 180 days. Part time regular employees who work 20 hours per week or more are credited with leave time in the same manner as full time regular employees, except that the time credited is prorated based on the scheduled work hours per week.

At the end of each full calendar year, the Payroll Specialist reviews medical and sick leave records for non-exempt employees. Those who use four or fewer days will be credited with one personal day, and those who use two or fewer days will be credited with two personal days, to be used during the following year. The Payroll Specialist will notify the employee and the supervisor of any personal days earned. These days can be used at a time mutually agreed by the employee and the supervisor. There is no cash compensation for unused medical and sick leave balances at any time.

5.4.7 Employee Sick Leave and Family and Medical Leave

The provisions for absence from work with pay under this Employee Medical and Sick Leave Policy overlap the Family and Medical Leave Policy, which provides up to twelve weeks of unpaid leave under certain circumstances, as required by State and Federal law. In cases where an absence qualifies for both Family and Medical Leave and paid medical and sick leave, the paid leave will count toward part or all of the twelve weeks of Family and Medical Leave.

5.4.8 Employment-Related Injuries

In the case of injuries on the job that require absence from work, absences beyond the first three days are covered under Workers' Compensation insurance rather than under the Employee Medical and Sick Leave Policy. The University covers the first three days of any such absences, with no reduction in any leave balances.

5.4.9 Disability

The University makes reasonable accommodations for documented physical and mental disabilities, unless to do so would cause undue hardship. Reasonable accommodations are intended to allow members of the community with disabilities to continue working. Please see the Norwich University Policy on Employee Disability Accommodation in the Workplace for complete information.

5.5 Shared Leave

The purpose of Shared Leave is to permit employees to donate leave to a non-exempt employees whose leave balances may be depleted as a result of severe or life threatening illness or injury. Shared leave donation is wholly in the discretion of the Human Resources Director. Exempt employees may donate unused vacation leave and non-exempt employees may donate accrued vacation and/or sick leave. The approved transfer of any such leave may not result in a sick leave balance of less than ten days for the donating employee, and the maximum amount of leave a recipient may receive is 160 days.

5.5.1 Eligibility

The requesting employee must initiate a request to and receive written approval from the Director of Human Resources or a designee of his or her eligibility for the shared leave program. The Payroll Specialist will administer all shared leave donations. Human Resources, working

with employees, will initiate request for donations. To be eligible to receive shared leave, all of the following conditions must apply:

- The requesting employee must not be receiving short term disability benefits.
- The requesting employee must have exhausted his or her vacation, sick and personal leave time available, and is seeking the shared leave due to an illness, injury, impairment, or physical or mental condition, which is severe or life threatening and involves the employee or the employee's family member.
- The employee must submit a medical certificate from a licensed physician verifying the severe or life threatening nature of the condition and its expected duration.
- The condition is not compensable as work related, not an intentionally self-inflicted injury, nor an injury received in the course of committing a felony or assault.
- The employee has followed institutional policies regarding the use of leave time and must not be in a period of any disciplinary actions.

The donating employee may donate any amount of earned leave time provided the donation does not result in the employee's sick leave balance falling below ten days. Written approval of the Director of Human Resources is necessary before any leave can be donated.

All donated leave must be given voluntarily. No employee shall be coerced, threatened, intimidated or financially induced into donating leave for purposes of this program.

Any shared leave not used by the recipient during each incident/occurrence will be returned to the donors.

5.6 Compassionate Leave

When there is a death in the immediate family, employees may be excused from work with pay for up to three consecutive days. An immediate member of the family is defined for this purpose as your spouse, child, mother, father, brother, sister, mother-in-law, father-in-law, brother or sister-in-law, grandparent or grandchild.

With the supervisor's permission, employees may be excused from work with pay for one day to attend the funeral service of a close relative or close friend who is not a member of the immediate family or household.

5.7 Military Leave

Norwich is supportive of staff that must be away from their jobs to serve in the armed forces of the United States and ensures that its personnel practices are in compliance with the Uniformed Services Employment and Re-employment Rights Act (USERRA).

If you serve in the National Guard or military reserve, you will be granted time off to serve. You may use accumulated leave time or take an unpaid leave of absence. Supervisors may seek to coordinate with military services in arranging time off for active duty that meets the needs of

both the University and the military. In all instances, Norwich will make accommodations as required by the USERRA.

If you are a member of a Guard or Reserve unit ordered to duty by the Governor of Vermont or the President of the United States, you will be granted time off. You may use accumulated leave time or take an unpaid leave of absence.

During periods of temporary military duty-limited to ten days of mandatory annual training and ten days of emergency service in any year-all fringe benefits for which you are eligible will continue with Norwich contributions.

