



Chaminade University
O F H O N O L U L U

POLICY MANUAL

VOLUME V

**PERSONNEL POLICIES FOR
ADMINISTRATORS AND STAFF**

(Staff Handbook)

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Volume V

PERSONNEL POLICIES FOR ADMINISTRATORS AND STAFF

5.0 Personnel Policies for Administrators and Staff of the University

5.1 General Policy

This Volume V has been developed for use by University employees who do not hold faculty appointments.

This Volume V is to be used for general information only. It is not intended to be comprehensive or to address all possible applications of, or exceptions to, the general policies and procedures described. This manual is not a contract of employment and shall not under any circumstances be so construed. It is the University's expectation and intention that the policies described in this Volume V will from time to time be modified, rescinded or replaced. All questions regarding the information contained in this Volume V are to be addressed to the "At-Will" Employment: All University employees are employed at-will and may be terminated, according to State law, with or without cause at any time or you may resign for any reason at any time. Insurance benefits described here and in Volume III of the Policy Manual are subject to the actual plan documents and the University reserves the right to modify or discontinue any program, at any time, as deemed necessary by legislative changes or by University officers.

5.2 Hiring for Mission

As Chaminade is a Catholic Marianist University, it believes that education is more than information. Educating the whole person involves the whole community. At Chaminade all Staff and faculty are encouraged to exemplify the respect, collaboration and service that are at the heart of a just and peaceful society.

There are practices and programs on campus – both religious and secular – that attempt to integrate the various aspects of the human experience: Faith and culture, the individual and community, professional preparation and service. All employees are expected to be supportive of these efforts and are invited to be active participants in these practices and programs as their interest and commitments suggest.

Among the areas discussed in the course of interviews are Chaminade's mission, its character as a Marianist university and the employee's understanding and acceptance of this identity. Ideal employees have the necessary educational preparation, skills and experience, and the desire to be a part of the Chaminade community and its mission.

5.3 Definition of Employment Policies

All university employee positions are assigned a category and an Fair Labor Standards Act (FLSA) classification. The hours employees are required to work, eligibility for University benefits, timekeeping, and compensation are based on the employee's category and classification.

Employee Categories

The University has four categories of employees:

1. Regular Full-Time Employee: An employee hired to work at least 40 hours per week on a regular basis and is eligible for all fringe benefits. The appointment may be for a number of months from 9 to 12 annually, but it must be for full months at 40 hours per week.
2. Regular Part-Time Employee: An employee hired to work between 20-39 hours per week and is eligible for state mandated fringe benefits and the employee education benefit. If an employee works 1000 hours in a retirement plan year, the employee is eligible for retirement benefits.
3. Part-Time Employee: An employee hired to work 19 hours per week or less and is not eligible for fringe benefits.
4. Temporary Hire Employee: An employee hired for a temporary period, whether full or part-time for 20 or more hours per week is considered a temporary employee. A temporary hire employee is eligible for state mandated fringe benefits.

Administrative Faculty Status

Employees who hold administrative faculty rank but serve in non-faculty positions are subject to the terms and conditions of employment with respect to their non-faculty appointment that is specified in Policy Manuals Volume III and Volume V. These employees may include some teaching, advising, or other faculty responsibility as indicated in the employees letter of appointment and do not accrue and rights to continuing employment or any greater rights than those specified. *See Subsection 4.1.6 of Volume IV.*

5.4 Fair Labor Standards Act (FLSA) Classifications: Exempt and Non-Exempt

The Fair Labor Standards Act (FLSA) is a federal law that was enacted to protect workers by setting federal standards for working conditions. FLSA mandates the classification of positions as exempt or non-exempt.

Contact the Personnel Office for FLSA Guidance Materials: *FLSA a& Non-Exempt Employee Frequently Asked Questions* and *Guide to FLSA Exempt Classifications*.

Comprehensive information is available at the U.S. Department of Labor's website: <http://www.dol.gov/elawasw/flsa.htm>.

Exempt Employee

An employee in a position classified as exempt does not receive overtime pay for hours worked in excess of 40 hours in a workweek and receives a predetermined amount of compensation each month on a salary basis.

An exempt employee is required to report absences (sick, vacation, paid and unpaid leave) using the Personnel Activity Form (PAF). Supervisors are responsible for ensuring that all PAFs are submitted to the Personnel Office.

Non-Exempt Employee

An employee in a position classified as non-exempt must record time worked on a timecard or timesheet, and is eligible for overtime for hours worked in excess of 40 hours in a workweek.

A non-exempt employee is required to report hours worked and absences (sick, vacation, paid and unpaid leave) on a timecard or timesheet on a weekly basis to ensure that the employee is compensated accurately for all hours worked.

Full time non-exempt employees are also required to report absences using a Personnel Activity Form (PAF). Supervisors are responsible for ensuring that all PAF's are submitted to the Personnel Office.

NON-EXEMPT EMPLOYEE POLICIES

FLSA provides standards for employee time keeping and requires overtime compensation for non-exempt employees that work more than 40 hours in a workweek.

Complaint and Grievance Process

If an employee believes that the employee's supervisor and/or Department violated her/his rights under FLSA, the employee should resolve the issue with the supervisor or Department Head. If the employee does not want to resolve the issue with her/his supervisor or Department Head, the employee can contact the Personnel Office.

The employee may also file a grievance in accordance with the University Grievance Procedure for Administration/Staff Employees. The procedure can be found in Chaminade University Policy Manual V.

University Policies Governing Time

Standard Workweek

The University workweek is seven consecutive days commencing at 12:01 a.m. on Monday and ending 168 hours later at 12:00 midnight Sunday. The typical schedule for full-time employees consists of five consecutive eight-hour shifts within the workweek.

Standard Service Hours

The University's standard service hours that offices are open to provide services to students, staff and faculty are 8:30 a.m. to 4:30 p.m., Monday through Friday.

The general workday consists of eight hours not including lunch. The individual employee start time, lunchtime and end time may be adjusted to conform to each Department's needs. Schedules should avoid contributing to automobile traffic between 7:15 a.m. and 8:15 a.m. Offices with more than one employee will arrange lunch periods so that the office is not closed between 8:30 a.m. to 4:30 p.m.

Timekeeping for Non-Exempt Employees

The Business Office is required to keep non-exempt employee timecards and timesheets for a period of three years.

Timecard and Timesheets

All non-exempt employees are required to record daily hours worked along with all paid and unpaid leaves on timecards or timesheets.

Supervisors are responsible for ensuring that timecard and timesheets are accurate and are submitted in accordance with the Timecard and Timesheet Schedules. The schedules are available at the Personnel Office.

An employee and/or supervisor who falsifies time worked is subject to disciplinary action that may include termination.

Timecards are used for non-exempt employees who are paid on an hourly basis and must be submitted to the Business Office.

Timesheets are used for non-exempt employees who are paid on a salary basis and must be submitted to the Personnel Office.

Split Time

If an employee's salary is split between two (2) departments. It is the responsibility of the supervisor to identify on the timecard or timesheet which department the overtime is to be charged.

Compensable Time

Compensable time (work time) is time that an employee is required or permitted to work for the University. In addition to regularly scheduled hours or work hours, compensable time can include overtime, certain types of travel time, training, on-call, and time required to answer work emails and phone calls outside of work hours.

This policy extends to work performed at home or at other places away from the normal work site, where the supervisor knows or has reason to believe that the work is being performed. This policy also applies where an employee is permitted or told to work at his or her desk during meal periods.

Overtime

A non-exempt employee who works more than 40 hours in a workweek, must be paid an overtime rate of one and one-half (1.5) times his/her regular hourly rate of pay for all time actually worked in excess of 40 hours in the workweek.

When calculating overtime at one and one-half (1.5) times the regular hourly rate of pay for time worked in excess of 40 hours in a given workweek, only actual time worked is used.

Time charged to vacation, sick, holiday or other paid/unpaid time-off is not included in the calculation of overtime.

Payment for Overtime

Payment for overtime should be made within the same pay period, if possible, or no later than the pay period following the one in which the overtime hours were worked. The University does not allow compensatory time-off for non-exempt employees in lieu of overtime pay.

