

***GONZAGA UNIVERSITY***

***POLICIES***

***AND***

***PROCEDURES***

***MANUAL***





## *Mission Statement*

*Gonzaga University is an exemplary learning community that educates students for lives of leadership and service for the common good. In keeping with its Catholic, Jesuit, and humanistic heritage and identity, Gonzaga models and expects excellence in academic and professional pursuits and intentionally develops the whole person -- intellectually, spiritually, culturally, physically, and emotionally.*

*Through engagement with knowledge, wisdom, and questions informed by classical and contemporary perspectives, Gonzaga cultivates in its students the capacities and dispositions for reflective and critical thought, lifelong learning, spiritual growth, ethical discernment, creativity, and innovation.*

*The Gonzaga experience fosters a mature commitment to dignity of the human person, social justice, diversity, intercultural competence, global engagement, solidarity with the poor and vulnerable, and care for the planet. Grateful to God, the Gonzaga community carries out this mission with responsible stewardship of our physical, financial, and human resources.*

## GONZAGA UNIVERSITY'S POLICY ON NON-DISCRIMINATION

Gonzaga University does not discriminate against any person on the basis of race, color, religion, national origin, sex, marital status, sexual orientation, gender identity, age, disability, military status, any characteristic protected by local, state or federal law, or any other non-merit factor in employment, educational program, or activities that it operates.

Policies and procedures (collectively referred to as "policies") are written consistent with Gonzaga's Mission Statement. Our non-discrimination policies comply with federal and state regulations, including Title IX of the Education Amendments of 1972.

### Title IX Inquiries & Complaint Process

Inquiries concerning application of Title IX may be referred to the Title IX Coordinator. To file a complaint of sexual harassment, sexual assault, sexual misconduct, or gender-based discrimination, contact any of the parties listed below.

### Non-Discrimination Inquiries & Complaint Process

Inquiries concerning the application of the University's non-discrimination policy may be referred to the Office of Human Resources. To file a complaint of harassment or discrimination based upon any of the protected groups, contact the Office of Human Resources or any of the parties listed below.

<p>Lisa Schwartzburg Associate Vice President, Operations, Human Resources Business Services Center 102 E. Boone Ave. schwartzburg@gonzaga.edu (509) 313-</p> <p>Christina Thomas Title IX Director Business Services Center 502 E. Boone Ave. thomasc1@gonzaga.edu (509) 313-4104</p> <p>Title IX / EO Investigator 729 E. Boone Ave. Thomasc1@gonzaga.edu (509) 313-4104</p>	<p style="text-align: center;"><b><u>Deputy TIX Coordinators</u></b></p> <p>Business Services Center 102 E. Boone Ave. humanresources@gonzaga.edu (509) 313-5996</p>
--	--

Individuals may also contact the Office for Civil Rights of the U.S. Department of Education:

Seattle Office, Office for Civil Rights, U.S. Department of Education  
915 Second Avenue Room 3310  
Seattle, WA 98174-1099  
Telephone: 206-607-1600, FAX: 206-607-1601; TDD: 800-877-8339  
Email: OCR.Seattle@ed.gov

## **GONZAGA UNIVERSITY'S COMMITMENT TO HUMAN DIVERSITY**

Diversity affirms our faith-inspired commitment to an inclusive community where human differences thrive within a campus community of equality, solidarity, and common human nature. We seek to nourish difference in an environment characterized by mutual respect and the sustainable creation of a campus climate that attracts and retains community members from diverse backgrounds. In this context, age, gender, ethnicity, disability, social class, religion, culture, sexual orientation, language and other human differences all contribute to the richness of our academic community life. These differences grace us individually as human beings and collectively as a Jesuit, Catholic and humanistic university striving to fulfill our Mission.

We aspire to create a university environment that is welcoming and accessible to all students, regardless of gender, race, ethnicity, religion, disability or sexual orientation.

**TABLE OF CONTENTS**

*Policies applicable to Faculty, as well as Staff, are highlighted in GREY*

**PART 1: HUMAN RESOURCES STANDARDS AND PROCEDURES**

**INTRODUCTION**

**A. Purpose**..... 2  
**B. Using This Manual**..... 2  
**C. Policies and Procedures Amendments and Additions**..... 2  
**D. The Employment Relationship**..... 3  
**E. Responsibility for Human Resources**..... 3  
**F. Employment at Will**..... 3

**SECTION I: EMPLOYMENT**

**A. Types of Employment**..... 4  
**B. Employment**..... 5  
    1. Position Openings ..... 5  
    2. Employment Status and the Evaluation Period ..... 5  
    3. Internal Applicants ..... 5  
    4. Hours of Work ..... 5  
    5. Alternative Work Schedules..... 5  
    6. Time Reporting ..... 5  
    7. Overtime..... 6  
    8. Rest Breaks ..... 6  
    9. Lunch Breaks ..... 6  
    10. Preventative Appointment Time Off ..... 6  
    11. Travel Compensation for Nonexempt Employees ..... 7  
    12. Training and Professional Development ..... 8  
    13. Work Performance..... 8  
    14. Personnel File ..... 8  
    15. Privacy of Health Information..... 9  
    16. End of Employment ..... 9  
    17. Exit Interview ..... 9  
    18. Rehire..... 9  
    19. Non-Gonzaga Employment ..... 9  
    20. Employment of Relatives ..... 9  
    21. Moving Expenses ..... 10  
    22. Reductions-in-Force/Layoff..... 10  
    23. References for Former Employees ..... 10  
    24. Disability Accommodation ..... 10  
    25. Background Checks ..... 10  
    26. Physical Examinations..... 10  
    27. Drug, Controlled Substance and Alcohol Free Workplace ..... 10  
    28. Employee Valid Driver’s License and Driving Record ..... 10  
**C. Equal Employment Opportunity and Affirmative Action** ..... 11

## SECTION II: PAY PRACTICES

<b>A. Compensation</b> .....	12
1. Position Description .....	12
2. Salary Determination .....	12
3. Contracts .....	12
4. Additional Employee Compensation .....	12
<b>B. Payroll</b> .....	12
1. Payday .....	12
2. Direct Deposit .....	12

## SECTION III: BENEFITS

<b>A. Group Benefits Plans</b> .....	13
<b>B. Retirement</b> .....	13
<b>C. Tuition Waiver</b> .....	13
<b>D. Sick Leave</b> .....	13
<b>E. Personal Leave</b> .....	14
<b>F. Vacation</b> .....	14
1. Eligibility for Paid Vacation .....	14
2. Faculty Vacation Eligibility .....	15
3. Vacation While on Leave .....	15
4. Maximum Accrual .....	15
5. Vacation Scheduling .....	15
6. Vacation Eligibility and Status Change .....	16
7. Vacation Payment at Employment End .....	16
8. Executives .....	16
9. Excess Use of Vacation .....	16
10. Staff Reporting of Vacation .....	16
11. Faculty Reporting of Vacation .....	16
<b>G. Shared Vacation Leave Program – for Staff Employees</b> .....	17
1. General Purpose .....	17
2. Eligibility .....	17
3. Procedures .....	17
4. Definitions .....	18
<b>H. Holidays</b> .....	18
<b>I. Identification Cards</b> .....	19
<b>J. Statutory Benefits</b> .....	19
1. Social Security/Medicare .....	19
2. Worker’s Compensation .....	19
3. Unemployment Compensation .....	19
4. COBRA .....	19

## **SECTION IV: ABSENCE FROM WORK**

<b>A. Leaves of Absence</b> .....	20
1. Federal Law .....	20
2. Washington State Law.....	20
3. Gonzaga University Leaves.....	22
<b>B. Attendance</b> .....	23

## **SECTION V: SAFETY AND HEALTH**

<b>A. General Safety and Health</b> .....	24
<b>B. Health Center Services</b> .....	24
<b>C. Smoking</b> .....	24
<b>D. Drug, Controlled Substance and Alcohol-Free Workplace/Substance Abuse</b> .....	24

## **SECTION VI: EMPLOYEE PROFESSIONAL CONDUCT STANDARDS**

<b>A. Standards of Conduct</b> .....	25
<b>B. Security and Confidentiality</b> .....	25
<b>C. Workplace Violence Policy</b> .....	26
<b>D. Reporting</b> .....	26

## **SECTION VII: EMPLOYEE RELATIONS AND CONFLICT RESOLUTION**

<b>A. Employee Relations Process</b> .....	27
<b>B. HR Role</b> .....	27
<b>C. Supervisors' Role</b> .....	28
<b>D. Employees' Role</b> .....	28
<b>E. Administrative Leave</b> .....	28

## **SECTION VIII: PERFORMANCE NOTICE, CORRECTIVE ACTION AND LETTER OF EXPECTATION**

<b>A. Performance Management Philosophy and Tools for Managing Performance</b> .....	29
<b>B. Performance Notice</b> .....	30
<b>C. Corrective Action Plan (CAP)/Letter of Expectation (LOE)</b> .....	30
<b>D. Dismissal</b> .....	30
<b>E. Access to Employee Workspace, Equipment and Records</b> .....	31
<b>F. Corrective Action Appeal Process</b> .....	31

## ***PART 2: POLICIES***

Policies listed and linked to Gonzaga University Policy webpage and individual policy document.....33

***PART 1:***

***HUMAN RESOURCES***

***STANDARDS AND PROCEDURES***

# INTRODUCTION

## A. Purpose

This *Gonzaga University Policies and Procedures Manual* describes policies, procedures, and benefits established by the President of Gonzaga University. If you have questions or need clarification on any topic, you are encouraged to discuss them with your supervisor or a Human Resources (HR) staff member.

All Gonzaga employees are subject to the policies and procedures set forth in this manual. In the event there is a conflict between the content of the *Gonzaga University Policies and Procedures Manual* and content of the *Faculty Handbook*, the *Faculty Handbook* controls. This manual supersedes any previous verbal or written policies, practices, procedures, or promises made by Gonzaga concerning its employees' terms and conditions of employment, except those expressed in written individual employment agreements. Only the President has the authority to enter into an employment agreement for any specified time period or provide any particular terms of employment or agreements contrary or in addition to the provisions of this manual. To be enforceable, such agreement must be in writing and signed by the President and the employee.