The Uniformed Services Employment and Reemployment Rights Act (USERRA) and Vermont law provide employees who are called up to perform military service with reemployment rights:

- USERRA protects employees who are gone from work for up to five years. Employees may choose to use their paid vacation time for some of this period, but the choice is theirs.
- Employees must notify employers of the need for leave 30 days prior to the date of departure or as soon as practical after being called into service.
- Norwich must offer their health plan to employees for 18 months and charge employees in accordance with regulations.
- If military leave is 90 days or less, Norwich must promptly return the employee to the same job he or she would have had if he or she had worked during that time. Employees continue to accrue seniority while on military leave and must be given any raises and promotions associated with that seniority.
- If leave is more than 90 days, Norwich may substitute a different job with the same pay, status, and seniority, as the job the employee would have had.
- If military leave lasts more than 30 days, the law provides job protection for returning employees for six to 12 months (depending on the length of her leave). During that time, the employee may only be terminated for cause.

Vermont law stipulates that the employee has a right to return to their job after the leave period, unless no longer qualified for the job. The employee may not lose any sick leave, vacation time, bonuses, promotion and other benefits because of such leave.

5.8 Volunteer Emergency Service

If you are a community volunteer fire fighter, EMT, or auxiliary police person and are called from or delayed in reporting to work because of an emergency, you will be paid your straight-time hourly rate or salary rate while absent during your scheduled work hours. You must notify your immediate supervisor if you are, or intend to become, a member of such emergency organizations, so that lateness or absence due to an emergency may be anticipated. Due to work obligations it may be necessary to limit your emergency volunteer time to one agency. Check with your supervisor.

Certain positions, such as those that require your availability for campus emergencies or those where continuous attendance is critical to the department's operation, may be excluded from this policy by the appropriate vice president, director or administrative officer.

When emergency service results in absence or late arrival to work, you must notify the supervisor of the time, place and nature of the emergency as soon as possible.

5.9 Jury Duty

Employees called for jury duty should inform their supervisor and Human Resources as soon as notification is received. Except in situations where your presence at the University is needed (as determined by the court) leave will be granted. Employees are expected to return to work when a court releases them temporarily from jury duty. You will receive your regular straight time earnings for the period you are absent as a juror. Any compensation from service in the jury may be kept by the employee.

5.10 Family and Medical Leave Policy

The University's Family and Medical Leave policy (in compliance with the Federal FMLA of 1993 and the Vermont PFLA of 1991, as amended) provides employees who are eligible for benefits up to twelve weeks of continuous or intermittent unpaid leave during any twelve month period, if requested, for the following reasons:

- The birth of the employee's child or to care for such child
- A child's placement with the employee for adoption or foster care
- To care for a spouse, parent, parent-in-law, child, step-child, ward, foster child or party to a civil union who has a serious health condition or serious illness
- The employee's own serious health condition or serious illness

Eligible employees may use accrued paid leave to cover all or part of a family medical leave once the appropriate documentation and leave application form are on file in the Human Resources Office.

Parental leave for a newborn child or for adoption or foster care placement of a child must be completed within twelve months of the birth, adoption or placement. For parental leave, the University will provide up to six weeks of paid leave without charge to any accrued leave balance. Any additional paid time off must either qualify as sick leave (including appropriate medical certification) or be charged to accrued vacation or personal time.

Family leave is for a serious health condition which is defined as a health condition that involves inpatient care in a hospital, hospice or residential medical care facility or continuing in home care treatment under the direction of a physician, or serious illness. Employees may also take up to 26 weeks of leave in a single 12-month period for military caregiver leave. However, this is a per-injury, per-service member entitlement. Unless the same family member is injured again, or another family member suffers an injury while on active duty, an employee may not take additional leave for this purpose.

Employees are expected to give at least 30 days advance notice of leave to the extent advance notice is possible.

See the federal and state guidelines here:

<http://www.dol.gov/whd/fmla/>

http://women.vermont.gov/sites/women/files/pdf/Parental_Family_Leave_Guide.pdf

5.10.1 Return to Work

Employees who have taken a family or medical leave will be returned to the same or equivalent position and employment benefits when they return to work at the end of the leave.

5.10.2 Benefits During Leave

Health care benefits (medical, dental, health care flex spending accounts) will be continued on the same basis as if the employee was actively at work. Any employee contributions (per employee's cafeteria plan selection) normally paid through payroll deduction will be owed by the employee on the first of each month of the unpaid leave. If the employee wishes to prepay the contributions (e.g. through increased payroll deductions when the need for unpaid FMLA is foreseeable) that is permissible on request from the employee. All other benefits cease during the unpaid leave.

Should the employee not return to work after the leave for reasons other than health conditions or some other reason beyond the employee's control, the employee will be charged retroactively for the University portion of the health care premium costs during the FMLA leave.