Advance Approval for Overtime Required

Supervisors must approve in advance all overtime worked, preferably in writing. Supervisors who are aware, or have reason to believe, that a non-exempt employee is working in excess of a 40-hour workweek without prior approval, are required to take action to stop unauthorized overtime. If the employee continues to work unauthorized overtime, the employee must be informed in writing that if such behavior continues, the employee will be subject to disciplinary action.

When overtime hours are required, the supervisors and/or the Department shall give the employee as much advance notice as is practical. To the extent practical, the supervisors and/or

the Department will seek to equalize overtime opportunities among employees performing similar work within the Department.

Reduction of Work Hours

Supervisors and/or the department can reduce the number of hours a non-exempt employee is scheduled to work so the employee's work hours do not exceed 40 hours within that workweek.

Meal Periods

Meal periods do not count as compensable time if the non-exempt employee is completely relieved from working for the meal period. When taking an unpaid meal period, a non-exempt employee cannot be engaged in performing job-related duties.

The University generally provides an employee with an uninterrupted lunch period of 30 minutes to one (1) hour depending on the department requirements. Uninterrupted means no interruptions for any work reason.

Training Time

If a non-exempt employee is required to attend training, meetings, or lectures, during the employee's regular work hours, the time is compensable.

Training time is not paid if all the following criteria are met: attendance is outside regular working hours, the attendance is voluntary; the course, lecture, or meeting is not job related; and the employee does not perform any productive work during attendance.

On-Call Time

A non-exempt employee who is required to attend training, meetings, or lectures during the employee's normal working hours is considered "on-call" and must be compensated.

Constraints on the employee's freedom or requiring that the employee remain so close to the University that the employee is unable to use the time for his/her own purposes is considered "on call" and must be compensated.

An employee who is required to carry a cellular phone in order to be contacted for work or who is allowed to leave a message where he/she can be reached, is not on-call (in most cases) because the employee is free to use the time for his/her own purposes.

If an employee is contacted by a University representative outside normal work hours to discuss work related issues, the actual time spent discussing said issues, but not less than fifteen (15) minutes, shall be considered actual time worked and stated on the employee's timecard/timesheet.

Waiting Time

If a non-exempt employee is waiting outside of regular work hours for work to be assigned, such time is compensable time because the employee is not free to leave. For example, an administrative assistant who is required to wait for an event to begin after his/her normal work hours must still be compensated for that time since the employee is being required to wait.

"Off-the-Clock Time"

A non-exempt employee must be compensated for all hours worked in a workweek. This includes work performed that may be outside the employee's regular work hours. For example, a non-exempt employee may report to the office 30 minutes early each day to avoid traffic. If

the employee begins working prior to the start of the regular workday, that time must be counted as compensable time. The same requirement applies to a non-exempt employee who brings work home or responds to emails from home before or after the regular workday.

Non-exempt employees must be instructed not to perform work beyond their regular work schedule unless they receive prior approval (preferably in writing) from their supervisor. If an employee fails to obtain approval but performs work, he or she must still be compensated for that time, but the employer may address the situation as a disciplinary matter.

There will be urgent or unforeseen situations that require an employee to work “off the clock”. For example, a student comes into the office at the end of the employee’s regular workday and needs immediate assistance, which requires the employee to work an hour beyond the regular workday.

Attendance at Receptions, Dinners, and Other Social Events

If a non-exempt employee is required to attend a reception, dinner, or other social event, that time is compensable time, even if the employee is not performing work that he or she usually performs in the office. The supervisor must clearly communicate to the employee whether or not attendance is mandatory. If an employee is pressured or coerced to attend, that time is compensable.

Volunteer Activities

A department may offer “volunteering” opportunities. Volunteer services must be offered by a non-exempt employee freely and without pressure or coercion, direct or implied, by the supervisor and/or department. If an activity is mandatory, it must be counted as compensable time even if the activities are held on the weekend and/or outside normal working hours.

For example, if a non-exempt employee volunteers to work at the employer’s annual dinner outside regular work hours and is not performing work regularly performed by the employee then the employee is volunteering and time is not compensable.

Travel Time

Non-exempt employees are eligible for compensation for the time they spend traveling. The compensation an employee receives depends upon the type of travel and whether the travel time takes place within work hours or outside of work hours.

Commute Time

Generally, an employee is not at work until he or she reaches the work site. A non-exempt employee who travels from home to work before the regular workday and returns to his/her home at the end of the workday is engaged in ordinary home to work travel, which is not work time and it is not compensable.

Travel during regular meal breaks, as long as the employee is relieved of all work duties, is considered commute time.

Travel During the Workday

Travel as part of the employer’s principal activity must be counted as hours worked. Travel from job site to job site during the workday, is work time and is compensable.

If the employee stops at a store for personal purposes, the time traveling from the office or job site to the store is not compensable.

Normal Work Hours

“Normal work hours,” for *One-Day Off Island* and *Travel Away From Home*, are the University’s standard service hours 8:30 a.m. to 4:30 p.m. This definition applies to normal workdays (Monday through Friday) and to weekends (Saturday and Sunday).

Time the employee spends in travel away from home outside of normal work hours as a passenger on an airplane, train, boat, bus, or automobile and the employee is free to relax is not considered compensable time.

Travel Time Defined

“Travel time” is defined as including the time the employee arrives at the airport to the time the employee reaches his/her destination if that time is within normal work hours. If an employee is traveling *to* a location, then the destination is either the hotel or the work site (if the employee travels directly from the airport to work). If the employee is returning home *from* a location, the destination is the airport of final arrival.

One-Day Off Island Travel

If the employee is required to work on another island for one day and return the same day, it is one-day off island travel and is compensable. Travel time between the employee’s home and the airport is not compensable. Meal periods are not compensable.

When travel takes place within normal work hours, travel time is compensable. If travel occurs during normal work hours on non-working days (i.e. Saturday or Sunday for an employee who works Monday through Friday) the time is also compensable. Time spent traveling outside of normal work hours is not considered work time and it is not compensable.

Travel Away from Home

Travel performed at the request and for the benefit of the employer that keeps an employee away from home overnight is considered travel away from home.

When travel away from home takes place within normal work hours, travel time is compensable. If the travel occurs during normal work hours on non-working days (i.e. Saturday or Sunday for an employee who works Monday through Friday), the time is also compensable. Time spent traveling outside of normal work hours is not considered work time and it is not compensable. Meal periods are not compensable.

When an employee travels between two or more time zones, the time zone associated with the point of departure is used to determine whether the travel falls outside of normal work hours.

For example, an employee arrives at the airport at 7a.m. for a plane departing from Hawaii to California at 9 a.m. on a Saturday. The time at the airport and on the airplane between 8:30 a.m. to 4:30 p.m. is work time because it occurs during normal work hours. It does not matter that Saturday is not a normal workday. However, if the employee arrived at the airport at 3 p.m. for a plane departing from Hawaii to California at 4 p.m. instead, only the time spent at the airport and on the airplane from 3 to 4:30 p.m. would be compensable.

If the employee arrives at the airport at 8 a.m. for a return flight that departs from California to Hawaii at 10 a.m., the employee is compensated from 8:30 a.m. to 4:30 p.m. (California time) because the time is within normal work hours.

Time spent at a hotel with freedom to use time for the employee's own purposes is not compensable.

Drive Time While Traveling

If the employee is the driver of a vehicle during travel, the employee must be compensated as driving is work time, unless the employee is driving from the hotel to a work site. Driving from the employee's hotel to and from a work site is considered commute time. If the employee is driving between work sites, the travel time is considered work hours and is compensated.

Contact the Personnel Office if you have questions regarding FLSA classification: 739-4730

5.4.1 Re-Employment

A former employee seeking re-employment with the University is required to show previous employment on the application. Former employees who departed from the University under satisfactory circumstances may be re-employed in the same type of work or in another type for which they are qualified.

5.5 Introductory Period

The first three months of employment provide the University with the opportunity to learn more about the new employee and to evaluate whether the position for which the employee was hired is suitable to skills, personality, and career goals. The introductory period may be extended for an additional maximum period of three months subsequent to review and consultation with the Director of Personnel. If successfully completed, the employee may be transferred to regular status. Completion of the introductory period does not guarantee an employee's continued employment for any period of time thereafter. An employee applying for another position on campus during the introductory period must have the recommendation of the current supervisor.