This manual is not a contract of employment, and none of the policies, procedures or guidelines are contractual. These policies, in whole or part, may be modified, amended, or revoked at any time at Gonzaga's sole discretion with or without prior notice. Gonzaga reserves the right to interpret any of the policies at any time and in any manner, it deems appropriate. Gonzaga's interpretation of any provision in this manual may vary from time to time if, in its opinion, the circumstances require a variation.

While every effort is made to ensure this manual reflects current laws and Gonzaga policy, at times there may be a lag between a change in law or policy and an update of this manual. Employees should contact the HR department to ensure the policy statement contained in this document is the most current. If statutory provisions or court interpretations change or conflict with these policies, Gonzaga's policy will be deemed amended to assure continued compliance.

## B. Using This Manual

This manual is considered one document and is divided into two sections for easy reference:

**Part 1** – describes Human Resources standards and procedures which arise most frequently.

**Part 2** – lists and links to Gonzaga University policies approved by the President.

Some policies in **Part 2** are not detailed in **Part 1**. Part 1 and Part 2 have equal force and effect.

## C. Policies and Procedures Amendments and Additions

Institutional policies are proposed, reviewed and approved consistent with the Board of Trustees approved *Policy Development and Approval Process*.

## D. The Employment Relationship

The policy statements in this manual guide the relationship between Gonzaga and its employees. Consistent with its Mission Statement and prudent fiscal management, Gonzaga University attempts to:

- Recruit employees of the highest quality, employing them on the basis of skill, experience, education, training, character, and merit.
- Respect each individual's rights and treat all employees with courtesy, dignity, and consideration.
- Attend promptly and fairly to complaints which may arise out of Gonzaga operations.
- Offer a comprehensive benefits program.
- Provide opportunities for training, development, and advancement consistent with individual goals and Gonzaga requirements.
- Encourage friendliness and cooperation.

#### **E. Responsibility for Human Resources (HR)**

The **Vice President for Human Resources** is responsible for ensuring compliance with established personnel policies as directed by the President.

**Supervisors** are responsible for daily administration of personnel practices and may operate under department guidelines, normally approved by the area vice president, which clarify this manual's policies and procedures. In the event of conflict, this manual always takes precedence.

#### **F. Employment at Will**

The employment relationship with Gonzaga University is "at will". Employment at will is a statement of the voluntary nature of the relationship between Gonzaga and its employees. Any employee who does not have a written employment contract signed by Gonzaga's President for a specific term of employment is "at-will". This means an employee is not required to work for Gonzaga for any set period of time; an employee is free to leave employment with Gonzaga at any time and for any or no reason, and ideally with proper notice. Gonzaga University also may end an employee's employment at any time and with or without reason or notice. This policy may only be modified by Gonzaga's President and must be done so in writing. Neither an initial employment offer nor any statement or representation in this manual or in any other Gonzaga communication should be construed as an implied contract of permanent employment or employment for any defined term. This manual does not constitute, and should not be read to create, any promise by Gonzaga University that the policies set forth will be followed in every case. Nothing in this manual alters an employee's at-will status.

## **SECTION I: EMPLOYMENT**

### **1. Types of Employment**

**Regular employment** – Employees who are regularly scheduled to work either part-time or full-time and may be eligible for Gonzaga sponsored benefits depending on number of hours worked.

**Fixed-Term employment** – “Fixed-Term” employees are employed in a position for a specified period of time that exceeds ninety (90) and may be eligible for Gonzaga sponsored benefits. Fixed-term positions are for special projects. Generally, these positions are not to exceed three years in duration.

#### **Temporary employment**

- Agency placement temporary employees receive credit for hours worked as a temporary employee for FMLA and retirement purposes but do not receive credited service for other benefits if converted to a regular status position.

**Full-Time** – Full-time hours are 40 hours per week for payroll and various time off accruals. For other benefits eligibility (i.e.: medical / dental / etc.) full-time is any employee working thirty (30) or more hours per week, being benefits eligible at the full-time rate.

#### **Part-Time –**

1. Part-time employees whose regularly scheduled work week is between twenty (20) and twenty-nine (29) hours, being benefits eligible at prorated rates. See [benefits.gonzaga.edu](http://benefits.gonzaga.edu) for premium schedules.
2. Part-time employees whose regularly scheduled work week is less than twenty (20) hours are not benefits eligible, except for voluntary retirement contributions, unless required by law.
3. Event Staff employees work a variety of hours, which are often inconsistent and not predictable, for seasonal or project work. These employees are ineligible for benefits, unless required by law.

**Exempt Classified Positions** – Positions classified as exempt are not eligible for overtime compensation. Exempt status is determined by FLSA testing.

**Non-Exempt Classified Positions** – Positions classified as non-exempt are eligible for overtime compensation. The FLSA defines overtime as hours worked over 40 hours in a work week. Non-exempt status is determined by FLSA testing.

**Staff** – Staff positions serve a variety of job levels at Gonzaga and may be classified as either exempt or non-exempt per FLSA. Staff category captures all jobs excluding faculty and cabinet. Staff employees can be regular, fixed-term or temporary, part-time or full-time.

**Executive** – President, Vice Presidents, Senior Vice President and Provost, General Counsel, and any other positions designated as a cabinet member by the President. Generally, the President implements personnel policies affecting Executives, with guidance from the Trustees. See <http://www.gonzaga.edu/about/mcculloh/cabinet.asp> for current members.

**Faculty** – Please refer to the *Faculty Handbook* for definitions.

### **2. Employment**

1. **Position Openings**: Gonzaga follows recruiting policies and procedures consistent with diversity objectives and equal employment opportunity. Openings are publicized through

internal and off-campus posting and advertising. Contact HR for specific recruiting or position opening information.

2. **Employment Status and the Evaluation Period:** New employees hired in regular status or fixed-term positions and employees initially hired as temporary employees who are converted to regular status serve a six-month evaluation period during which time they demonstrate their performance to their supervisor. Completion of the evaluation period is not a guarantee of continued employment. During this period Gonzaga may end the employment without notice and without recourse to the **Part 2: Grievance Policy**.

Regular employees who are transferred or promoted to another regular position serve a new six-month evaluation period and do not have rights to return to the previous position. In this case, the evaluation period does not affect recourse to the **Part 2: Grievance Policy**.

Satisfactory completion of the evaluation period is defined as the supervisor's judgment that the employee has the ability to perform the position's duties and responsibilities. Supervisors are encouraged to communicate performance concerns with employees. With HR approval, a supervisor may extend the initial six-month evaluation period up to an additional six months.

3. **Internal Applicants:** Positions are posted for external and internal recruiting simultaneously. Internal candidates apply to positions through the same method as external candidates. On occasion, positions will be posted for internal applicants only using the same recruiting platform.
4. **Hours of Work:** Supervisors are responsible for providing their employees with specific work schedules based on the needs of the department.
5. **Alternative Work Schedules:** Gonzaga supports the concept of flexible work schedules and telecommuting, balancing department and position requirements with individual employee needs. Employees may request alternative work schedules through their immediate supervisor, who will evaluate the request in consultation with the area vice president and HR. For additional information on Telecommuting, review **Part 2: Telecommuting Policy**. Alternative work schedules include both flexible work schedules and compressed work schedules. Flexible hours are where an employee varies his or her times of arrival to, and departure from, work within limits set by the department and approved by the supervisor. A compressed work schedule is where an employee works their scheduled work hours in less than the traditional five-day work week. In both instances non-exempt employees are still required to work the same number of regular hours, excluding overtime hours, that an employee who is not on an alternative/compressed schedule would work in that position. Non-exempt employees and their supervisors are responsible for keeping track of their hours worked and following all FLSA and overtime guidelines.
6. **Time Reporting:** Gonzaga is required by law to accurately record and pay for all time worked, including eligible overtime hours. Non-exempt employees are responsible for recording actual hours worked and acknowledging the time record is accurate. Any flexing of hours must occur within the workweek (Sunday through Saturday) and be approved by the supervisor. Falsifying time records is a serious violation of Gonzaga policy and will not be tolerated. Although exempt employees are not required to report daily time worked, they are required to record all applicable absent codes on their time sheet. Falsifying time reports may be cause for disciplinary action.
7. **Overtime:** Gonzaga recognizes that, from time to time, supervisors may need to authorize work hours in excess of the normal work week. Overtime must be authorized by supervisors in advance of working those hours. A normal work week for overtime calculation purposes is Sunday through Saturday. Overtime pay is calculated on work hours only and does not include hours reported under any leave categories. Employees must be paid in accordance with applicable labor laws. Non-exempt employees working overtime must be paid for all overtime

hours worked. The first forty hours per work week are paid at current straight time rate. Hours worked over forty are paid at one and one-half times the regular rate. Any flexing of hours to minimize overtime must occur within the workweek (Sunday through Saturday) and be approved by the supervisor in advance. FLSA Exempt classified positions are exempt from state and federal overtime compensation rules. Because overtime can result in significant cost for Gonzaga, non-exempt employees must have prior supervisory approval to work overtime. Working unauthorized overtime is a serious policy violation and may result in a Performance Notice and/or Corrective Action and could result in dismissal.

8. **Rest Breaks:** Full-time non-exempt employees receive a paid fifteen-minute rest period the first half of their work shift and another paid fifteen-minute rest period the second half, and are limited to fifteen minutes of absence from the job per rest-period. Part-time non-exempt employees receive a fifteen-minute rest period for each four hours of continuous work time. Rest periods may not be used to cover late arrival or early departure, nor are they cumulative beyond that day of work if not taken. The rest period must be allowed no later than the end of the third hour of the shift.
9. **Lunch Breaks:** Non-exempt employees who work more than five consecutive hours will receive a half-hour or one-hour unpaid lunch. The 30-minute meal period or 60-minute meal period must be provided between the second and fifth working hour. Rest breaks and lunch breaks may not be combined. An employee working a 12-hour shift shall be allowed to take a 30-minute meal period no later than at the end of each five hours worked. Employees working at least three hours longer than a normal workday shall be allowed a meal period before or during the extended portion of the shift. The second 30-minute meal period must be given within five hours from the end of the first meal period and for each five hours worked thereafter.
10. **Preventative Appointment Time Off:** Getting preventative care is one of the most important steps employees can take to manage their health. Gonzaga encourages all employees to annually receive their recommended preventative screenings without loss of pay or use of sick leave.