5.10.3 Request for Leave

Applications for Family and Medical Leave are available in the Human Resources Office, Jackman Hall, Room 322, Ext. 2075 or visit the Human Resource SharePoint site.

5.11 Personal Unpaid Leave of Absence

A leave of absence for compelling personal reasons may be granted if, in the opinion of the supervisor and department head, staffing and workload permit. Normally a personal leave will not be granted for a period exceeding six months. In exceptional cases a personal leave may be extended for a period of time not to exceed a total of one year unpaid leave. An employee will not be granted a leave of absence to accept a temporary or permanent position or to enter into a contractual agreement. The department head and the HR director may waive this provision when it is in the best interest of the University.

5.11.1 Benefit coverage during personal leave of absence

Individuals who are on an unpaid leave are not eligible for University contributions to insurance premiums under the Cafeteria Plan of Benefits or for contributions to the retirement plan.

Individuals may continue group health care and dental coverage, under COBRA, while on leave by paying monthly premiums. The employee should contact HR for information regarding continuation of benefits during the leave of absence.

No vacation/sick time is earned during this leave of absence.

5.11.2 Reinstatement following leave of absence

At the time the leave is arranged, the employee and the supervisor/department head should discuss reinstatement at the end of the leave. Normally, the employee will return to her/his position without the loss of seniority.

It is the responsibility of the employee on leave to notify the supervisor/department head one month prior to the anticipated date of return.

An employee who fails to return to work upon the scheduled expiration of an approved leave of absence and who has not obtained an extension will be considered to have voluntarily terminated employment.

5.11.3 Request for unpaid leave

Employee should submit a written request for leave to supervisor/department head stating why leave is needed and for how long and any other pertinent information that would help in considering the request. A copy of this request should also be sent to the HR Director.

6 University Personnel-Related Policies

6.1 Hiring Procedures

See [Administrative Memorandum 2: Personnel Hiring Policies](http://www.norwich.edu/about/policy/administrative/index.html) at <http://www.norwich.edu/about/policy/administrative/index.html>

6.2 Nepotism

See Administrative Memorandum 43: Nepotism at <http://www.norwich.edu/about/policy/administrative/index.html>

6.3 Sexual Harassment Policy Information

See the [Non-Discrimination Policy's - Statement of Prohibited Conduct](http://www.norwich.edu/about/policy/discrimination/index.html) at <http://www.norwich.edu/about/policy/discrimination/index.html>. Norwich employees are encouraged to contact the Equal Opportunity Officer at 485-2144 to submit a complaint of sexual harassment. Norwich employees may also contact the STATE OF VERMONT ATTORNEY GENERAL'S OFFICE, 109 State Street, Montpelier, VT 05602 (888-745-9195 or 802-828-3665 voice/TDD); and/or, the EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, John F. Kennedy Federal Govt. Ctr., Room 475, Boston, MA 02203 (617-565-3200 or 1-800-669-4000).

6.4 Non-Discrimination Policy

See the [Non-Discrimination Policy](http://www.norwich.edu/about/policy/discrimination/index.html) at <http://www.norwich.edu/about/policy/discrimination/index.html>.

6.5 Harassment Policy

See the [Non-Discrimination Policy](http://www.norwich.edu/about/policy/discrimination/index.html) at <http://www.norwich.edu/about/policy/discrimination/index.html>.

6.6 Employee Disability Accommodation in the Workplace Policy

The university is committed to providing reasonable accommodations which will allow members of the community with disabilities to continue working. Norwich University takes positive action to insure that all applicants for employment are considered and employees are treated in compliance with applicable laws and regulations governing non-discrimination with regard to an individual's disability. See <http://www.norwich.edu/about/policy/disability/index.html>.

6.7 Genetic Information Nondiscrimination Act (GINA)

Norwich strictly prohibits discrimination based on genetic information. GINA prohibits employers and other entities covered by GINA Title II from requesting or requiring genetic information of employees or their family members. In order to comply with this law, we are asking that you not request or provide any genetic information in the workplace or to representatives of the University at any time. 'Genetic information,' as defined by GINA, includes an individual's family medical history, the results of an individual's or family member's genetic tests, the fact that an individual or an individual's family member sought or received genetic services, and genetic information of a fetus carried by an individual or an individual's family member or an embryo lawfully held by an individual or family member receiving assistive reproductive services.

6.8 Policy on a Drug-Free Workplace

It is the University's intent and obligation not only to provide a drug free, healthy and safe work environment but to have staff and faculty who serve as positive role models for enrolled and prospective students. In this role employees are expected to behave in an exemplary manner and to support, by example, a drug free community (i.e. coming to work under the influence of drugs or alcohol or using these substances at work is strictly prohibited).

The unlawful possession, use, manufacture, or distribution of a controlled substance on University premises or while conducting University business off campus is prohibited. Violation of this policy will result in disciplinary action, up to and including termination, and may have legal consequences.