5.6 Performance Reviews

Performance Evaluations are an integral component of the University's personnel system.

Performance evaluations are used for the following purposes:

1. To evaluate individual performance against supervisor's expectations as embodied in the employee's job description and previous evaluations.
2. To communicate future expectations of both the supervisor and the supervised.
3. To reach agreement concerning future goals and expectations.

Performance evaluations are required for all staff members of the University. The President is evaluated by the Board of Regents. All other staff members are evaluated in accordance with this policy.

Evaluations are completed:

1. Prior to completion of the introductory period of three months.
2. At least once a year thereafter.
3. Upon transfer from one department to another.

4. Upon termination of employment.
5. At other times deemed appropriate by a supervisor due to the need to report exceptionally good or poor performance.

The performance evaluation process provides an excellent opportunity for supervisors and supervised to align personal goals and objectives. In general, the evaluation experience should prove to be mutually rewarding for the participants, even in those instances where it is necessary to point out the need to adjust personal performance of individuals. See Appendix 5.5.1A or 5.5.1B as applicable.

All staff members will be asked to review and sign their performance evaluations. They will also be provided an opportunity to attach a written comment to their evaluations. The supervisor involved in the evaluation should forward the evaluation to the Division Head for review and signature. Upon completion of the divisional review the evaluation is sent to the Director of Personnel.

In the event that an employee refuses to sign the evaluation, or is not available to do so, the supervisor should so indicate and forward the evaluation as indicated in the above paragraph.

5.7 Promotion

Promotion is a movement to a position carrying a higher job classification. While promotions are frequently accompanied by an increase in compensation, in some cases an increase may be temporarily deferred until the employee demonstrates capacity to fulfill the added responsibilities and duties of the new position.

Chaminade University, whenever possible, follows the practice of promoting qualified employees from within to vacancies that become available. Promotion decisions are based on job performance, attendance, relationships with others, qualifications, and the ability to assume added responsibility. Vacancies are published in the Personnel Information Bulletin and posted on the Personnel Department Bulletin Board located in L.T.C. Ching Hall. Employees are encouraged to apply for positions as they are posted and will be considered together with all other applicants. Final selection is made on the basis of the overall best qualified candidate.

5.8 Transfer

A transfer is a movement carrying the same or a lower job classification. Transfers in the same job classification normally involve no change in rate of compensation. Transfers to a lower job classification normally involve a lower rate of compensation.

An employee who is interested in applying for an opening in another department should first discuss their intentions with their supervisor before submitting an application for the available position. An employee's indication of an interest in a transfer will in no way affect the employee's current position.

Any employee who is transferred from one staff position to another with equivalent salary ranges shall maintain the assigned salary, benefits, and credited service of the former position.

The department from which the transfer is being made is entitled to at least two weeks' notice.

5.9 Separation from Employment

5.9.1 Types of Separation

5.9.1.1 Resignation

Resignation is voluntary termination of employment initiated by the employee. If for any reason an employee decides to resign, it is requested that the employee give at least two weeks notice in writing to the department supervisor.

5.9.1.2 Retirement

Employees retiring from the University are asked to give at least 30 days notice so that appropriate arrangements can be made for their replacement.

5.9.1.3 Budget Constraints/Program Changes

The University reserves the right to eliminate positions due to budgetary constraints or program changes. A demonstrable effort will be made to give employees thirty days notice of such terminations.

5.9.1.4 Discharge From Employment; Disciplinary Action

Discharge is a separation initiated by the University. The University has the right to terminate any employee at-will, with or without cause. The University reserves the right to use the progressive discipline system at its sole discretion on a case-by-case basis, and reserves the right to address some offenses in a manner not described in the following progressive system.

Conduct, actions or performance that violate or conflict with the policies of the University may be grounds for immediate termination and may be without warning. Examples of reasons for dismissal include but are not limited to: Cause (serious misconduct, dishonesty, unethical or dangerous behavior), Poor ` (incompetence, failure to meet set standards, causing problems with others that cause an adverse effect on the institution) or Record (omission of specified information or falsification of employment records). Additional reasons for disciplinary action and discharge are set forth below.

The following warning procedures MAY be used by supervisors to alert employees as to unsatisfactory behavior, performance or record:

- A. Oral Warning: A private explanation and discussion of the deficiency, including how this deficiency is to be rectified and indication of time by which the deficiency must be corrected.
- B. First Written Warning: This second warning will be in writing and may be accomplished either through the Performance Appraisal (with a separate cover letter explaining that the Appraisal is being used as a written warning) or a separate written warning. In either instance there must be written reference to the date of the oral warning and must clearly identify the problem and outline a course of corrective action within a specified time frame. The employee must date and sign this warning.
- C. Final Written Warning and/or Suspension without pay: This can be a notice of termination unless the deficiency is immediately rectified. Suspension without pay will be at the sole discretion of the University and be administered on a case-by-case basis. Length of

suspension will be determined by the severity of the conduct, record, action or performance. This will also be signed by the employee, as evidence that the employee has seen the document.

All written warnings will be retained in the employee's personnel file in the Office of the Director of Personnel. Warning time does not begin until the written document is in the Director of Personnel's office.

In unusual circumstances, the President may order immediate discharge if continued employment of an individual by the University would, in the President's judgment, be detrimental to the best interests of the University or the employee.

An employee terminated for disciplinary reasons will receive neither notice nor pay in lieu of notice, and may not be eligible for unemployment benefits.

The University retains the right to take disciplinary action up to and including termination for serious infractions, misconduct, violations of rules or safety measures, or for other serious performance issues.

A. Actions which may result in immediate dismissal include, but are not limited to:

1. Falsification of personnel records, including time records and applications for employment.
2. Incompetence or inefficiency.
3. Inexcusable neglect of duties, insubordination, or disobedience.
4. Unauthorized possession of or drinking of any alcoholic beverages or the use, sale, dispensing, or possession of narcotics, barbiturates, hallucinogens, amphetamines or marijuana on University owned or operated property. (The use of appropriately prescribed medication is accepted.)
5. Unexcused absence for three (3) days without notification or reasonable cause.
6. Theft, unauthorized use or removal of University property.
7. Unauthorized possession of arms, knives, or explosives.
8. Stealing from fellow employees, students or others on University owned or operated property.
9. Immoral or indecent conduct on University premises or conviction by a court of law of such conduct off the job.
10. Threatening, intimidating, coercing, or interfering with fellow employees on owned or operated property.
11. Conviction of a criminal offense, including murder, armed robbery, arson, or assault, whether or not on University-owned or operated property.
12. Any act of fighting on University owned or operated property.
13. Refusal to perform assigned duties or follow instructions of a supervisor.
14. Failure to correct conditions covered in written warnings.
15. Release of confidential information to unauthorized persons.
16. Abusive or threatening language.

17. Altering the time card of another employee.
 18. Any action constituting harassment, discrimination, or retaliation.
- B. Actions which may result in dismissal for more than one occurrence include, but are not limited to:
1. Wasting time or loitering.
 2. Leaving University premises or work area without permission during working hours.
 3. Misuse of sick leave privileges and benefits.
 4. Tardiness.
 5. Negligence in the performance of duty.
 6. Negligence or abuse in the use of University property or equipment.
 7. Failure to report an incident and/or injury to student, self, or visitor.
 8. Sleeping during working hours.
 9. Violation of or disregard for fire safety or common safety practices, or smoking in unauthorized areas.
 10. Gambling on University premises.

5.9.2 Separation Checklist

All employees who leave the employment of the University must complete a clearance checklist. The following benefits are available to departing employees, and will be described in greater detail at the exit interview:

- A. Health insurance: If employee is enrolled in the University's health insurance program, the employee may continue to participate in the program. The employee will be responsible for the entire cost of the health insurance, and coverage will cease should the employee fail to make timely payments.
- B. Long Term Care: If the employee is enrolled in the University's long term care program, the employee may convert the policy to an individual policy without a medical examination within 31 days of the termination date.
- C. Unemployment Benefits: Employees may be eligible for unemployment benefits. Contact the local unemployment office for further information.

Information for terminated employees is detailed in Appendices 5.8.2.A through 5.8.2.D.