When non-exempt employees are unable to schedule appointments outside of work hours, paid Preventive Appointment Time Off is available for non-recurring preventive medical, dental or vision screenings or exams. This benefit is not intended for recurring, regularly-scheduled appointments such as chiropractic, massage therapy, pre-natal visits, physical therapy, courses of treatment involving multiple appointments, or extensive testing over a period of time. Preventive Medical Time Off should be planned in advance and appropriate notice given to the supervisor. This benefit is limited to 12 paid hours annually; if more time off is needed for medical appointments, employees may use their sick/personal/vacation leave. Non-exempt employees will receive these hours each January. Eligible hours will be prorated based on the employee's schedule. Unused hours do not accumulate year to year and will expire at the end of the calendar year. Unused hours will not be paid out at the end of employment. Pay for Preventive Appointment Time Off is not in addition to a regular work shift pay. Preventive Appointment Time Off is for an employee's appointments only and not for employee's dependents or other family members. Time off must be taken in 15-minute increments. See **Part 2: Federal Family and Medical Leave Policy** for immediate family medical appointments or Gonzaga's **Sick Leave Policy**.

11. **Travel Compensation for Nonexempt Employees:** All travel time (such as time spent driving to and from the destination, waiting at airports, in flight, or traveling from the airport to the hotel), even if the employee is not actively working during those hours or such travel takes place outside of the employee's normal work hours, are treated as regular hours worked and count toward overtime pay during any week in which total hours worked exceed 40 hours. Travel is defined as driving, air, rail, or other travel and excludes any time that is otherwise associated with an individual's normal work commute to and from home.

All hours spent attending conferences, mandatory meetings and performing required work assignments are treated as regular hours worked and count toward overtime pay during any week in which total hours worked exceed 40 hours.

Time spent at evening and social events are generally not considered hours worked, unless it is a requirement of the employee's job or the employee is directed to attend a function specifically for some other business purpose, then the hours would be treated as regular hours and count toward overtime pay.

Examples 1:

1. Employees normal work schedule: Monday through Friday; 8:00 AM – 5:00 PM.
2. An employee is traveling on a Sunday for a conference from 10:00 AM - 2:00 PM, time recorded would be:
  - o 4 hours from 10:00 AM – 2:00 PM.
3. Conference time – Monday through Friday; 8:00 AM – 5:00 PM, with an hour break for lunch, time recorded would be:
  - o 8 hours regular per conference day.
4. The employee travels home on Friday from 6:00 PM to 10:00 PM. Time recorded would be:
  - o 4 hours from 6:00 PM to 10:00 PM.
5. Hours in excess of 40 will be treated as overtime.

Examples 2:

6. Employee's normal work schedule: Monday through Friday; 7:30 AM – 4:30 PM.
7. An employee is traveling on a Monday to a job fair from 8:00 AM - 1:00 PM, the time recorded would be:
  - o 5 hours for travel time.
8. On Monday, the employee works from the hotel in preparation for the job fair and performing work assignments from 3:00 PM – 6:00 PM, the time recorded would be:
  - o 3 hours for work hours.
9. The employee attends the job fair on Tuesday from 7:00 AM – 4:30 PM, with a half hour lunch break, time recorded would be:
  - o 9 hours for work hours.
10. On Wednesday, the employee works from 6:00 AM to 7:00 AM, travels home from 7:00 AM to 11:00 AM, and then comes into office from 1:00 PM – 5:00 PM, time recorded would be:
  - o 9 hours for travel and work performed.
11. Employee works normal work hours on Thursday and Friday.
12. Hours in excess of 40 will be treated as overtime.

Examples 3:

13. Part-time employee's normal work schedule: Monday through Friday; 8:00 AM – Noon.
14. The employee travels on a Wednesday for a three-day meeting, the employee works in the morning, then goes home and begins traveling from 1:00 PM - 2:00 PM (outside of normal work schedule), time recorded would be:
  - o 4 hours for work, and
  - o 1 hour for travel.
15. The employee attends meeting on Thursday, Friday and Saturday from 8:00 AM to 4:00 PM with an hour break for lunch, time recorded would be:
  - o 7 hours for each meeting day.

16. The employee travels home on Saturday after the meeting from 5:30 PM to 6:30 PM and performs work tasks during the travel, time recorded would be:
  - o 1 hour for travel.
17. Since this employee is part-time, the hours over their regular schedule are regular time unless they work over 40 hours.
  
12. **Training and Professional Development:** Gonzaga values and depends upon the many contributions of its employees and asks for their best efforts. One of the ways Gonzaga invests in individuals, teams and departments is by offering training and development opportunities as well as internal consulting services. To learn more about these services and to read course descriptions, please visit the Employee Development page at [www.gonzaga.edu/eod](http://www.gonzaga.edu/eod). These opportunities are designed to strengthen competencies, increase understanding of institutional Mission values, create a shared language to work effectively with others, build community and enhance informal professional support networks. Courses and programs are offered in such areas as interpersonal skills, organizational skills, self-development, and leading and managing others.
  
13. **Work Performance:**
  - a. **Annual Performance Review** – Gonzaga is committed to effectively communicating with its employees and encourages supervisors to define job responsibilities and performance standards. Performance reviews are a source of positive reinforcement and allow supervisors and employees to jointly set goals, identify deficiencies, and establish training needs. Supervisors are expected to meet the requirements of Gonzaga’s Performance Management program.
  
  - b. **Below Standard Performance** – When an employee’s performance fails to meet supervisory expectations or fails to comply with Gonzaga University’s policies, the supervisor and employee are to work together to improve performance, if possible. Performance Notice, Corrective Action, and/or other discipline may be appropriate. Supervisors are encouraged to consult with HR during this process.
  
14. **Personnel File:** HR maintains employee personnel files. Because current information is important, employees should inform HR of name, address, phone number or emergency contact changes. Personnel files are confidential, subject to certain legal and operational exceptions. Employees may review their personnel file in the HR office, by appointment, during business hours. Supervisors may review the files of those employees for whom they are directly responsible. Personnel files may be subject to legal process under limited circumstances.

15. **Privacy of Health Information:** The Health Insurance Portability and Accountability Act (HIPAA), defines standards to protect the privacy of health information. In the course of the employment relationship, an employee's health information may be used by Gonzaga University when necessary for the administration of workers' compensation benefits or health insurance plan benefits. Employees may be asked to sign an authorization form to permit a medical provider or health plan to disclose health information to Gonzaga. Any such disclosure will only be used for the specific purpose of the disclosure and Gonzaga will take all reasonable precautions to protect the privacy of this information.

16. **End of Employment:** Gonzaga may end the employment of any employee at any time with or without cause.

a. **Notice by Gonzaga University** – Generally, employees will be given two-week's notice. Employees are allowed reasonable time off with pay during the notice period for confirmed job interviews. Gonzaga is not required to give notice to employees in their initial, six-month evaluation period or to those dismissed for serious misconduct.

b. **Notice by Employees** – To ensure smooth transition and continuous operations, employees are requested to give Gonzaga written notice of their intent to leave Gonzaga, including last day worked and reason. Employees should give two-week's notice. The written notice should be given to the supervisor, who will send a copy to HR.

Employees giving more than the required amount of notice in writing may not be required to leave employment sooner unless dismissed for cause or mutual agreement with Human Resources support. However, if an employee is asked not to work through the entire extended notice period, Gonzaga will pay the employee through the original last day of employment designated by the employee in writing. If dismissed for cause, the employee is paid only through the dismissal date.

c. **Last Day of Employment** – An employee's last day of employment is the date recorded on the payroll. Unused vacation time does not extend the last day of employment date or prolong Gonzaga-paid benefits coverage. The supervisor will collect the employee's keys and other department material, and insure HR receives the employee's identification card.

17. **Exit Interview:** Whenever possible, HR conducts an exit interview with employees who are leaving regular employment with Gonzaga or transferring within Gonzaga between divisions. Exit Interviews are maintained separately from the personnel file located in the HR office.

18. **Rehire:** Employees rehired into a regular status position by Gonzaga within six months of their employment end date are credited with their previous length of service for time worked at Gonzaga and accumulated benefit levels.

19. **Secondary Jobs:** Gonzaga employees must disclose outside employment to, and receive approval from, supervisors prior to accepting or working for other organizations AND for adjunct or secondary jobs within Gonzaga University. Outside employment includes holding a political office. Gonzaga (through its leadership chain approval process) may prohibit secondary jobs if it results in a conflict of interest, adversely affects job performance, or brings discredit to Gonzaga. Employees seeking secondary jobs must complete the [request for approval](#) prior to agreeing to secondary employment.