The University recognizes drug/alcohol dependency as an illness and a major health problem as well as a potential safety and security problem. Employees needing help in dealing with such problems are encouraged to seek information, referral and assistance from Human Resources, the Counseling Center or the University Chaplain and the health insurance plan as appropriate. Conscientious efforts to seek such help will not jeopardize any employee's job and will not be noted in any personnel record.

Employees must, as a condition of employment, abide by the terms of this policy and report any conviction under a criminal drug statute for violations occurring on campus or off campus while conducting University business. A report of a conviction must be made within five (5) days after the conviction. (This requirement is mandated by the Drug Free Workplace Act of 1988.)

6.9 Smoking

Norwich University buildings are smoke and tobacco free. Although smoking is permitted outside of buildings, smokers should be at least fifty feet away from the building and in consideration of those inside buildings, particularly in the summer, should be farther away from the building so that second hand smoke does not waft through the air and into the building. See [Administrative Memorandum 4: Smoking Policy](#) at <http://www.norwich.edu/about/policy/administrative/index.html>.

6.10 Safety in the Workplace

The University makes every effort to provide a safe and comfortable environment for every member of the community. It can be kept that way only through the constant attention of all employees who are expected to bring to their job an awareness of safety, and a determination to avoid accidents.

Employees will be instructed in specific safety precautions to be observed in their work area. Supervisors will tell you if you are required to wear any special clothing or equipment. If you are, the University will supply it, but wearing it and using it are your responsibility. In some areas, to comply with the State and Federal regulations, employees may be required to take a test in the proper use, storage and disposal of hazardous material. Employees may be required to successfully pass the test prior to accepting full responsibilities. The University complies with the Right-to Know laws.

If you see a safety hazard, do something about it. If you can't remove it yourself, notify your supervisor or call Facilities Operations, Ext. 2145 and inform them of the specific problem and location.

The University is proud of its safety record. With the help of all employees it can be even better.

6.11 Children in the Workplace

While there are extenuating circumstances when it may seem necessary for an employee to have a child in the workplace, children in the workplace can be distracting and disruptive for colleagues, students, and visitors, as well as for the employee whose child or children they are. Children in the workplace also create additional liability for the University. Therefore, employees' children are not permitted in the workplace.

See [Administrative Memorandum 6: Children in the Workplace](#) at <http://www.norwich.edu/about/policy/administrative/index.html>.

6.12 Pets in the Workplace

Pets are not allowed in any University building nor on any part of the campus (to include grassed areas near all buildings, all “greens,” “quads,” “parade grounds,” athletic fields, roads, walkways, or any other area routinely mowed or landscaped). This policy does not apply to trained assistance dogs that are actively engaged in the service for which they are trained. See [Administrative Memorandum 45: Pets in the Workplace](#) at <http://www.norwich.edu/about/policy/administrative/index.html>.

6.13 Inclement Weather

Because of the requirement to provide services to students and because of the frequency of poor weather in Vermont, all University employees should be prepared to maintain all normal services for all scheduled hours of operation.

Only the President, or in his absence, the Chief Administrative Officer, may grant exceptions to this policy and unilaterally implement a change in scheduled hours due to inclement weather. See [Administrative Memorandum 5: Work Schedules - Inclement Weather](#) at <http://www.norwich.edu/about/policy/administrative/index.html>.

6.14 Business Travel Expense

See [Administrative Memorandum 35: Travel Policies](#) at <http://www.norwich.edu/about/policy/administrative/index.html>

6.15 Military Uniforms

Employees in some staff positions and most regular faculty are required to wear the military uniform and these are provided by the University. It is important that the uniform be worn properly. See [Staff and Faculty Uniform Manual](#) at <http://www.norwich.edu/about/policy/uniform/index.html>.

6.16 Other Uniforms

The University provides uniforms for employees who are required to wear them (e.g. facilities and security). Additional information regarding uniforms will be provided by the appropriate department when new employees are hired.

7 Employee Relations Policies

7.1 Period of Appointment

Regular employees appointed to staff positions are normally appointed for a maximum of one year, and the appointment period ends on May 31, the last day of the fiscal year, unless another

period and end date are established at the time of appointment. The renewal of a staff appointment for an additional period is at the discretion of the University.

A regular staff member whose appointment is not renewed will receive notice, or pay in lieu of notice, based on length of service, except for appointments to positions that have a specified end date (such as project based or grant funded positions) where notice of non-renewal is provided at the time of appointment. The notice period will be at least 30 days for employees with less than two years of service, 60 days for employees with at least two but less than six years of service, and 90 days for employees with at least six years of service. All employee benefits will continue during the notice period on the same basis as if the appointment had been renewed.