5.9.3 Termination of Technology Access

Upon termination of employment or transfer within the University, the Personnel Office will immediately inform Information Services and the Library.

Accounts in and access to the University's administrative systems will be immediately removed or inactivated.

Unless otherwise agreed in writing, all other network and computer accounts and access (e.g. email) will also immediately be inactivated or removed.

5.9.4 References Following Separation of Employment

Former employees of the University seeking to have personnel records or employment references from University personnel forwarded to prospective employers or schools must first submit a written request for release of the information or documents to the Office of the Director of Personnel.

Supervisors should not respond to verbal requests for references and should refer such requests to the Office of the Director of Personnel.

5.10 Employee Responsibility

All administrative and staff personnel, by virtue of their employment by the University, agree to accept the responsibilities of membership in the University community, and adhere to the Code of Ethics and Rules of Conduct set forth below.

5.10.1 Code of Ethics

Proper operation of the University requires that employees provide responsible service and use the designated organizational channels when seeking decisions and policy determinations.

Employees of the University are bound to observe, in their official acts, the highest standards of ethics and morality and to faithfully discharge the duties of their position regardless of personal considerations.

Employees should not act in any way to breach the law, nor should they ask others to do so.

No employee shall engage in business or transaction or shall have a financial interest, direct or indirect, which is not compatible with fully independent judgment in the performance of the employee's duties for the University.

Employees shall not disclose confidential information concerning the business of personnel of the University.

5.10.2 Rules of Conduct

Chaminade University, like any other organization involving a large number of people working together, must regulate conduct to ensure orderly business operations and for the benefit and protection of the rights and safety of its employees. Certain regulations and guidelines established from time to time are published to promote uniform understanding of what is considered both acceptable and unacceptable conduct.

Acceptable conduct is basically good conduct, good character and good judgment coupled with common sense. (See Paragraph 5.9.1.4.)

5.10.2.1 Disciplinary/Corrective Action

An employee who fails to adhere to acceptable conduct is subject to any of the forms of discipline up to and including termination, with or without prior notice, warnings or suspension as found in section 5.9.1.4 of this manual

While progressive or gradual discipline may be used, discharge, with or without such gradual discipline, is always possible at the discretion of the University.

All University employees are employed at-will and may be terminated, according to State law, with or without cause at any time or you may resign for any reason at any time. Insurance

benefits described here and in Volume III of the Policy Manual are subject to the actual plan documents and the University reserves the right to modify or discontinue any program, at any time, as deemed necessary by legislative changes or by University officers.

5.10.3 Outside Employment

Employees may hold outside employment as long as such employment does not interfere with the efficient performance of their job with the University. All employees will be judged by the same performance standards and will be subject to the University's scheduling demands, regardless of any existing outside work requirements.

Employees shall provide advance notice to their supervisor of anticipated outside employment. The supervisor in turn will notify the Director of Personnel.

If the University determines that an employee's outside work interferes with performance or the ability to meet the requirements of the University as they are modified from time to time, the employee may be asked to terminate the outside employment if the employee wishes to remain with the University. In addition, outside employment may not be of a type that would reasonably give rise to criticism of the University or suspicion of conflicting interests or duties.

Outside employment that constitutes a conflict of interest is prohibited. Employees may not receive any income or material gain from individuals outside the University for materials produced or services rendered while performing their University duties.

5.11 Working Conditions

5.11.1 Management Rights

Chaminade University operates so as to achieve approved goals and related objectives. The University administrators and supervisors are involved in the management of the University to accomplish its mission. The University therefore must reserve for its administrators and supervisors all the normal and customary rights of management. Such rights include, but are not limited to the right to supervise and control all operations; and to direct all work; and to interpret, change or cancel personnel policies, with the approval of the President, with or without notice. These rights also include authority to select the manner, method, and means of accomplishing the University's goals and objectives. These rights are not limited or waived by any provision in this University Policy Manual or any other statements or documents. Administrators and supervisors, as well as employees assigned to the Personnel Department are always available to answer any questions employees may have regarding the University and its policies and practices.

University personnel policies and procedures do not constitute a contract nor an implied contract and these policies and procedures may be changed or withdrawn according to the needs and at the discretion of the University officials. Moreover, it is understood that the employment relationship exists at the will of either party and may be terminated by either party.

No employee of Chaminade University, other than the President or the President's designate, has the authority to make a commitment to a person for employment in an administrative or staff position. Recommendation for an appointment and/or regarding salary ranges, titles, and fringe benefits comes to the President from the applicable Director or Division Head after consultation with the Director of Personnel.

5.11.2 Hours of Work

The normal hours that offices are to provide services to the various departments, students, and community are 8:30 A.M. to 4:30 P.M. Monday through Friday. The individual workday consists of 8 hours not including lunch. At the discretion of the office supervisor, individual start time, lunch time and ending time may be adjusted. Typical individual work days could be 8:30 AM to 5:00 PM including one/half hour for lunch or 7:30 AM to 4:30 PM with an hour for lunch. In an agreement with the City, when possible, schedules should avoid contributing to automobile traffic entering campus between 7:15 A.M. and 8:15 A.M. Offices with more than one employee will arrange lunch periods so that the office is not closed during the 8:30 to 4:30 time period. Exceptions to this policy should be specifically authorized.

Employees are required to inform the supervisor if they are unable to work as scheduled. If unable to personally report an absence, the employee is responsible to see that someone else informs the supervisor as soon as possible. Poor attendance or habitual lateness to work creates problems for all concerned and may result in disciplinary action, including termination.

5.11.3 Policy on Pay

Chaminade University pays employees in accordance with their skill, performance, experience and the labor market. The University monitors pay ranges in the community and strives to provide competitive pay rates and benefits for its employees. All questions regarding pay should be directed first to the immediate supervisor, and then to the Personnel Director.

5.11.4 Pay Day

Pay checks are issued on a semi-monthly basis. Pay days are the fifteenth and the last working day of the month, except when the pay day falls on a Saturday, Sunday or holiday. Pay checks and check stubs may be picked up from 10:00 A.M. to 3:00 P.M. on succeeding work days at the cashier's window located at the Business Office in L.T.C. Ching Hall. Pay checks may be deposited directly to selected financial institutions. For information and necessary forms, inquire at the Personnel Office.

If a pay check is to be mailed, the payroll clerk must be notified prior to the pay day.

Individuals picking up a pay check for an employee must present a letter of authorization and personal identification.

5.11.5 Time Cards

Regular part-time employees are required to record daily hours worked. These hours are recorded on time cards and employees are responsible for their accuracy. The employee and the supervisor must sign the time card at the end of the time card period. Employees must record only the time they, personally have worked. It is not allowed for one person to record hours worked for another person. Time cards must be turned into the Business Office no later than 4:00 on the date indicated on the time card schedule.

Time card schedules are provided to each department at the beginning of each calendar year and are also available at the Personnel Office.

5.11.6 Time Sheet Schedule

All regular full-time non-exempt employees are required to record all hours worked on the Time Sheet Schedule. This schedule is to be signed by the employee and the supervisor and will be used as a monitoring tool for the supervisor (vacation, sick leave, jury duty, etc.). The supervisor will send the completed Time Sheet Schedules to the Department Head for retention within the department.

5.11.7 Standard Work Week

The seven consecutive day period within which time and one-half must be paid after 40 hours of work to those employees who are not exempt from overtime.

The University's standard work week begins at 12:01 A.M. Monday and concludes at midnight on Sunday.

5.11.8 Overtime

Time and one-half is paid to non-exempt employees for actual hours worked over the hours that constitute a standard work week. Overtime must be authorized by the supervisor prior to being worked. Early work arrivals and late departures do not constitute an entitlement to overtime compensation.

Overtime authorization requests will be forwarded to the Personnel Office for processing and forwarding to the payroll clerk. Overtime hours that are worked after the twenty-third will be paid on the first pay period of the following month.

5.11.9 Communications

Effective communication is an essential element of job satisfaction. Supervisors have a responsibility to keep employees who work under their direction informed of the job requirements by providing a current job description, frequent guidance counseling and regular periodic performance evaluations. Employees have a responsibility to communicate their ideas, questions, concerns and suggestions about their job to their supervisor.