20. **Employment of Relatives:**

a. **Employment of Spouse** – Gonzaga policy prohibits discrimination in employment and personnel actions solely on the basis of marital status. No employee, prospective employee, or applicant will be denied employment or benefits of employment solely on

- the basis of marital status. However, Gonzaga University retains the right to: 1) refuse to place one spouse under the direct supervision of the other spouse where the potential exists for creating an adverse effect on supervision, safety, security, or morale; 2) refuse to place both spouses in the same department, division, or facility where the potential exists to create an adverse effect on supervision, safety, security, morale, or involves a potential conflict of interest or creates the reality or appearance of improper influence or favor. When marriage of employees creates a situation as described above, a change in employee placement may be required consistent with this policy.
- b. **Employment of Other Relatives** – Other relatives may be hired or transferred except where either would: 1) have authority or practical power to supervise, appoint, remove, or discipline the other; 2) audit the other’s work; 3) participate significantly in hiring or internal promotion; 4) be placed in circumstances where the relationship would lead to actual or potential conflict of interest; 5) create the reality or appearance of improper influence or favor. Employees are expected to follow this policy except in unusual circumstances (e.g. a relative is placed in an interim position). Should this type of circumstance arise, the decision will be documented and prior approval must be received from the area vice president, HR and General Counsel.
21. **Moving Expenses:** Gonzaga may authorize full or partial payment or reimbursement for family and/or household moving expenses for employees in selected positions. Employees must complete a moving expense reimbursement form, which is available from the Payroll Department. Depending on the type of moving expenses that are reimbursed, there may be tax implications for the employee. Any taxable portion of the reimbursement will be added to the employee’s income and applicable taxes will be withheld and reported on the employee’s W-2 form. The appropriate area vice president determines approval of these expenses at the time of hire. Approval is at Gonzaga’s sole discretion.
22. **Reductions-in-Force/Layoffs:** If reductions in the work force become necessary, Gonzaga will consider skills, work quality, and length of service when determining employees who could be laid off. Reductions-in-force may be a result of budget considerations, reorganization, or consolidated job functions. **Part 2: Reductions-in-Force for Employees Policy.**
23. **References for Former Employees:** HR is the preferred source of information about former employees. Supervisors or employees who receive written or verbal reference requests or letters of recommendation requests from potential employers should refer requests to HR.
24. **Disability Accommodation:** Consistent with Gonzaga’s Access and Accommodation for Persons with Disabilities Policy and applicable state and federal laws, Gonzaga has a process for prospective and current employees whose ability to perform their jobs is affected by qualifying illness, condition, or injury. Gonzaga’s Accommodation and Leave Manager works with employees, supervisors, and health care providers to evaluate each situation. **Part 2: Access and Accommodation for Persons with Disabilities Policy.**
25. **Background Checks:** Background checks are conducted in accordance with the University Background Check Policy. See policy for details in Part 2.
26. **Physical Examinations:** An occupational physical is mandatory before the start date of employment for any job that requires significant physical demands or for current employees who transfer to jobs with significant physical demands. They are scheduled once the individual has accepted a conditional offer of the position, and start of employment is contingent on passing the exam. If exam results indicate that all physical demands cannot be met, Gonzaga will consider reasonable accommodations. Physicals are performed by an outside provider in coordination with HR.
27. **Drug, Controlled Substance and Alcohol-Free Workplace:** Refer to **Part 2: Drug, Controlled Substance and Alcohol-Free Workplace Policy.**

**28. Employee Valid Driver's License and Driving Record:** Gonzaga University verifies a valid driver's license and good driving record of any employee who will operate a vehicle on behalf of Gonzaga. Employment will be contingent upon proof of a valid driver's license and a good driving record. This documentation will be verified via a background check and is conducted after the conditional position offer has been accepted. Gonzaga may request an employee's updated driving record at any time during employment.

Employees against whom a disqualifying action (suspension or revocation of license or certificate) has been taken by the Department of Motor Vehicles shall not be employed in a position in which driving on behalf of Gonzaga is an essential function, nor will employees who develop a poor driving record be allowed to continue in such a position. Employees are responsible for maintaining a valid driver's license and special certificates required for the performance of job duties. Employees are also responsible for promptly notifying their supervisor of expiration, conviction, or other Department of Motor Vehicles actions against their driver's license or certificate.

### **C. Equal Employment Opportunity and Affirmative Action**

Gonzaga University's Office of Human Resources Office coordinates efforts to develop and maintain equal employment opportunity for all employees. This Office works in conjunction with internal and external resources to promote the representation of all individuals regardless of race, color, religion, national origin, sex, marital status, sexual orientation, gender identity, age, disability, military status, any characteristic protected by local, state or federal law, or any other non-merit factor in employment, educational program, or activities that it operates, particularly where they are underrepresented in relation to their availability in the work force. Consistent with these guidelines, Gonzaga attempts to:

1. Recruit and employ all employees according to Gonzaga University's Statement on Non-Discrimination;
2. Advise recruiting sources of its commitment to equal employment opportunity and affirmative action; and
3. Develop new and non-traditional recruiting sources, particularly those placing women, ethnic minorities, current and former members of the military and workers with disabilities with the goal of increasing applicants from these sources.

For further information on the Affirmative Action Plan, refer to any one of the following places:

- a) Affirmative Action Policies in Part 2
- b) [www.gonzaga.edu/eo](http://www.gonzaga.edu/eo)
- c) Gonzaga University Human Resources

## **SECTION II: PAY PRACTICES**

### **A. Compensation**

1. **Position Description:** Position descriptions for each position reflect essential functions, minimum requirements and job titles. HR recommends appropriate titles, and determines classifications and salary ranges for each position, consistent with Gonzaga practice and industry standards. Requests to hire new, replacement, as well as requests to evaluate existing positions are made through the University's on-line talent management system process. Please use the Position Description Guidebook for instructions and template language for writing and updating job descriptions found on the [MyGU Compensation & Classifications Resources webpage](#).
2. **Salary Determination:** Gonzaga uses several labor market salary surveys to determine appropriate pay levels for positions. Labor markets are analyzed frequently and salary ranges are adjusted accordingly. Contact HR for more information on Gonzaga's compensation practices.
3. **Contracts:** All non-contracted Gonzaga employees are considered employed at will. Neither this *Gonzaga University Policies and Procedures Manual* nor any other document or statement (other than a specific written contract) issued by Gonzaga is to be considered an employment contract.

Written commitments are made to employees or prospective employees only for the purpose of offering employment and identifying job title, duties, and compensation.

4. **Additional Employee Compensation:** Extra pay may be authorized under specific conditions. Current additional compensation procedures and forms can be found in the [MyGU Compensation & Classification website](#), as well as the Staff Additional Compensation Policy.

### **B. Payroll**

1. **Payday:** All employees are paid semi-monthly on the 10th and 25th of each month. If the 10th or 25th falls on a Saturday, Sunday or Federal bank holiday, the pay date will be the last working or banking day prior to the 10th and 25th of the month. When the 10th or 25th falls on a Gonzaga University holiday that is not a bank holiday, the pay date will remain on the 10th or 25th. The payroll schedule can be found on the payroll department website [visit payroll schedule webpage](#).
2. **Direct Deposit:** The Automated Clearing House (ACH) is the preferred method of payment. Through direct deposit, pay is automatically deposited into the employee's designated checking and/or savings account. Direct Deposit Authorization forms and details are available in the Payroll Office.

## **SECTION III: BENEFITS**

**Gonzaga reserves the right to make changes to the benefits plans described herein at any time at its sole discretion, with or without prior notice.**

### **A. Group Benefits Plans**

Benefits programs (which may include medical, dental, life, etc.), details, and eligibility are provided at the [Gonzaga benefits website](http://benefits.gonzaga.edu) (<http://benefits.gonzaga.edu>). Applicants may access this by contacting Human Resources.

### **B. Retirement**

Gonzaga University wants all employees to have income to supplement Social Security benefits at retirement. Gonzaga provides a 403(b) Retirement Plan. See **Part 2: Retirement Policy** and/or [benefits.gonzaga.edu](http://benefits.gonzaga.edu) for additional information. Faculty may also want to reference paragraphs 422 and 428 in the *Faculty Handbook*.

### **C. Tuition Waiver**

Beginning the semester after the first-year employment anniversary, Gonzaga will grant a tuition waiver to regular employees enrolled in Gonzaga courses. Eligibility for spouse and dependent children is based on the employee's hire date and full-time status. Please see Part 2 Tuition Waiver Policy for full policy details and eligibility requirements.

### **D. Sick Leave**

Gonzaga offers sick leave benefits for periods of temporary absences. Sick leave benefits may be used (1) to take leave for your own health condition or to care for a family member with a health condition, (2) to take leave if you are a victim of domestic violence, sexual assault, or stalking; or if you have a family member who is a victim of domestic violence, sexual assault, or stalking, or (3) to take leave when the organization is closed by order of a public official or any health-related reason, or to care for a child due to school or daycare closure for such reason. Family member is defined as spouse, child, mother, father, sister, brother, grandparents, grandchildren, or spouse's parents or grandparents.

Full-time staff employees earn sick leave at a rate of one-fifth of a work week for each calendar month of paid service to an unlimited number of hours (i.e., 37.5-hour work week = 7.5 hours of sick leave/month; 40-hour work week = 8 hours of sick leave/month). Part-time employees earn sick leave on a pro-rated basis according to the number of hours worked. Temporary, float pool, and seasonal employees, including interns, will accrue leave at a rate of one (1) hour for every 40 hours worked, in accordance with Washington State Sick Leave law. In the event of significant overtime hours worked in any week, the weekly accrual will not be less than one (1) hour for every 40 hours worked.

1. Sick leave accrues with the first day of employment.
2. Overruns on sick leave may be deducted from personal leave, then vacation pay, if available.
3. Employees absent for four or more consecutive working days are required to complete a Leave of Absence Request Form and provide a medical certification. Medical certification (note from doctor) may be required for absences fewer than four (4) working days at the supervisor's discretion.

4. Non-exempt employees must use sick leave in quarter (1/4) hour increments (15 minutes) to cover time away from work as defined above.
5. Exempt employees may use sick leave to cover half-day absences as defined above.
6. Unused sick leave is not paid out at the end of employment.