For fiscal year appointments, the annual notice of renewal or non-renewal will normally be provided by May 1, and no later than May 31. For appointments with other end dates that are subject to renewal, the notice of renewal or non-renewal will normally be provided one month before the end of the appointment period, and no later than the last day of the appointment period. Notice of non-renewal may be provided earlier in order to avoid incurring the costs of the required period of notice beyond the end of the fiscal year or other appointment period. The required period of notice or pay in lieu of notice will begin with the date of the notice of non-renewal.

7.2 Constructive Discipline

The principle underlying all discipline of Norwich University employees is constructive discipline, not punishment. Punitive and other negative motives have no place in constructive discipline. It is understood that the University may vary the discipline imposed based on the gravity of the offense and other circumstances, including previous performance concerns. In some situations involving serious misconduct, the University may take immediate disciplinary action, up to and including termination of employment. Where appropriate, the University may also require restitution, appropriate training or counseling, or other remedial action as part of disciplinary actions.

Situations sometimes arise when an employee's job performance or standards of behavior do not meet the standard of the University. It is the University's preference to coach and counsel employees so that they may overcome work-related shortcomings, strengthen their work performance and achieve success. The University may take immediate action to correct performance concerns, and may choose to vary the steps or actions taken depending on the circumstances, including consideration of previous discussions under this policy. The following steps may be used to coach and counsel employees:

7.2.1 Step 1 - Oral Discussion

This discussion takes place between the employee and the supervisor regarding the problem(s), concerns and expectations and the solutions necessary to change job performance or behavior. A written summary of the discussion should be prepared and signed by the employee and the supervisor. This written summary of the discussion will be forwarded to the Human Resources Office and placed in the employee's personnel file.

A follow up to the discussion regarding progress made should take place after two weeks. The supervisor may designate a reasonable alternative period depending on the issue.

7.2.2 Step 2 - Written Reprimand

The supervisor, the employee, and third party participants (if requested by the employee, the supervisor, or both) should meet to discuss the performance or behavior issue and an agreed upon course of action to be taken. The employee should then receive a written reprimand from her or his supervisor describing the extent of the problem(s) and the corrections needed to be undertaken. This written reprimand will be forwarded to the Human Resources Office and placed in the employee's personnel file.

A follow up to this reprimand should take place after two weeks. The supervisor may designate a reasonable alternative period depending on the issue. A summary of this follow-up discussion will be written by the employee's supervisor, forwarded to the Human Resources Office, and placed in the employee's personnel file.

7.2.3 Step 3 - Decision Leave Day

If a problem identified in a prior oral discussion, written reprimand or other documented communication continues and insufficient corrective progress has been made, the employee may be granted a paid, decision-making leave day to consider whether the employee wants to make the changes necessary to perform the job as expected or resign. The employee will return to work with a written decision regarding whether he/she will meet job expectations or resign from the University. The employee's written decision will be forwarded to the Human Resources Office and placed in the employee's personnel file.

If the employee decides to remain at the University there should be a follow up discussion after two weeks. The supervisor may designate a reasonable alternative period depending on the issue. A summary of this follow-up discussion will be written by the employee's supervisor, forwarded to the Human Resources Office, and placed in the employee's personnel file.

7.2.4 Step 4 - Dismissal

If the employee does not meet job expectations because he/she did not or would not change his/her job performance or behavior in meeting job expectations, dismissal will occur. A note summarizing the employee's dismissal will be written by the employee's supervisor, forwarded to the Human Resources Office, and placed in the employee's personnel file.

7.2.5 Misconduct

Any University official with managerial or supervisory responsibility for the employee, or with University-wide authority to enforce the rule or policy involved, may take immediate disciplinary action, up to and including termination of employment, when an employee fails to abide by the University's rules, regulations or policies, or otherwise engages in misconduct. That official may, in his or her discretion, choose to impose any of the steps under Constructive Discipline or a suspension without pay instead of termination of employment, and may choose to place an employee who is suspected of misconduct on administrative leave with pay while investigating the matter. A note summarizing the action taken will be written by the official, forwarded to the Human Resources Office, and placed in the employee's personnel file.

Some of the types of misconduct that can lead to immediate termination include but are not limited to:

- theft of University property or the property of other employees or students
- serious disorderly conduct or fighting
- the illegal possession or use of alcohol or drugs in the work place, including reporting to work under the influence of drugs or alcohol
- possession of a dangerous weapon on campus
- unauthorized access to or use of computerized information or other information of a personal or proprietary nature
- willful damage or destruction of University property
- acts of sexual, racial or other forms of harassment based on protected status
- acts of sexual misconduct or sexual assault
- falsification of records
- gross acts of insubordination or refusal to obey lawful and reasonable orders given by supervisors
- other serious misconduct or failure to abide by University rules, regulations or policies.

The University reserves all rights to itself and/or third parties to initiate civil actions or criminal prosecutions for conduct or misconduct that it believes to constitute a violation of the law.