The Director of Personnel provides information related to employee benefits, job openings, adherence to affirmative action policies and other personnel related services. This information is disseminated in a variety of ways including: formal briefing by off campus experts, informal briefing by on campus resources and use of the Personnel Information Bulletin. A Personnel Department bulletin board is maintained on a current basis and serves as a focal point for this vital information.

5.11.10 Staff Teaching or Attending Day Classes

Most positions at the University require that staff follow a conventional eight hour schedule. A few staff members teach classes as part of their assignment.

Some positions, however, by their nature or by special arrangement work different hours.

Such staff may complete a 40-hour week and teach or attend day classes providing the supervisor approves and submits to the Personnel Office a schedule which shows that the staff member's 40-hour work week does not include the time of the class. This can be accomplished by indicating extended or weekend hours. The schedule must be approved by the Division Head.

The guidelines in Volume III of the Policy Manual under Education Benefits (Section 3.4.4.1) apply to staff registering for day classes as well as evening classes.

Staff teaching a day class must be qualified, approved and appointed in the same manner that as non-staff personnel teaching similar courses. Payment for teaching such classes will be at the same rate as other adjunct faculty or stipend instruction.

5.12 Grievance Procedure for Administration/Staff Employees

The University recognizes the right of employees to express their grievances and to seek a solution concerning working conditions, employment practices, or differences of interpretation of policy that might arise between the institution and its employees.

Any employee, at any time, may process a grievance concerning issues of workplace wrongdoing including harassment, discrimination, retaliation, violence, or other perceived violation of Chaminade policies or Federal and State regulations. It is not required to directly confront the person who is the source of the report, question, or complaint before notifying any of those individuals listed. Nevertheless, it is required that one makes a reasonable effort to make workplace wrongdoing known, should it exist.

Chaminade University prohibits retaliation against any employee who lodges a good faith complaint of harassment, discrimination or other workplace wrongdoing or who participates in any related investigation. The University recognizes that making false accusations in bad faith can have serious consequences for those who are wrongly accused. Chaminade University prohibits deliberately making false and / or malicious allegations, as well as deliberately providing false information during an investigation. Anyone who violates this rule is subject to disciplinary action, up to and including termination.

A regular, full-time employee may process a grievance about disagreements arising from working conditions, employment practices, or differences of interpretation of policy on completion of the initial employment period.

The procedures for processing a grievance are as follows:

- Step 1. An employee brings a written grievance to his/her supervisor who acknowledges the complaint, generally within five (5) working days and shall attempt to resolve the situation.
- Step 2. If the grievance is not settled in the previous step, or if the employee does not wish to take up the grievance with his/her supervisor, the grievance must be submitted in writing to the Division Head responsible for the area in which the grievant is employed and to the Director of Personnel. Disposition of the grievance shall be made by the Division Head responsible for the area in which the grievant is employed or by the Director of Personnel, generally within five (5) working days after its presentation. If the disposition of the grievance is made by the Division Head, the final disposition must be reviewed and approved by the Director of Personnel prior to submission to the grievant.
- Step 3. If the grievance remains unsettled after disposition by the responsible Division Head or by the Director of Personnel, the Director of Personnel shall transmit the

grievance to the Executive Director for Compliance and Human Resources who will conduct a complete review of the grievance. The disposition from the Executive Director for Compliance and Personnel Services will be forwarded to the parties in writing, generally within ten (10) working days after completion of the review. This decision is final and will be recorded in the grievance file.

- Step 4. If the grievance is not settled as a result of Step 3, the employee may appeal to the President or designee. Within seven (7) working days of receipt of the disposition from the Director of Personnel, the employee must notify the Director of Personnel in writing that the employee wishes to appeal to the President. The President or designee shall review the facts and make a decision. This decision is final and will be recorded in the grievance file.

There is no further appeal within the University beyond the President unless the President in the first instance was the charged party in the grievance. In that case the grievant may appeal to the Chair of the Board of Regents.

5.13 Whistleblower Policy

The Code of Ethics and Conduct (Section 5.1) requires directors, officers, and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of the University, all must practice honesty and integrity in fulfilling responsibilities and comply with all applicable laws and regulations.

It is the responsibility of all directors, officers, and employees to comply with the Code and to report violations or suspected violations in accordance with this Whistleblower Policy. This policy is concerned primarily with the misuse of funds and other University property.

No director, officer, or employee who in good faith reports a violation of the Code shall suffer harassment, retaliation or adverse employment consequences. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline, up to and including, termination of employment. This policy is intended to encourage and enable employees and other to raise serious concerns within the University prior to seeking resolution outside the University.

The University's Compliance Officer, the Executive Director for Compliance and Personnel Services, is responsible for investigating and resolving all reported complaints and allegations concerning violations of the University's Policies. At her/his discretion, she/he shall advise the President and/or the Audit Committee of the Board of Regents and is required to report to the Audit Committee at least annually on compliance activity.

The Audit Committee of the Board of Regents shall address all reported concerns or complaints regarding corporate accounting practices, internal controls, or auditing. The Compliance Officer shall immediately notify the Audit Committee of any such complaint and work with the committee until the matter is resolved.

5.13.1 Reporting Violations

Chaminade University has an open door policy and suggests that employees share their questions, concerns, suggestions, or complaints with someone who can address them properly. In most cases, an employee's supervisor is in the best position to address and area of concern. However, if an employee is not comfortable speaking with their supervisor, they are encouraged

to speak with the Director of Personnel Services, the University’s Compliance Officer (Executive Director for Compliance and Personnel Services), or any member of the President’s Leadership Council. Supervisors and managers are required to report suspected violations of the Code of Conduct to the University’s Compliance Officer, who has specific responsibility to investigate all reported violations. For suspected fraud, contact the University’s Compliance Officer directly.

Anyone reporting violation or suspected violation of the University’s Policies must be acting in good faith and have reasonable grounds or believe the information disclosed indicates a violation of Code. Any allegation that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Violations or suspected violations may be submitted by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

The Compliance Officer will acknowledge receipt to the reported violation or suspected violation to the complainant within five business days unless the complaint was submitted anonymously. All reports will be promptly investigated and appropriate corrective action will be taken in warranted by the investigation.

5.14 Paid Leaves

5.14.1 Vacation

Chaminade employees that work in programs that have schedules different from the University follow the vacation and holiday guidelines of the program, not the guidelines in this University Policy Manual. The Personnel Office maintains a list of such programs. The University provides all regular full-time employees working 40 or more hours per week, time away from work with pay. Maximum benefit to both the University and the employee results when the employee uses all leave earned on a current basis.

Regular full-time non-exempt employees earn paid vacation at their rates of accrual as follows:

Years of Employment	Vacation Earned	Vacation Accrued
Less than 5 years	.83 per month	10 days per year
5 years – less than 15 years	1.25 per month	15 days per year
15 and after	1.50 per month	18 days per year

Administrative employees who fall in Category III and IV who are exempt full-time employees earn paid vacation at their rates of accrual as follows:

Years of Employment	Vacation Earned	Vacation Accrued
Less than 5 years	1 per month	12 days per year
5 years – less than 15 years	1.25 per month	15 days per year
15 and after	1.50 per month	18 days per year

Administrative employees who fall in Category II who are exempt full-time employees earn paid vacation at their rates of accrual as follows:

Years of Employment	Vacation Earned	Vacation Accrued
Less than 5 years	1.25 per month	15 days per year
5 years – less than 15 years	1.50 per month	18 days per year
15 and after	1.75 per month	21 days per year

Executive employees who fall in Category I earn paid vacation at their rates of accrual as follows:

Years of Employment	Vacation Earned	Vacation Accrued
0 and after	1.75 per month	21 days per year

- If full-time employment begins at the start of a pay period, the employee receives vacation credit for that pay period. If employment begins after the start of a pay period, the employee receives vacation credit beginning with the following pay period.
- Part-time and temporary employees do not earn vacation.
- Vacation time is earned for regular hours worked including paid leaves.
- Vacation days may be accumulated at the rate of twice the annual accrual. All days in excess of twice their annual earning will be lost at the end of the pay period it is earned.
- Vacation days are not accrued during periods of leave without pay, including temporary disability; workers compensation, total disability and family leave of absences.
- Regular Full-Time Employees working less than 12 months annually earn vacation at the same rate as regular full time 12-month employees, but only for the months they work.