**E. Personal Leave**

Regular full-time and part-time staff employees, employed a minimum of six continuous months, are eligible to use two days of available sick leave per calendar year for personal leave. On January 1 of each year, personal leave days are converted from sick leave for eligible employees. Personal leave should be planned in advance with supervisory approval. Employees should report personal leave hours on their time sheets. Personal leave is available as follows:

1. Non-exempt employees must use personal leave in quarter (1/4) hour increments (15 minutes) to cover time away from work as defined above.
2. Unused hours will remain in the employee's personal leave bank and only the number of hours necessary for a maximum balance of two personal leave days will be converted from your sick leave on January 1 of each year.
3. Overruns on personal leave may be deducted from vacation time, if available.
4. Before January 1 of each year, employees must have a minimum of two days of sick leave to convert any days to personal leave.
5. All eligibility criteria must be met by January 1 of each year to qualify for personal leave in that year; otherwise personal leave is not available until the following calendar year, if eligible at that time.
6. Unused personal leave is not paid when employment ends.

**F. Vacation**

1. The following categories of **staff** employees are eligible for paid vacation:

<b>Employment Status</b>	<b>Years of Service</b>	<b>Scheduled hours per week</b>	<b>Hours accrued per pay period</b>	<b>200% Accrual Max</b>
Regular <b>full-time</b> staff employees employed on a <b>12-month schedule</b>	Date of Hire through 4 <sup>th</sup> year anniversary	40	5	240
	Beginning the 5 <sup>th</sup> year of service	40	6.67	320
	Date of Hire through 4 <sup>th</sup> year anniversary	37.5	4.69	225
	Beginning the 5 <sup>th</sup> year of service	37.5	6.25	300
	Date of Hire through 4 <sup>th</sup> year anniversary	32	4.0	192
	Beginning the 5 <sup>th</sup> year of service	32	5.34	256

Regular <b>full-time</b> staff employees employed on a <b>9 or 10-month schedule</b>	<i>Accrue vacation on a pro-rated basis according to their established work schedule. Hours will be accrued only during the months the employee is scheduled to work.</i>			
Regular <b>part-time</b> staff employees employed on a <b>12-month schedule</b>	Date of Hire through 4 <sup>th</sup> year anniversary	20	2.5	120
	Beginning the 5 <sup>th</sup> year of service	20	3.34	160
Regular <b>part-time</b> staff employees employed on a <b>less than 12-month schedule</b>	<i>Not eligible to accrue vacation hours</i>			
Assistant Academic Dean Associate Academic Dean Assistant Academic Vice President Associate Academic Vice President	Date of Hire: Receives an immediate 20 working days paid vacation	40	6.67	320
Academic Dean Interim Academic Dean (if primary position) Executives	Date of Hire: Receives an immediate 22 working days paid vacation	40	7.34	352
Acting Academic Dean	<i>Not eligible to accrue vacation hours.</i>			

*Not all schedules are represented in the above chart. Please contact Benefits with additional questions.*

2. Accrual while on leave: Employees who are on paid leave continue to accrue vacation. Employees who are on unpaid leave do not accrue vacation. Employees must work at least half of their regularly scheduled hours in each pay period in order to accrue vacation.
3. Maximum Accrual: Employees may accrue a maximum of up to 200% of their annual accrual. Once the maximum accrual is reached, hours will stop accruing until the number of available hours drops below the 200% maximum.
4. Vacation Scheduling: Vacations are approved and scheduled by the supervisor, considering the employee's length of service and request date. Employees should request vacation as far in advance as possible. Every effort is made to grant the time requested. Requests may occasionally be denied based on request date, prior scheduled vacations, or department workload. Supervisors should respond to vacation requests within 10 working days of the request. Regular full-time staff employees employed on less than a 12-month schedule may only use accrued vacation hours during their scheduled work months.
5. Status Changes:  
**Status change from a vacation eligible to ineligible position:** A full-time/part-time employee with accrued vacation days who changes to a position not eligible for vacation accrual will have their accrued vacation paid out in a lump sum effective the date of the change and will no longer be eligible to accrue vacation days.

**Status change from a vacation-ineligible to eligible position:** An employee who has not been eligible for vacation accrual will begin accruing vacation days effective the date of their position change. Accrual rates will be based on their length of service as of the effective date of the change. Time in service as an adjunct faculty member, or event staff employee does not count towards years of service for vacation accrual.

**Status change from part time to full time or vice versa:** If the employee changes status between part -time and full -time, the accrual rate will change to align as defined with their new status in the table above, effective the date of the status change.

6. Vacation Payment at Employment End: At the end of employment, accrued vacation is paid out to those employees who have a balance available.
7. Excess use of vacation: An employee who exhausts their accrued vacation balance will be on unpaid time off for any portion of vacation leave submitted and approved in a pay period when that leave exceeds their current available vacation balance. Employees may not take unpaid time off without express permission from their supervisor. Vacation is earned after each pay period and must be accrued before used.
8. Staff reporting of vacation: Non-exempt staff must report time off in **quarter hour** increments. Exempt employees must report time off in **half- or full-day** increments.

*Eligible Faculty Vacation*

1. The following categories of **faculty** employees are eligible for paid vacation:

**Eligible Faculty are those on a 12-month work schedule on 50% to 100% FTE contracts**

<b>Employment Status</b>	<b>Years of Service</b>	<b>Hours accrued per pay period</b>	<b>Accrual Max</b>	<b>Additional provisions</b>
Regular <b>full-time</b> Faculty employed on a <b>12-month work schedule: 100% FTE contract</b>	Date of Hire through 4 <sup>th</sup> year anniversary	5	240	Accrual is suspended during unpaid leave; adjunct contracts do not count toward years of service for vacation accrual.
	Beginning the 5 <sup>th</sup> year of service	6.67	320	
Faculty employed on a <b>12-month work schedule: 75% FTE contract</b>	Date of Hire through 4 <sup>th</sup> year anniversary	3.75	180	
	Beginning the 5 <sup>th</sup> year of service	5	240	
Faculty employed on a <b>12-month work schedule: 50% FTE contract</b>	Date of Hire through 4 <sup>th</sup> year anniversary	2.5	120	
	Beginning the 5 <sup>th</sup> year of service	3.34	160	

2. Accrual while on leave: Eligible faculty, as established above, who are on paid leave (including 12-month work schedule faculty on sabbatical) continue to accrue vacation. Eligible faculty who are on unpaid leave do not accrue vacation. Faculty must work at least half of their regularly scheduled hours in each pay period in order to accrue vacation.
3. Maximum Accrual: Eligible Faculty may accrue a maximum of up to 200% of their annual accrual. Once the maximum accrual is reached, hours will stop accruing until the number of available hours drops below the 200% maximum.
4. Vacation Scheduling: Vacations are approved and scheduled by the supervisor, considering the employee's length of service and request date. Faculty should request vacation as far in advance as possible. Every effort is made to grant the time requested. Requests may occasionally be denied based on request date, prior scheduled vacations, or department workload. Supervisors should respond to vacation requests within 10 working days of the request.
5. Status Changes:  
**Status change from a vacation eligible to ineligible position**: An eligible faculty member with accrued vacation days who changes to a position not eligible for vacation accrual will have their accrued vacation paid out in a lump sum effective the date of the change and will no longer be eligible to accrue vacation days.

**Status change from a vacation ineligible to eligible position:** A faculty member who has not been eligible for vacation accrual will begin accruing vacation days effective the date of their position change. Accrual rates will be based on their length of service as of the effective date of the change. Time in service as an adjunct faculty member does not count towards years of service for vacation accrual.

**Status change from part time to full time or vice versa:** If the faculty member changes status between part time and full time, the accrual rate will change to align as defined with their new status in the table above, effective the date of the status change.

6. Vacation Payment at Employment End: At the end of employment, accrued vacation is paid out to those faculty who have a balance available.
7. Excess use of vacation: An eligible faculty who exhausts their accrued vacation balance will be on unpaid time off for any portion of vacation leave submitted in a pay period when that leave exceeds their current available vacation balance. Faculty may not take unpaid time off without express permission from their supervisor.
8. Faculty reporting of vacation: All 12-month work schedule faculty on 50% to 100% FTE contracts must report their vacation in **4- or 8-hour** increments to their Dean's office. The Dean's office will report hours to payroll at the end of the pay period in which the vacation was used. All 12-month work schedule faculty on 50% to 100% FTE contracts taking time off between terms must record leave as vacation hours, except for a paid university holiday.

#### **G. Shared Vacation Leave Program - for Staff Employees**

1. **General Purpose:** Shared Vacation Leave is a voluntary plan that allows employees to donate some of their accrued vacation hours to assist other employees experiencing a serious health condition, or who are a primary care giver for a seriously ill family member. Employee donations of vacation hours provide income to an affected employee who would otherwise be on unpaid leave.
2. **Eligibility:** Staff employees eligible to receive shared vacation leave must meet these criteria:
  - a. Regular full or part-time employee working a minimum of 20 hours per week.
  - b. Employed a minimum of one year.
  - c. Exhausted all sick leave, personal leave and accrued vacation leave.
  - d. Not receiving income from Gonzaga's Long-Term Disability Plan.
  - e. Be in good employment standing.
  - f. Employees must be on FMLA to receive shared vacation hours.
3. **Procedures:**
  - a. Requests for shared vacation leave must be initiated by the employee who is in need, or by the employee's department (acting on behalf of the employee at the employee's request).
  - b. An employee eligible to receive shared vacation leave must submit the following forms to HR:
    - i. Written request on a Shared Vacation Leave Program Application

- ii. A Certification of Health Care Provider
- c. An employee receiving shared vacation leave will continue to accrue sick leave and vacation (if applicable) and participate in Gonzaga’s group benefit plans.
- d. Accrued leave hours will be used in lieu of donated hours.
- e. Shared vacation leave not used by the recipient for current need will be returned to the donor.
- f. An employee donating shared vacation leave must submit a written request on a Shared Vacation Leave Program Donation Form available in the HR Office.
- g. Donations must be a minimum of one hour, and are irrevocable unless hours would exceed the recipient’s need for current paid hours.
- h. Donated hours are transferred directly to the recipient as hours of paid leave available.
- i. Hours are not converted to a dollar value based on the donor’s salary.
- j. Donations will remain confidential unless the donor chooses to self-identify.
- k. Donations will not exceed the 12-week Family Medical Leave period.