7.3 **Problem Solving Policy**

Norwich University strives to foster an environment in which everyone feels free to bring up professional issues and employment problems with either supervisors and/or coworkers for constructive consideration. This policy is intended to cover complaints of an employee relating to:

- Disciplinary actions, including dismissal, demotions, and suspensions.
- Improper and/or unfair departmental policies, procedures, rules, regulations, ordinances, and statutes or their improper or unfair implementation.
- Acts of reprisal as a result of using this procedure.
- Acts of reprisal as a result of being a witness or giving information during the informal or formal steps of this policy.
- Problems involving alleged violation of federal and/or state constitutional rights. These do not include situations in which a person believes he/she has been subjected to discrimination on the basis of gender, gender identity, race, ethnicity, national origin, color, religious beliefs, disability, sexual orientation, age, genetic information, ancestry and place of birth, or veteran status. For complaints involving discrimination or discriminatory harassment, including sexual harassment, employees should follow the steps explained in the [Norwich University Non-Discrimination Policy](#).

The following matters are not grievable under this procedure:

- Termination during an initial evaluation period not immediately preceded by continuous employment with Norwich for at least one year.
- The contents of Norwich University policies, procedures, and rules approved by or with the authority of the President and the Board of Trustees.
- The measurement and assessment of work activity through a performance appraisal except where the employee proposes to show the evaluation to be arbitrary (i.e. not done according to sound reason or judgment).
- The methods, means and personnel by which work activities are to be performed, unless the employee proposes to show that her/his health or welfare is endangered, or unless the employee alleges to show that these methods, means, etc., are punitive or arbitrary.
- Termination, layoff, demotion or suspension from duties because of lack of work, reduction in force, job abolition or release from the University as a result of a demonstrable emergency.
- Position classification. (A separate process exists for the appeal of a position classification. See [Norwich University Staff Compensation Policy](#)).

There are three problem solving methods:

- Informal problem solving
- Mediation
- Formal problem solving

Employees who are not satisfied with the outcomes of informal problem solving or mediation may request formal problem solving. All employees may use these processes freely and without fear of punishment or intimidation.

Supervisors are expected to recognize that employees may need assistance in solving problems. All parties involved in problem solving are expected to keep all proceedings confidential. However, frivolous claims may be grounds for disciplinary action.

This process relies extensively on communication in writing. Employees who would prefer alternative means of communication in using this process should contact the Director of Human Resources for assistance.

Note: Staff members who are uncertain whether their complaint may be considered under this procedure are encouraged to seek the advice of the Director of Human Resources.

7.3.1 Informal Problem Solving

Many staff members and their supervisors can solve their problems informally and are encouraged to do so. In addition, supervisors can sometimes help two employees understand and resolve their differences. Informal resolutions are encouraged within each department or division. However, employees are always welcome to discuss their problems directly with Human Resources staff who will work to encourage a mutual understanding and a fair decision. The Director of Human Resources may declare that informal problem solving has concluded upon the request of any party or on his or her own initiative by providing notice in writing to the parties.

7.3.2 Mediation: An Alternate Dispute Resolution Process

An employee or a supervisor who does not agree with the outcome of the informal problem solving process may choose mediation as a second step in solving problems. Mediation may also be requested at any stage in the formal problem solving process, and may be recommended by the Director of Human Resources. Both parties and the Director of Human Resources must agree to mediation. Mediation is a voluntary procedure led by a neutral third person to assist in reaching a mutually agreed upon solution. The Director of Human Resources will normally act in this role, but may appoint a mediator. The Director of Human Resources may declare that mediation has concluded and initiate the next phase of dispute resolution upon the request of any party or on his or her own initiative by providing notice in writing to the parties.

7.3.3 Formal Problem Solving Process

If a problem is not resolved informally or through mediation, the staff member may choose the formal problem solving process. Norwich University has established this formal internal procedure to resolve, fairly, concerns related to conditions of employment. No one from outside the University may participate in the formal process. Should mediation be requested during the formal stage, outside mediators may be appointed.

7.3.3.1 Step I

Any employee who wishes to use the formal problem solving process should write a letter of complaint to the Department Head within ten business days of conclusion of the informal solving process or the mediation process, and no later than 30 calendar days after the employee knew about the acts or occurrences that are the subject of the complaint. The Director of Human Resources may waive these time limits as appropriate.

The letter of complaint should describe those acts or occurrences the employee questions and explain what she or he wants done. The employee should also send a copy of the letter to the Human Resources Department. The Department Head will promptly investigate the matter and respond in writing with a copy to Human Resources. The Department Head shall attempt to complete the investigation and respond in writing within ten business days.