Scheduling – Each department is responsible for scheduling vacations so as not to interfere with the operation of the University and so that employees may take their earned vacation time each year. Vacation must, therefore, be scheduled to meet the work requirements of the department. However, every effort will be made to accommodate an employee’s request as to dates. Units that experience “slack” or “down” periods may require that vacations be taken during these times. When practical, employees should be informed of such requirements in advance.

Pay in Lieu of Vacation – Vacation must be taken in order to receive compensation for earned vacation time except in instances of retirement, start of military leaves of absence, termination for any cause and/or resignation.

Introductory Period – Vacation days may not be granted during the introductory period (the first three months of employment).

Holiday – Holidays falling during a scheduled period of vacation are not charged against accrued vacation. See Volume III, Paragraph 3.4.1.1.

5.14.2 Sick Leave

Eligibility for Sick Leave – regular full-time employees are eligible to earn and use sick leave.

Sick Leave Earned –

1. Eligible employees earn one (1) day of sick leave for each calendar month of full-time pay.
2. Sick leave is earned at the end of each pay period.
3. Unused sick leave is accumulated from year to year, with a maximum bank of sixty (60) days.
4. No sick leave is earned for full pay periods of leave without pay.
5. Sick leave is only for period of actual illness during which an employee would otherwise be at work. It is not considered an accrued benefit. As such, unused sick leave is not paid upon termination of employment at the University.

Use of Paid Sick Leave

1. Acceptable uses of sick leave include:
 - a. An employee's inability to work because of illness or injury.
 - b. Necessary medical or dental appointments during the employee's regular work hours.
2. Evidence of disability: Acceptable evidence of disability is required for using sick leave. The Supervisor who approves the use of sick leave by an employee is responsible for determining if conditions for such use are met. Acceptable evidence includes, but is not limited to, personal contact with employee, a doctor's statement, and information furnished in the employee's claim for disability benefits. If the employee is absent due to disability for three or more days, a doctor's certificate is required.
3. Institutional holidays and sick leave: When an employee is disabled with time off that was charged to paid sick leave on a day when a regular institutional holiday occurs, the charge for the day is changed to a paid holiday.
4. Disabilities during vacation: When an employee is hospitalized or confined to bed by medical direction while on vacation, the period of disability should be charged to earned sick leave, and, if appropriate, a claim should be filed for disability plan benefits.

Appendix 5.3.1: Federal Fair Labor Standards Act Guidelines for Positions

The Federal Fair Labor Standards Act outlines the following tests for the determination of exempt executive, administrative, and professional positions:

EXECUTIVE

The following six tests must be met:

1. Primary duty is the management of (1) the enterprise in which the individual is employed, or (2) a customarily recognized department or subdivision thereof.
2. Customarily and regularly directs the work of two or more other employees.
3. Has authority to hire or fire other employees or to make recommendations as to hiring, firing and the advancement, promotion, or change of status of employees.
4. Customarily and regularly exercises discretionary powers.
5. Receives payment on a salary basis at a rate of not less than \$455.00 per week.
6. Does not devote more than 20% of the hours worked in the workweek to activities which are not directly and closely related to the performance of exempt work.

ADMINISTRATIVE

Tests 1, 2, 4 and 5 below must be met along with one of the tests in paragraph 3 below.

1. Primary duty is the performance of office or non-manual work directly related to management policies or general operations of the individual's employer or the customers of the individual's employers.
2. Customarily and regularly exercises discretion and independent judgment.
3. Regularly and directly assists a proprietor, or an employee employed in a bona fide executive or administrative capacity, or performs, under general supervision, work along specialized or technical lines requiring special training, experience, or knowledge, or executes, under only general supervision, special assignments and tasks.
4. Does not devote more than 20% of hours worked in the workweek to activities which are not directly and closely related to the performance of the work described in tests 1-3 above.
5. Receives payment of a salary or fee basis at a rate of not less than \$455.00 per week.

PROFESSIONAL

One of the alternate requirements under test 1 must be met along with all of the requirements in tests 2 through 5.

1. Employee must have as the employee's primary duty either work requiring knowledge of an advanced type in a field of science or learning, or original and creative work in an artistic field.
2. Work requires the consistent exercise of discretion and judgment.
3. Work must be predominately intellectual and varied in character as opposed to routine, manual, mental, mechanical or physical work, and of such a character that the output

produced or the result accomplished cannot be standardized in relation to a given period of time.

4. Time spent in activities not “an essential part of and necessarily incident” to professional duties may not exceed 20% of employee's own weekly hours worked.
5. Receives payment on a salary or fee basis at a rate of not less than \$455.00 per week.

**Appendix 5.5.1.A: University Performance Appraisal – Supervisor
PERFORMANCE REPORT**

Executive, Administrative and Managerial (I, II and III)

NAME:

JOB TITLE:

DEPARTMENT:

APPRAISAL PERIOD:

APPRAISAL DATE: _____ Prepared by: _____

Choose the number that applies and indicate the basis for your rating of the performance quality. Please note: The rate value of “3” means the employee is “meeting” the expectation of the position and the job description.

PART I.....PERFORMANCE QUALITIES

1. COMMUNICATION: The degree to which one communicates matters of importance, upward and downward, transmits directions and information orally and in writing, and conducts and participates in meetings.

5	4	3	2	1
Demonstrates outstanding communication abilities in oral and written form. Communicates all matters of importance in a clear and timely manner to manager, peers, and/or subordinates. Gives and receives information using all modes of communication and always checks for comprehension.	Demonstrates very good communication skills. Presents thoughts in both oral and written form that are well prepared, precise, and thorough. Communicates appropriate information in a timely manner to the right people. Anticipates needs for communication.	Shares knowledge and information clearly and appropriately. Conducts purposeful meetings and participates effectively. Seeks additional information/explanation for clarification.	Usually shares knowledge and information appropriately. Needs improvement in written and oral communication skills. Is reluctant to ask for additional information when necessary.	Communicates in a manner which is unclear or verbose, inattentive to detail, tone, or implications of written/oral communication. Does not share information in a timely way or to appropriate individuals.

COMMENTS:

2. PRODUCTIVITY: The quality/quantity of work produced.

5	4	3	2	1
Far exceeds the required quality/quantity of work. Outstanding output.	Exceeds the required quality/quantity of work.	Meets the required quality/quantity of work.	Needs to improve the quality/quantity of work.	Unsatisfactory quality/quantity of work.

COMMENTS:

3. KNOWLEDGE/SKILL: The comprehension of the job and knowledge of relevant theory, facts, and processes. Demonstrates technical expertise and skill on the job.

5	4	3	2	1
Expertise is widely acknowledged and sought after. Often instructs and consults to others in area of expertise.	Exceeds required level of knowledge in many instances. Very rarely needs technical help. Demonstrates skill that is often above what is expected in job. Expertise is acknowledged and useful to others.	Demonstrates fully competent understanding of the job and the knowledge and skill needed to execute responsibilities. Seldom needs help.	Has fair knowledge of job duties and procedures. Regularly requires assistance and instruction. (Possibly new to job and in learning stage.)	Lacks knowledge of job. Requires close supervision. Fails to demonstrate, or lacks, appropriate skills.

COMMENTS:

4. SELF-MANAGEMENT: Works with minimal supervision, manages own time effectively, maintains control on all current projects, responsibilities, and ensures proper follow-up.

5	4	3	2	1
Exceptional self-management. Demonstrates creativity in managing time and control over multiple projects and responsibilities.	Successfully works independently with minimal supervision. Usually excels in managing own time and maintaining project control and priorities.	Works effectively with minimal supervision. Plans and schedules time efficiently in order to complete work on time. Ensures proper control and follow-up.	Usually works with minimal supervision. Needs some direction in maintaining proper control and follow-up.	Lacks self-management skills. Needs too much supervision. Does not complete work on time. Fails to follow-up.

COMMENTS:

5. SERVICE ORIENTED: The ability to provide exemplary service and to develop and maintain new and existing relationships with internal and/or external publics.