4. **Definitions:**

- a. Serious Health Condition: A physical or mental condition that requires inpatient care or continuous treatment by a health care provider.
- b. Family Members (as defined by Family/Medical Leave Policy): Employees’ spouse, children under age 18 (unless incapable of self-care due to qualifying disability), or parent.

**H. Holidays**

Gonzaga observes these holidays:

- |                                     |                         |
|-------------------------------------|-------------------------|
| Founder’s Day                       | President’s Day         |
| Thanksgiving Day                    | Good Friday             |
| Day after Thanksgiving              | Easter Holiday (Monday) |
| Full week of Christmas:             | Memorial Day            |
| Christmas Eve (actual or observed)  | Juneteenth              |
| Christmas Day (actual or observed)  | Independence Day        |
| 3 additional days of Christmas week | Labor Day (observed)    |
| New Year’s Day                      |                         |
| Martin Luther King Jr. Day          |                         |

All regular employees working a minimum of 20 hours per week are eligible for holiday pay upon their hire date. Holiday pay equals one-fifth of an employee’s regular work week. Part-time employees are paid holiday pay equivalent to the number of hours regularly scheduled on that day. Temporary employees and employees on unpaid leave of absence are not eligible for holiday pay.

Employees required to work on a holiday are paid their regular salary for the shift worked and granted an additional day’s pay or day off at their supervisor’s discretion. The day off should be scheduled within thirty days after the holiday. If a holiday occurs while an employee is on paid sick leave or on a regularly scheduled vacation, the hours are reported and paid as a holiday. If a

holiday occurs on an employee's regularly scheduled day off, the employee receives a paid day off at another time.

If a holiday falls on a standard weekend (Saturday/Sunday), employees may receive either the prior Friday or the following Monday as an alternate Holiday.

HR publishes and distributes the annual holiday calendar.

## I. Identification Cards

All employees are required to have a photo ID, which allows access to many buildings, Gonzaga-sponsored services and events, and many other benefits. Employees must have an authorization form provided by HR before obtaining the ID card. A fee may be charged for replacement cards. Employees are required to return ID cards upon separation from the University.

## J. Statutory Benefits

1. **Social Security/Medicare**: Consistent with the Social Security Act of 1938, Gonzaga contributes one-half of Social Security and Medicare taxes for all employees. Employees pay the other half as an automatic payroll deduction.
2. **Worker's Compensation**: In compliance with Washington State law, Gonzaga provides industrial insurance to protect employees who sustain work-related injury or illness. Gonzaga pays the majority of the premium, which is based on hours worked. Employees also pay a share of the premium.

Please review Section V: Safety and Health and **Part 2: Accident Prevention Program Policy** for a detailed description of Gonzaga's safety program.

3. **Unemployment Compensation**: As a Washington State employer, Gonzaga contributes to the State Employment Security Fund. Employees who meet the legal requirements are eligible to receive unemployment compensation. Please contact the nearest state Employment Security Office for complete information.
4. **COBRA (Consolidated Omnibus Budget Reconciliation Act)**: Employees and dependents covered by Gonzaga's medical insurance, dental insurance, vision insurance and flexible spending plans may choose this continuation of coverage, if they lose group coverage(s) because of certain "qualifying events." Coverage is identical to that provided to current employees and their dependents.

### Qualifying Events:

- a. Loss of health coverage due to reduced work hours or termination of employment (other than for misconduct).
- b. Death of employee or covered parent.
- c. Divorce or legal separation.
- d. Child ceases to be an "eligible dependent child" under Gonzaga's group health plan.

Under COBRA, employees or a family member are responsible for informing Gonzaga University HR of a divorce, legal separation, or a child's loss of dependent status under the selected health plan.

This is only a summary of COBRA legislation. Please contact HR for detailed information.



## **SECTION IV: ABSENCE FROM WORK**

**Gonzaga reserves the right to make changes to Gonzaga provided leaves described herein at any time at its sole discretion, with or without prior notice**

### **A. Leaves of Absence**

Gonzaga University grants paid and unpaid leaves of absences depending on length of service, department workload, state and federal laws, and medical necessity. Leave of Absence forms must be completed for absences of 4 or more days whether or not sick time is utilized. Any paid leaves can run concurrently with any of the leaves outlined below. Leave of Absence forms are obtained through HR.

#### **1. Federal Law**

**Family and Medical Leave Act**– In accordance with the federal Family and Medical Leave Act (FMLA), Gonzaga grants up to 12 weeks of qualifying leave during a rolling 12-month period to eligible employees, and up to 26 weeks of leave to care for an activated or ill service member. The leave may be paid, unpaid or a combination, depending on the circumstances of the leave and available paid leave accruals as specified in this policy manual.

Please refer to the Federal Family and Medical Leave Act Policy in the appendix of this manual.

#### **2. Washington State Law**

**Paid Family and Medical Leave** -- A mandatory statewide insurance program that provides most Washington employees with paid time off to give or receive care.

If you qualify, this program will allow you to take up to 12 weeks, as needed, if you:

- Welcome a child into your family (through birth, adoption or foster placement)
- Experience a serious illness or injury
- Need to care for a seriously ill or injured relative
- Need time to prepare for a family member's pre- and post-deployment activities, as well as time for childcare issues related to a family member's military deployment. For specifics on military-connected paid leave, visit [www.dol.gov/whd/regqs/compliance/whdfs28mc.pdf](http://www.dol.gov/whd/regqs/compliance/whdfs28mc.pdf)

If you face multiple events in a year, you may be eligible to receive up to 16 weeks, and up to 18 weeks if you experience a serious health condition during pregnancy that results in incapacity.

#### *Payment of premiums*

The program is funded by premiums paid by both you and Gonzaga. It is administered by the Employment Security Department (ESD).

#### *Taking leave*

Starting Jan. 1, 2020, employees who have worked 820 hours in the qualifying period (equal to 16 hours a week for a year) will be able to apply to take paid medical leave or paid family leave. The 820 hours are cumulative, regardless of the number of employers or jobs someone has during a year. All paid work over the course of the year counts toward the 820 hours, including part-time, seasonal and temporary work.

While on leave, you are entitled to partial wage replacement. That means you will receive a portion of your average weekly pay. The benefit is generally up to 90 percent of your weekly

wage, with minimums and maximums per week set by the state. You will be paid by the Employment Security Department rather than Gonzaga. To apply for benefits, go to [paidleave.wa.gov](http://paidleave.wa.gov) for more information, you must also notify the benefits department in order to open a leave of absence case.

#### *What protections are there for me?*

Employees who return from leave under this law will be restored to a same or equivalent job, if you have worked for Gonzaga for at least 12 months, and have worked 1,250 hours in the 12 months before taking leave (about 24 hours per week, on average).

You can keep your health insurance while on leave. You must continue to pay your portion of the premium cost while on leave.

**Family Care Act** – In accordance with the Washington Family Care Act, employees may use any available accrued paid leave, such as sick leave, vacation or personal leave, to care for sick family members (defined as spouse, registered domestic partner, child, parent, parent-in-law, or grandparent) with a serious health condition or emergency condition. This leave runs concurrently with the federal FMLA, where appropriate. Washington Family Care Act covers grandparents and in-laws, while FMLA does not.

**Pregnancy Disability Leave** – In accordance with the Protection from Discrimination law, a pregnant employee is guaranteed her job through her disability period, even if the disability continues beyond the 12-week FMLA leave or, if she has not worked the required period of time to qualify for FMLA leave. This leave is taken before any leave under the Washington Family Leave Act and may run concurrently with FMLA. The employee may use paid, unpaid or a combination, depending on the available leave accruals. If the employee is eligible for a leave under FMLA, the leave would run concurrently.

**Domestic Violence Leave** – In accordance with the Washington Leave for Victims of Domestic Violence, Sexual Assault, and Stalking law, employees are entitled to time off from work if they are victims of domestic violence, sexual assault, or stalking, or if they are a family member of such a victim. Family member includes child, spouse, parent, parent-in-law, grandparent or a person the employee is dating. Eligible employees are entitled to a reasonable period of leave or may reduce their work schedule. Employees may use paid leave accruals (sick leave, personal and vacation) or have time off without pay. Reasons for the leave include:

- a. To obtain legal or law enforcement assistance.
- b. To obtain treatment for physical or mental injuries or to attend treatment for the family member.
- c. To obtain services from a domestic violence shelter, rape crisis center or other social service agency.
- d. To obtain mental health counseling.
- e. To participate in creating a safety plan, temporary or permanent relocation, or other actions to increase the safety of the employee or employee's family member.

**Military Spouse Leave** – In accordance with the Leave for Spouses of Deployed Military Personnel law, regular employees working in the state of Washington who are spouses of military personnel are entitled to 15 days unpaid, job-protected leave while their spouse is on leave from deployment, or before and up to deployment, or during time of military conflict declared by the President or Congress. Employees may use paid leave accruals (personal and vacation) and must complete a Leave of Absence for 4 or more consecutive days noting leave type as "Other" on the leave request form.

### 3. Gonzaga University Leaves

**Unpaid Personal Leave** – Regular employees who have been employed a minimum of one year with acceptable job performance may be granted unpaid personal leave of absence (LOA). The leave is at the employee's request. Unpaid LOA approval and duration is at Gonzaga's discretion.

Although not assured, whenever possible, employees completing a personal leave may be reinstated to their former position, if it has not been eliminated or filled. If the former position is unavailable, returning employees will be considered for positions with pay and classification commensurate with their former position. Sick leave and vacation do not accumulate during unpaid leaves and all insurance premiums are the employee's responsibility. All available and accrued leave must be used before going on unpaid leave status.

**Extended Medical Leave** – Regular employees may be granted additional medical leave for their own illness, non-work-related injury, or a condition that does not allow them to return-to-work for an extended period even though they may have exhausted state and federal protected medical leaves, such as Washington PFML and federal FMLA. This Gonzaga medical leave option runs concurrent with any available Gonzaga paid leave benefits such as vacation, sick leave, and paid time off depending on leave balances. Under this policy, total leave time including protected state and federal leaves, and the use of paid leave benefits, shall not exceed a combined total of six months.