7.3.3.2 Step II

If the employee who requested formal problem solving does not agree with the Department Head's response, she or he may submit a letter of appeal to the appropriate Senior Staff member within ten business days after the date shown on the written response. The employee should also send a copy of the appeal to the Human Resources Department. The Senior Staff member will promptly investigate the matter and respond in writing with a copy to Human Resources. The Senior Staff member shall attempt to complete the investigation and respond in writing within ten business days.

7.3.3.3 Step III

If the employee who requested formal problem solving does not agree with the Senior Staff member's response, she or he may submit a request for a hearing on the matter within ten business days after the date of the Senior Staff member's response. The request should be sent to the Director of Human Resources, outlining the reasons for disagreement with the Step 2 decision. The Director of Human Resources may deny the request for a hearing in writing if he or she believes based on the information included in the employee's request for a hearing and the record of the previous steps that further consideration of the matter would not change the result. If the Director approves a hearing, he or she will appoint a Hearing Officer within five business days after the request for a hearing. Hearing Officers, so appointed, neither shall have been involved in nor shall have detailed knowledge of the matter under review.

The Hearing Officer will convene a hearing into the matter within ten business days after his or her appointment as Hearing Officer. The requesting employee will present her or his complaint, including appropriate witnesses and/or supporting information from appropriate witnesses. The supervisor, Department Head, and/or Senior Staff member will respond to the complaint, and may present appropriate witnesses and/or supporting information from appropriate witnesses. Each party will have an opportunity to question the other party and any witnesses. Each party is entitled to be accompanied and advised by another University employee of his or her choice, but neither party will be represented by legal counsel. The Hearing Officer may recess the hearing at his or her discretion, such as to gather information or hear from additional witnesses. The hearing will be conducted as informally as possible

while preserving order and fairness in the proceedings. The Hearing Officer will consider the information presented at the hearing as well as any relevant documents, including the submissions and responses from the previous steps. The Hearing Officer will render a decision within ten business days after the hearing is completed. A copy of that decision will be forwarded to the Director of Human Resources. A decision by a Hearing Officer will not be subject to further appeal.

If the President is the immediate supervisor of the employee who made the complaint, the Formal Problem Solving Process outlined above will not be used. Instead, the Director of Human Resources shall appoint a mediator who is not a University employee to hear the complaint and make a recommendation in the matter. The President's decision on that recommendation shall be final.

7.3.3.4 Record Keeping

Records of formal problem-solving procedures are maintained in a separate file in the Human Resources Office under the employee's name.

7.4 Termination of Employment

If your employment has been terminated, either voluntarily or involuntarily, you must return all Norwich University keys, identification cards, credit cards, uniforms and other Norwich property and pay any outstanding fees or charges by the end of your last working day. If you have a promissory note, conditions of repayment are on the signed note and you must discuss these with the Treasurer's Office by the end of the last working day.

7.4.1 Involuntary Termination

7.4.1.1 During Initial Evaluation Period

If you are terminated during or at the end of the initial evaluation period because of unsatisfactory job performance, the termination is final and not subject to appeal.

Non-exempt staff will be given notice or pay, to be determined by the supervisor.

Norwich University contribution to benefits will stop on the date of termination.

Employees terminated during the initial evaluation period because of unsatisfactory job performance have no reinstatement rights.

7.4.1.2 For Cause

Occasionally employment may be terminated because of poor job performance, improper attitude, misuse of sick leave, habitual lateness, illegal possession or use of alcohol or drugs in the work place, theft, fighting, possession of dangerous weapons, misconduct, violation of Norwich policies, unauthorized access or use of computerized information or for other appropriate reasons. If you are absent for three or more days without notification to your supervisor, you will be considered as having resigned without notice.

7.4.1.2.1 Notice

When terminated for cause, you will usually be given either two weeks notice or two weeks pay to be determined by the supervisor. If notice is given verbally, the supervisor must follow up with written confirmation of the dismissal, giving the reason for the termination and the date of the last day of employment. (If the cause of termination is sufficiently serious, or a grave violation of Norwich policy, employment may be terminated without either two weeks notice or two weeks pay.) If two weeks notice is given, Norwich contributions to insurance will cease at the end of the two weeks; if pay is given in lieu of notice, Norwich contributions will cease upon the date of termination. Earned and unused vacation will be paid to you unless you have not completed your initial evaluation period.

7.4.1.2.2 Re-employment

Employees terminated for cause have no re-employment rights.

7.4.1.3 University Financial Difficulty

Should there be a period of University financial difficulty, the employment of staff may be terminated.

7.4.1.3.1 Selection

Selection is based on quality of job performance, experience in and ability to perform the remaining work and length of service. Regular staff will receive preference for continued employment over staff in an initial evaluation period.

7.4.1.3.2 Notice

You must be notified at least four weeks in advance or receive four weeks pay in lieu of notice, to be determined by the supervisor.