5	4	3	2	1
Demonstrates superior skills in providing service and expressing concern. Ensures optimal performance in building service relationships with colleagues and/or students.	Excels in several service aspects by providing quality service and expressing concern. Demonstrates superior effort in enhancing service relationships.	Provides service which consistently meets expectations. Demonstrates adequate skill in maintaining service relations.	Will provide service but shows little concern for developing and maintaining service relationships.	Avoids providing service and shows little concern for colleagues or students.

COMMENTS:

6. MISSION SUPPORT: Knowledge of the core beliefs and characteristics (formation in faith; integral quality education; family spirit; service, justice, and peace; adaptation and change) that give identity to the University and practices them in the course of daily activities.

5	4	3	2	1
Demonstrates outstanding knowledge of the mission and core belief statements of the University and consistently practices the characteristics.	Knowledgeable about and actively supports the mission and core beliefs by practicing the characteristics.	General knowledge of the mission and core beliefs and routinely practices the more visible elements of them.	Indifferent to the mission and core beliefs providing no support or practice of the characteristics.	Demonstrates a disregard for the mission and core beliefs of the University and the practice of the characteristics.

COMMENTS:

7. ADAPTABILITY/FLEXIBILITY: The ability and willingness to accommodate changes in procedures and assignments. The acceptance of and cooperation with colleagues.

5	4	3	2	1
Enthusiastic about changes and office improvements. Demonstrates outstanding support and assistance to others with transition.	Actively accommodates changes and improvements supporting others through transition.	Supportive of changes and willing to assist others with transition.	Resists changes and provides little assistance to others with transition.	Will not cooperate with changes and improvements and provides no support or assistance to others with transition.

COMMENTS:

8. PROBLEM SOLVING/DECISION MAKING: The ability to analyze problems, evaluates alternatives, anticipate consequences, and eliminate obstacles to successful completion of objectives or responsibilities.

5	4	3	2	1
Exceptional ability to anticipate and solve problems. Can evaluate a situation with insight and analytical skill. Decisions reflect thorough appreciation or risks. Is sought out by others for counsel and advice.	Excels in many aspects of problem solving and decision making. Almost always anticipates potential problems and resolves them. Often assists others in problem solving. Makes decisions on own initiative within limits of authority.	Successfully identifies cause of problems and effectively resolves them. Makes routine decisions which are logically thought out and consistent with University strategy and policy.	Needs assistance in analyzing situations and/or making effective decisions. May overanalyze a problem or unnecessarily delay its resolution.	Lacks ability to assess and solve problems. Makes decisions that are inconsistent, untimely, or short sighted.

COMMENTS:

9. LEADERSHIP: The ability to (a) guide others in the accomplishment of objectives/ responsibilities; (b) to engender teamwork;(c) to evaluate employees and facilitate their development; and (d) to resolve conflict.

5	4	3	2	1
Demonstrates exceptional ability to inspire confidence, motivate, and get results. Highly respected by associates. Is an excellent role model.	Leads very capably and consistently gets very good results. Is able to elicit commitment of others and resolve conflict.	Promotes teamwork. A good motivator and developer. Establishes personal, peer, and/or staff accountabilities which are clear and specific to achieve results. Reorders priorities and/or reallocates resources to meet unexpected demands. Manages and resolves conflicts among staff members.	Has difficulty clarifying goals, delegating responsibilities, and achieving results. Has some difficulty resolving conflicts.	Gets limited cooperation of staff. Lacks full control. Does not delegate sufficiently or to proper individuals.

COMMENTS:

PART II.....OVERALL RATING

<p>Considering all factors, state and rate which best describes the overall performance during the past period and briefly describe the basis of your rating.</p>	<ol style="list-style-type: none"> 5. Considerably Outstanding 4. Consistently Exceeds Expectations 3. Consistently Meets Expectation 2. Somewhat Less than Satisfactory 1. Unacceptable
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List and number the mutually agreed upon objectives: (1) at the end of the appraisal period, describe the results achieved as specifically as possible. (2) List the objectives for the next year.

<p>Objectives for the Past Year</p>	<p>Results Achieved and Comments</p>
<p>Objectives for the Next Year</p>	<p>Results Achieved and Comments</p>

PART III.....COMMENTS

Appendix 5.5.1.B: University Performance Appraisal – Non-Supervisor

PERFORMANCE REPORT

**Managerial IV, Para-Professional/Technical (I, II and III), and
Secretarial/Clerical (I, II, and III)**

NAME:

JOB TITLE:

DEPARTMENT:

APPRAISAL PERIOD:

APPRAISAL DATE:

Prepared by:

Choose the number that applies and indicate the basis of this performance quality. Please note: The rate value of “3” means the employee is “meeting” the expectation of the position and the job description.

PART I.....PERFORMANCE QUALITIES

1. COMMUNICATION: How one communicates with others.

5	4	3	2	1
Demonstrates outstanding communication. Communicates all matters of importance in a clear and timely manner to manager, peers, and/or subordinates. Consistently follows directions completely. Seeks additional information/explanation for clarification.	Demonstrates very good communication skills. Communicates appropriate information in a timely manner to the right people. Follows directions and seeks additional information/explanation for clarification.	Communicates information clearly and appropriately. Follows directions	Needs improvement in communication skills. Follows directions occasionally. Does not ask for additional information when necessary.	Demonstrates a lack of communication skills. Does not share information in a timely way or with appropriate individuals. Does not follow directions.

COMMENTS:

2. PRODUCTIVITY: The quality/quantity of work produced.

5	4	3	2	1
Exceeds, by far, the required quality/quantity of work. Always completes job assignments in a timely manner. Consistently clears job site upon completion. Demonstrates outstanding initiative to do things before told.	Exceeds the required quality/quantity of work. Completes job assignments in a timely manner. Clears job site upon completion. Frequently shows initiative to do things before told.	Meets the required quality/quantity of work. Usually completes job assignments and clears job site upon completion. Often shows initiative to do things before told.	Needs to improve the quality/quantity of work. Completes job assignment but not in a timely manner. Seldom clears job site upon completion. Rarely shows initiative to do things before told.	Unsatisfactory quality/quantity of work. Does not complete job assignments and does not clear site upon completion. Shows no initiative to do things.

COMMENTS:

3. SKILL/KNOWLEDGE: Understanding of the job functions and responsibilities. .

5	4	3	2	1
Demonstrates outstanding skills and knowledge to do the job completely and with no waste of supplies. Takes exceptional care of equipment and tools.	Exceeds required level of skills and knowledge to do the job with no waste of supplies. Consistently shows care for equipment and tools.	Demonstrates skills and knowledge to do the job with minimal waste of supplies. Shows care for equipment and tools.	Shows minimal skills and knowledge to do the job with minimal waste of supplies. Shows little care for equipment and tools.	Lacks skills and knowledge to do the job. Shows no care for equipment and tools.

COMMENTS:

4. SELF-MANAGEMENT: Works with minimal supervision, manages own time effectively, maintains control over responsibilities.

5	4	3	2	1
Exceptional self-management with control over prioritizing and completing multiple responsibilities.	Successfully works independently in managing own time and maintaining responsibilities.	Works independently completing work on time.	Usually works with minimal supervision needing some direction to complete work on time.	Needs constant supervision and does not complete work on time.

COMMENTS:

5. SERVICE/COOPERATION ORIENTED: The ability to provide exemplary service and cooperation to develop and maintain new and existing relationships with internal and/or external publics.

5	4	3	2	1
Demonstrates superior skills in providing service and expressing concern. Ensures optimal performance in building service relationships with colleagues and/or clients.	Excels in several service aspects by providing quality service and expressing concern. Demonstrates superior effort in enhancing service relationships.	Provides service which consistently meets expectations. Demonstrates adequate skill in maintaining service relations with colleagues and clients.	Will provide service but shows little concern for developing and maintaining service relationships.	Avoids providing service and shows little concern for colleagues or clients.

COMMENTS:

6. MISSION SUPPORT: Awareness of the core beliefs and characteristics (formation in faith; integral quality education; family spirit; service, justice, and peace; adaptation and change) and practices them in the course of daily activities.