This leave allows time for the evaluation of reasonable job accommodations. Gonzaga will meet with the employee and engage in the interactive process to determine what, if any, reasonable accommodation may be appropriate. An employee is expected to fully cooperate in the process which may include attending meetings, discussing potential accommodations, and providing requested medical information. See Access and Accommodation for Persons with Disabilities Policy in Policy and Procedures Manual. If no reasonable accommodation can be made, or if the employee chooses not to engage in the interactive process, the employee may be separated from Gonzaga. The employee may reapply for any position at Gonzaga he/she once the employee is released to return to work by a medical provider.

Gonzaga will comply with all federal and state laws providing protection for qualified individuals with disabilities. To the extent that any provision of this policy is inconsistent with requirements under federal, state, or local law, those laws will apply and supersede the terms of this policy. During any unpaid leave, employees must self-pay full monthly benefit premiums while on leave, and sick leave and vacation do not accrue. Further information about extended medical leave is available from HR (Human Resource).

**Community Service** – Regular employees who perform community service are granted up to one-half day with pay per calendar year. Staff members are encouraged to participate in community service and the Center for Community Action and Service Learning (CCASL) can assist employees in identifying opportunities. Community service may include volunteering at schools, or at faith-based or other non-profit organizations. Appropriate organizations should have goals that Gonzaga would deem ethical and consistent with its Mission. As in scheduling vacation leave, employees need to obtain prior supervisory approval. Half-day paid leave is as follows: 8-hour-per-day employees may use 4 hours; 7.5-hour-per-day employees may use 3.75 hours; 4-hours-per-day employees may use 2 hours; etc. Employees should enter hours for community service on their time sheet and document the agency at which they volunteered in the comment section.

**Death in Family** – Regular employees are granted up to three working days with pay for each death in the immediate family (defined as spouse, child, mother, father, sister, brother, grandparents, grandchildren, or spouse's parents and grandparents or other person in an equivalent relationship) to attend a funeral. If additional time is needed, personal leave and vacation time may be requested.

**Jury Duty** – Employees are granted paid leave when summoned to serve jury duty or are subpoenaed to serve as witnesses in any public or private litigation. Gonzaga will pay the regular employee’s normal salary. Employees must notify their supervisors and provide them with a copy of their subpoena or summons to serve.

**National Guard and Military Reserves** – Regular employees are protected against loss of income as a result of annual encampment or training duty in the National Guard or military reserves. Gonzaga pays the difference of the employee’s normal salary and military pay for up to two weeks in a calendar year. Information provided with military pay must be sent to Payroll upon receipt. Employees may elect to use available vacation and keep military pay.

## **B. Attendance**

To carry out its educational Mission, Gonzaga relies on all its employees at all levels. Gonzaga depends on each employee to report to work regularly and on time. Individual departments have established guidelines for acceptable levels of absence and notification procedures. Failure to report to work, excessive absences, including the use of sick leave (unless the leave is covered by law or Workers Compensation), tardiness, and excessive rest breaks are unacceptable. Failure to conform to these requirements may result in corrective action, as appropriate. If an employee misses four consecutive workdays without communicating with Gonzaga it may result in a separation of employment based on job abandonment.

## **SECTION V: SAFETY AND HEALTH**

### **A. General Safety and Health**

Gonzaga is adamant about providing a safe and healthy work and learning environment. Gonzaga's goal is to provide safe work areas, equipment and materials. To protect their own and others' safety, all employees are expected to observe safety rules and immediately correct or report unsafe conditions. A hazard communication program shall be established in departments where their employees use hazardous chemicals. Employees must report a work-related injury or illness to their supervisor as soon as is reasonably possible. Supervisors must report any job-related accident or illness to HR within twenty-four hours. All employees are required to complete an emergency contact form. In an emergency, the information is used to notify next-of-kin and medical personnel. **Part 2: Accident Prevention Program Policy.**

### **B. Health Center Services**

Gonzaga Health Center's physician and nurses are available to employees for work-related emergencies only. These services are not intended to replace medical treatment by an employee's own physician, nor does the Center provide hospital services. Health Center services are not available to employees' dependents.

### **C. Smoking**

Gonzaga recognizes an obligation to provide an environment reasonably free of health hazards and contaminants that may adversely affect the safety and health of Gonzaga employees and students. In support of this obligation, Gonzaga complies with the Washington State Clean Indoor Air Act, by prohibiting smoking and the use of e-cigarettes in all Gonzaga buildings, and within 25 feet of any entrance, exit, window, or ventilation intake. This includes the use of smokeless or chewing tobacco and electronic nicotine delivery devices and related products. Supervisors are responsible for enforcing the provisions of this policy for their employees and in their work areas. Environmental Health and Safety is responsible for administering this policy. Marijuana, although now legal in Washington State, remains prohibited on university property pursuant to federal law.

### **D. Drug, Controlled Substance and Alcohol-Free Workplace/Substance Abuse**

Reference *Part 2: Drug, Controlled Substance and Alcohol-Free Workplace Policy* for information on this topic.

## **SECTION VI: EMPLOYEE PROFESSIONAL CONDUCT STANDARDS**

Gonzaga University could not achieve its goals of excellence in education and service without the committed efforts of its employees, who are called upon to conduct themselves in a manner consistent with Gonzaga's Mission and values. The university respects the dignity of individual students, faculty, staff and visitors. Gonzaga expects all employees to show the same professionalism and concern for others so all community members can achieve their full potential and carry out their responsibilities effectively. In performing their duties, all employees are expected to be honest, efficient, economical, safe, and courteous. Employees are responsible, and will be held accountable, for adhering to Gonzaga policies, rules, directives, and procedures prescribed through supervisory employees.

### **A. Standards of Conduct**

Gonzaga strives to avoid excessive restrictions on employees' conduct. However, since reasonable standards are necessary for the orderly conduct of university business, Gonzaga has established, and will continue to establish, reasonable conduct standards consistent with Gonzaga's Mission Statement, values, and commitment to ensuring that all employees work in an environment which fosters mutual professionalism. Proper performance of duties, appropriate professional conduct, and treating others with courtesy at all times are essential requirements of every employee's job. Examples of violations of the professional conduct standards includes, but is not limited to: bullying, explicit language, yelling, and other forms of demeaning and unprofessional conduct. Employees who do not abide by these standards will receive a performance notice or other corrective action, as appropriate.

When determining appropriate responses to conduct violations, Gonzaga is guided by fundamental fairness, objectivity, and reasoned discretion. However, serious misconduct may result in immediate dismissal from employment. Conduct which may be considered serious includes, but is not limited to: violent, verbally or physically abusive or threatening behavior; working under the influence of drugs, controlled substances, or alcohol; stealing Gonzaga equipment, funds, or material; harassment or discrimination; and improper practices such as any illegal, fraudulent, dishonest, insubordinate, negligent, or otherwise unethical action relating to Gonzaga operations, finances, or activities. Gonzaga has developed separate policy statements that address these issues more completely. Please refer to: **Part 2: Drug, Controlled Substance and Alcohol-Free Workplace Policy; Part 2: Harassment and Discrimination Complaint Policy; Part 2: Workplace Violence Policy.**

### **B. Security and Confidentiality**

Gonzaga policy is to maintain appropriate control over premise entrances, access to work locations, records, computer information, and cash or other valuables. Employees assigned keys, given special access, or assigned job responsibilities relating to the safety, security, or confidentiality of records, material, equipment, or valuables must use sound judgment and discretion in performing their duties and will be held accountable for wrongdoing or acts of indiscretion or poor judgment.

Information about Gonzaga and its students and employees, including the Campus Directory, should be provided only to those having a right to know or who are authorized to receive such information. When in doubt as to whether certain information is confidential, prudence dictates that none be provided without first clearly establishing that the appropriate authority has authorized disclosure of the information. This policy applies to both internal and external disclosure.

Confidential information obtained as a result of Gonzaga employment must not be used by employees to advance any private interest or for personal gain. Use or disclosure of such information can result in civil or criminal penalties both for individuals and for Gonzaga.

## C. Workplace Violence Policy

Gonzaga and its employees are co-responsible for striving to provide a safe, secure work environment for all employees and being mindful of a person's dignity. Toward this end, Gonzaga has established a policy of zero tolerance for acts of violence and will take appropriate action against anyone who engages in threatening or violent behavior. **Part 2: Workplace Violence Policy.**

## D. Reporting

1. **Professional Conduct**: All employees have a duty to promptly report, verbally or in writing, any evidence or knowledge of non-compliance with these conduct standards. Employees should report non-compliance with these conduct standards to their immediate supervisor. If the impropriety appears to involve the employee's immediate supervisor, or a management employee, the reports should be made to the next higher management level supervisor or to HR.
2. **Abuse or Neglect of Minors**: All management and supervisory employees, all faculty, and all athletic department employees, including graduate assistants and volunteers, have a mandatory duty to report directly to law enforcement or the Department of Social and Health Services (DSHS) any instances in which they have a reasonable cause to believe that a minor has suffered abuse or neglect. All other employees are required to immediately report such information to their supervisor, the Human Resources Office, the Equal Opportunity Officer, or the Title IX Coordinator.
3. **Title IX Violations**: All employees have a duty to report allegations of any gender-based harassment and/or discrimination, including sexual misconduct, sexual violence or sexual assault to the Title IX Coordinator, the Office of Human Resources, or any appropriate University Official as identified in the Harassment and Discrimination Policy.
4. **Ethics and Compliance/Whistleblower**: All employees may access Gonzaga's confidential and independent Ethics and Compliance reporting system to report issues violating financial and ethical standards. Reports can be made through [www.gonzaga.ethicspoint.com](http://www.gonzaga.ethicspoint.com) or 1-855-888-9237.