7.4.1.3.3 Re-employment

A list of staff whose employment has been terminated will be maintained by Human Resources. For six months after the date of termination, each person on the list will be given preference for job referrals and interviews based on qualifications, experience, and physical ability to perform the duties of the job.

7.4.1.4 Reorganization and Other Similar Circumstances

During periods of reorganization it may be necessary to terminate employment of staff members. If this becomes necessary, the following provisions will apply.

7.4.1.4.1 Selection

Whenever possible, selection will be based on the quality of the job performance, experience in and ability to perform the remaining work and length of service. Regular staff will receive preference for continued employment over staff in an initial evaluation period.

7.4.1.4.2 Notice

Notice of termination or payment in lieu of notice (to be determined by the supervisor) should be given according to the following procedure: if you have

- less than two years of service and have completed an initial evaluation period, you will be given a minimum of one month notice of termination
- at least two years of service but less than six, you will be given a minimum of two months notice of termination
- six or more years of service, you will be given a minimum of three months notice of termination.

7.4.2 Voluntary Termination

7.4.2.1 Notice

Non-exempt employees who leave a position voluntarily are asked to give a minimum of two weeks notice.

Exempt employees who leave a position voluntarily are asked to give a minimum of thirty days notice.

Norwich University contribution to benefits will not continue after the date of termination.

7.4.2.2 Re-employment

If an employee has two years previous service and returns to work at Norwich within two years (except if terminated for cause) he or she will be reinstated with an adjusted date of hire and all waiting periods for benefits will be waived.

7.4.2.3 Employees with Specific Termination Date

The termination of employees hired with a specific termination date as stated in the employment notification is subject to the same provisions as voluntary termination, except there is no notice requirement either on the part of the staff member or the University.

7.5 Employee Records

Your employment record is on file in the Human Resources Office (Rm. 322 in Jackman Hall). It is your responsibility to notify the HR Office of any change in names, home addresses, telephone numbers, beneficiaries, number of dependents, changes in family status or other pertinent information.

Any change in an employee's tax status must be made on a Withholding Certificate, W-4, available from the Payroll Office.

7.5.1 Access to Personnel Records

Access to the central personnel file of any staff member presently or previously employed is limited to the following Norwich personnel:

- the employee
- the employee's current or prospective supervisor
- the Norwich President, appropriate vice president, dean/director or designee
- necessary HR and payroll staff

Personnel files of any current or former staff are not available for review by any investigator of private or public agencies, prospective outside employers, or others without written release from the employee or appropriate legal authorization.

7.5.2 Examination of Personnel File by Employee

If you wish to examine your personnel file, call the HR office and schedule a mutually convenient time to do that. You must review your file in the presence of HR staff. Although the file may not be removed or taken to another location, you may request copies of information contained in the file.

7.5.3 Release of Information

Any request for verification of employment or other information should be referred to Human Resources.

When responding to phone inquiries from commercial establishments for the purpose of establishing credit, HR will give your job title, department, dates of hire and termination, and full or part-time status.

Banks and other financial institutions often require verification of salary before granting loans, mortgages, credit cards, etc. Such information will not be released without your signed authorization.

8 Staff Council

The University Staff Council is an advisory body serving the President of Norwich University both directly and through the Chief Administrative Officer. The Staff Council is charged with properly representing the various University staff constituencies and assuring that staff issues and advice are considered in the institutional decision making process.

There are twelve members of the Council representing, as much as possible, the various constituencies of the staff of Norwich University. When terms expire, the Council solicits nominations or volunteers from the University staff community, reviews and selects before forwarding the names recommended to the University President, through the Chief Administrative Officer, for review and approval. Minutes of Council meetings are distributed to the community.

Names and officers of the current Staff Council may be obtained by contacting the Chief Administrative Officer or through the staff council SharePoint site at my.norwich.edu/staff-council.

9 Staff Recognition

9.1 Length of Service Awards

Five, ten, fifteen, twenty, twenty-five, thirty, thirty-five years and more of service are celebrated at the Annual Recognition Dinner with the President. This dinner also includes those employees who are retiring from the University and recipients of the Kathleen Bowen Staff Recognition Award.

9.2 Special Events for all Employees

Staff Council may sponsor events during the year. These are opportunities for employees to gather together for fun, food and friendship.

10 Human Resources Contact Information

To access Human Resources forms, policies, payroll information, wellness, etc., please go to the Human Resources Team site at my.norwich.edu/hr.

If you have any questions, please contact Human Resources at 802-485-2075.

If you have any questions pertaining to your pay, please contact the payroll staff in Human Resources at 802-485-2018.



NORWICH
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Office of Human Resources
Jackman Hall, 3rd Floor
158 Harmon Drive
Northfield, VT 05663

about.norwich.edu/offices-services/human-resources