5	4	3	2	1
Demonstrates outstanding knowledge of the mission and core belief statements of the University and consistently practices the characteristics.	Knowledgeable about and actively supports the mission and core beliefs by practicing the characteristics.	General knowledge of the mission and core beliefs and routinely practices the more visible elements of them.	Indifferent to the mission and core beliefs providing no support or practice of the characteristics.	Demonstrates a disregard for the mission and core beliefs of the University and the practice of the characteristics.

COMMENTS:

7. ADAPTABILITY/FLEXIBILITY: The ability and willingness to accommodate changes in procedures and assignments. The acceptance of and cooperation with co-workers.

5	4	3	2	1
Enthusiastic about changes and improvements in the office and demonstrates outstanding support and assistance to others with transition.	Actively accommodates changes and improvements supporting others through transition.	Supportive of changes and willing to assist others with transition.	Resists changes and provides little assistance to others with transition.	Will not cooperate with changes and improvements, and provides no support or assistance to others with transition.

COMMENTS:

8. PROBLEM SOLVING/DECISION MAKING: The ability to analyze problems, evaluates alternatives, anticipate consequences, and eliminate obstacles to successful completion of objectives or responsibilities.

5	4	3	2	1
Exceptional ability to anticipate and solve problems. Can evaluate a situation with insight and analytical skill. Decisions reflect thorough appreciation or risks. Is sought out by others for counsel and advice.	Excels in many aspects of problem solving and decision making. Almost always anticipates potential problems and resolves them. Often assists others in problem solving. Makes decisions on own initiative within limits of authority.	Successfully identifies cause of problems and effectively resolves them. Makes routine decisions which are logically thought out and consistent with University strategy and policy.	Needs assistance in analyzing situations and/or making effective decisions. May overanalyze a problem or unnecessarily delay its resolution.	Lacks ability to assess and solve problems. Makes decisions that are inconsistent, untimely, or short sighted.

COMMENTS:

9. ATTENDANCE/ PUNCTUALITY: The ability to be physically present and ready to begin work at the start of your scheduled shift.

5	4	3	2	1
Exceptionally reliable attendance and is consistently on time ready to begin work at the start of each shift.	Excellent attendance, always on time and usually ready to begin work at the start of each shift.	Meets attendance requirements and is usually at work on time and usually ready to begin at the start of each shift	Meets attendance requirements but is consistently late for work and not ready to begin shift.	Unsatisfactory attendance, is consistently late for work, and is not ready to begin the shift.

COMMENTS:

PART II.....OVERALL RATING

<p>Considering all factors, state and rate which best describes the overall performance during the past period and briefly describe the basis of your rating.</p>	<ol style="list-style-type: none"> 5. Considerably Outstanding 4. Consistently Exceeds Expectations 3. Consistently Meets Expectation 2. Somewhat Less than Satisfactory 1. Unacceptable
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List and number the mutually agreed upon objectives: (1) at the end of the appraisal period, describe the results achieved as specifically as possible. (2) List the objectives for the next year.

<p>Objectives for the Past Year</p>	<p>Results Achieved and Comments</p>
<p>Objectives for the Next Year</p>	<p>Results Achieved and Comments</p>

PART III.....COMMENTS

Appendix 5.5.1.C: Maintenance Staff Evaluation Form

Maintenance Staff Evaluation Form

Name _____ Date _____

	Sometimes	Yes
1. Reports to work on time	_____	_____
2. Follows directions completely	_____	_____
3. Skill knowledge adequate to do job completely	_____	_____
4. Performs job assignments completely	_____	_____
5. Performs job assignments in a timely manner	_____	_____
6. Cooperates with coworkers and staff	_____	_____
7. Presents him/herself in an appropriate manner	_____	_____
8. Communicates well with others	_____	_____
9. Practices safety on the job	_____	_____
10. Shows initiative to do things before told	_____	_____
11. Absenteeism is not a problem	_____	_____
12. Minimal supervision needed	_____	_____
13. Clears job site upon completion	_____	_____
14. Takes care of equipment and tools	_____	_____
15. Does not waste supplies to complete job	_____	_____
16. Suggests better ways of doing tasks	_____	_____
17. Reports unsafe conditions or things needing repair	_____	_____

Employee Comments: _____

Supervisor Comments: _____

Employee Signature _____ Date _____

Supervisor Signature _____ Date _____

Director Signature _____ Date _____

Note: When sometimes is marked use the appropriate #: **1** (often), **2** (once in a while), **3** (almost never)

Appendix 5.8.2.A: Information for Separated Employees

Upon termination, you may have questions regarding your last paycheck, continued benefits, return of keys, etc. In order to assist you with these matters, we wish to provide you the following information:

1. Final paycheck can be mailed or picked up at the Business Office after the submission letter and/or completion of the Resignation Form for Staff.
2. If your address will change after your termination please be sure to leave your forwarding address with the Office of the Director of Personnel. This will insure that your year end W-2 will be sent to the proper address.
3. All benefit information and required forms are included in this packet for your review. Any questions regarding your benefit status can be addressed at your exit interview.
4. All keys are to be returned to the Security Department.
5. Please be sure all University equipment, uniforms, library books, are returned and any outstanding indebtedness is paid in full prior to your departure.
6. The Director of Personnel will contact you in order to set up your exit interview.

We hope this information will be of assistance to you. If you need further information, please contact the Director of Personnel.

Your cooperation in these matters will be greatly appreciated.

Appendix 5.8.2.B: Separation Questionnaire

In order to maintain a positive working environment, we request your cooperation in providing suggestions and comments to assist us in accomplishing this goal. You can be a valuable source of information regarding working conditions. We hope you will be candid with you answers so we may gain from your experience with the University. Please be assured that all your answers will remain confidential and will in no way affect your reemployment possibilities should you desire to seek employment with the University again.

Was your decision to leave the University influenced by any of the following:

- | | |
|-------------------------------------------------|-------------------------------------------------|
| <input type="checkbox"/> continued education | dissatisfied with: |
| <input type="checkbox"/> moving from area | <input type="checkbox"/> type of work |
| <input type="checkbox"/> health reasons | <input type="checkbox"/> working conditions |
| <input type="checkbox"/> retirement | <input type="checkbox"/> supervision received |
| <input type="checkbox"/> family circumstances | <input type="checkbox"/> fringe benefits |
| <input type="checkbox"/> secured a better job | <input type="checkbox"/> salary |
| <input type="checkbox"/> other (please explain) | <input type="checkbox"/> other (please explain) |

Comments:

What is your opinion of the following:

	Excellent	Good	Fair	Poor
Retirement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fringe Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance Appraisal System	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physical Working Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity for Advancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication to/from Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervision Provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

How do you rate your department:

	Excellent	Good	Fair	Poor
Cooperation with other Departments	_____	_____	_____	_____
Cooperation in your Department	_____	_____	_____	_____
Training	_____	_____	_____	_____
Supervision Provided	_____	_____	_____	_____
Orientation:				
to job	_____	_____	_____	_____
to University	_____	_____	_____	_____
Overall Workload	_____	_____	_____	_____
Communication				
within your Department	_____	_____	_____	_____
within other Departments	_____	_____	_____	_____

Comments: _____

Gives fair and equal treatment	_____	_____	_____	_____
Gives positive feedback/recognition	_____	_____	_____	_____
Resolves complaints and grievances	_____	_____	_____	_____
Welcomes suggestions	_____	_____	_____	_____
Develops cooperation	_____	_____	_____	_____
Gives clear instructions	_____	_____	_____	_____
Knows accomplishments of staff	_____	_____	_____	_____
Follows consistent application of policies	_____	_____	_____	_____
Specifically, why are you leaving Chaminade University?	_____			

Do you feel you were treated fairly while with the University? _____

What aspects of your job were most satisfying? _____

What did you like most about your job and / or Chaminade University? _____

What did you like least about your job and / or the University? _____

Do you have any suggestions for improvement? _____

Please comment on your working relationship with your supervisor. _____

How frequently did you have discussions with your supervisor(s) about your career goals? _____

Please comment on employee benefit plans. Did they meet your needs sufficiently? Are there other benefits you feel you should have been offered? _____

Are there any accidents, injuries, or incidents that you need to report? _____

Comments: _____

What constructive comments would you have for management in regards to making this a better place to work?

Would you recommend the University to a friend as a good place to work? Why or why not?