## **SECTION VII: EMPLOYEE RELATIONS AND CONFLICT RESOLUTION**

Gonzaga depends on the best skills, efforts, performance and commitment of its employees to fulfill its Mission and it strives to treat all employees professionally, consistently, and with fundamental fairness. However, Gonzaga recognizes that employees may have workplace conflicts or employee relations questions, issues, concerns or complaints which, if left unresolved, detract from their ability to put forth their best efforts and harm the positive environment Gonzaga seeks to maintain. Additionally, employees may have performance problems or workplace behaviors that fail to meet Gonzaga standards. Employee relations and conflict resolution processes address these issues through cooperation between employees and supervisors, with assistance from HR.

### **A. Employee Relations Process**

Employee relations concerns, which often result in workplace conflict, usually fall into one of these areas: personnel policies, department policies or operations, distribution of duties, relationships with co-workers, relationships with supervisors, or legal compliance issues such as workplace discrimination. HR is responsible for ensuring that employee relations problems are addressed and that employees receive answers to their questions. However, the actual resolution of any situation normally is the responsibility of the department management team. HR works with employees to find solutions that meet both employee and department needs, consistent with policy and legal requirements. Every attempt is made to find solutions that reflect Gonzaga's values of human dignity and justice.

This process begins when Gonzaga becomes aware of employee relations issues or workplace conflicts. Employees are first encouraged to bring their issues or concerns directly to their supervisor. Employees may also request HR assistance at any time to accompany them through the process.

Goals of this process are to:

1. Maintain confidentiality, to the extent possible, sharing information only with those participating in decisions.
2. Identify employee rights and responsibilities.
3. Identify management rights and responsibilities.
4. Ensure compliance with applicable internal policies and legal requirements.
5. Encourage open communication.
6. Develop action plans to resolve problems (clarify problem or concern, identify involved parties and their roles in the solution, follow-up to evaluate resolution).

Complaints involving civil rights, usually involving harassment, discrimination, access and/or accommodations issues, are investigated and resolved through the Gonzaga Harassment and Non-Discrimination policy. The outcome of that process may also result in the use of this employee relations and conflict resolution process.

### **B. HR Role**

HR staff members serve as facilitators of the conflict resolution process, bringing together involved parties and others, as appropriate, to work toward resolution. The HR representative oversees the process to ensure that employees receive answers to their questions and concerns.

It is not HR's role to take sides in an issue, but rather to assist in interpreting the parties' positions, as well as Gonzaga policies and practices that affect the outcome. In its approach to employee relations issues, HR balances the needs and desires of all employees with Gonzaga's common good in an effort to ensure all employees are able to carry out the essential functions of their position description. Specifically, HR serves as a resource to employees and supervisors in the following ways:

1. Help employees clarify problems or issues and how to present them to supervisors.
2. Assist supervisors to clarify performance standards and/or behavior expectations and positively communicate them to employees, including performance/conduct problems or deficiencies.
3. Develop plans to help employees meet standards.
4. Clarify Gonzaga's expectations of the respective roles of employees and supervisors as vital contributors to the Gonzaga community.
5. Interpret and explain personnel policies and practices.
6. Mediate conflicts or communication problems between or among individuals at their request.
7. Address with senior administrators unresolved conflicts or Gonzaga policies/practices that contribute to employee relations issues.

Employees or supervisors may contact HR directly to schedule a time to discuss a concern. The HR Partner will work directly with the parties as outlined above. Most situations are resolved through this work.

### **C. Supervisors' Role**

Supervisors are responsible for: communicating performance and conduct standards to employees; for guiding, training and developing their employees; and for providing opportunities, if appropriate, to correct performance or behavior deficiencies. Supervisors are responsible for addressing employee relations or conflict issues within their areas, and for responding to employees' concerns or questions in a timely manner so that resolution is achieved at the lowest possible level. A supervisor's involvement in, and response to, employee relations issues or conflicts must be consistent with Gonzaga personnel policies and Mission values. Supervisors seek guidance from their vice president or HR as appropriate, and monitor action plans to ensure that resolution achieves desired results. Supervisors must balance employee needs with department requirements and Gonzaga's common good.

If conflicts rise to the level of policy violations due to patterns of uncorrected behavior, or serious isolated incidents, the supervisor may bypass Section VII and move to corrective action under Section VIII of this policy manual.

### **D. Employees' Role**

Employees are responsible for understanding supervisors' performance and conduct expectations, and for actively participating in corrective action efforts.

### **E. Administrative Leave**

Administrative leave is Gonzaga-initiated, non-disciplinary paid time off for an employee for a variety of purposes related to an employee relations process. Typical situations giving rise to administrative leave include: investigating alleged offenses; cooling off period during conflict; evaluating performance; conduct issues; or, exploring options until a final resolution is implemented. Administrative leave is at the supervisor's discretion with HR approval.

## **SECTION VIII: PERFORMANCE NOTICE, CORRECTIVE ACTION AND LETTER OF EXPECTATION**

### **A. Performance Management Philosophy and Tools for Managing Performance**

Performance management is a continuous process of communicating and clarifying job responsibilities, priorities and performance expectations in order to ensure mutual understanding between supervisor and employee. It is a philosophy which values and encourages employee development through a style of management that provides frequent feedback and fosters teamwork. It emphasizes communication and focuses on adding value to the university by promoting improved job performance and encouraging skill development. Performance management involves clarifying the job duties, defining performance standards, and documenting, evaluating and discussing performance with each employee. The following steps provide an example of how to address a problem:

- 1. Identify the problem** – Supervisors must first identify the problem(s). Examples might include poor work product, strained working relationships, attendance deficiencies, missed deadlines, etc.
- 2. Supervisors assess and clarify scope of problem by talking with employee and others as appropriate** – Problems can stem from skill deficiencies, lack of clear communication, behavioral styles, personal crises, or some combination of these or other factors.
- 3. Supervisors establish clear performance or conduct expectations with the employee for correcting the problem** – Employees need to know what is considered successful resolution of the problem and what support or resources may be available to help meet expectations.
- 4. Supervisors work with employees to identify appropriate measures to correct the problem** - Employees need to accept responsibility for correcting the problem and take appropriate action. Examples might include obtaining training for skill deficiencies, making other transportation or family arrangements for attendance problems, receiving guidance to understand and stop offensive behavior, etc.
- 5. Supervisors and employees communicate regularly regarding progress** – This step usually includes discussions and written documentation that describes progress compared to desired outcomes.
- 6. Supervisors clarify and communicate what the ultimate outcome will be, if the problem is not corrected** – Examples include mandatory participation in Employee Assistance Plan resources, corrective action or dismissal, as appropriate.

When performance management techniques fail to assist the employee to achieve an acceptable level of performance, it is appropriate for supervisors to initiate more formal steps to improve performance, which may involve moving to a formal disciplinary process. The tools available to supervisors in this process include:

- a. Performance Notice
- b. Corrective Action Plan
- c. Letter of Expectation
- d. Mandatory participation in the Employee Assistance Plan resources, as appropriate

The use of a Performance Notice, Corrective Action Plan or Letter of Expectations should be done, in coordination with HR, when a supervisor has identified a performance or behavior problem and has been unable to achieve an acceptable level of performance through coaching. The documentation tools outlined below play an integral role in correcting performance deficiencies in an effort to improve performance or modify behavior.

## B. Performance Notice

Gonzaga's intention is to work with employees whose performance or conduct falls below standards. Supervisors are expected to address problems at the earliest opportunity so that they do not become prolonged or more serious. These problems can be addressed through discussions between the employee and supervisor, but may also involve written communications that clarify performance or conduct expectations, or suggest training or mentoring. It is incumbent upon supervisors to document their efforts in addressing these problems. A Performance Notice form is available to assist supervisors in creating this documentation. All documentation must be maintained in a confidential file by the supervisor. The Performance Notice form can be found by contacting Human Resources.

## C. Corrective Action Plan (CAP)/Letter of Expectation (LOE)

A CAP and LOE are different methods used to address performance or behavior concerns. The document should be chosen based on the type of concern, level of position, and past departmental practice. HR can assist supervisors in choosing the appropriate form. A CAP is generally chosen when an employee may be the most appropriate person to identify specific behavior changes needed to correct the problem (ex: attendance). An LOE is generally used when the supervisor will outline the expectations required for the job (ex: performance, skill, or interpersonal behaviors requiring change).

CAP/LOE are specific, detailed written programs that define the issues to be resolved (detailing performance deficiencies, conduct, interpersonal skills, etc.), set expectations for improvement, establish time lines, identify specific actions the employee and supervisor will take, identify the resources available, and state the ultimate outcome, if the issues are not satisfactorily corrected. A CAP/LOE is normally implemented after a Performance Notice has failed to improve performance and/or conduct sufficiently. However, a CAP/LOE can be used in addition to, or in place of, Performance Notice at the supervisor's discretion. Where appropriate, supervisors may also include discipline, such as suspension with or without pay with HR approval. These actions are normally for specific, serious performance incidents or conduct violations and are used to impress upon the employee the gravity of the situation.

Supervisors must consult HR for assistance when administering a CAP or LOE. The supervisor must notify the next supervisory level of the intention to discipline. The CAP/LOE forms can be accessed by contacting your HR Partner. A CAP/LOE is of significant importance and must be documented using the official Gonzaga University format, be reviewed by HR, have specific steps for improvement, an established time frame, and an end date for resolution. It is strongly recommended that the employee be encouraged to contact Gonzaga University's Employee Assistance Plan as a part of every CAP/LOE.

## D. Dismissal

As identified in Section 1:B Employment.2. Employment Status and Evaluation Period, a supervisor may not need to go through corrective action documentation with an employee who cannot meet the performance and/or behavior expectations of his/her position and as outlined in Gonzaga policies and procedures (this manual or other departmental policies and procedures). When appropriate training, coaching and early disciplinary intervention has not been successful, a supervisor may recommend an employee be dismissed from employment during or at the end of this evaluation period. Prior to dismissal the area vice president and Human Resources must give approval.

If corrective actions or earlier disciplinary intervention is unsuccessful or an employee's conduct is so severe that a CAP/LOE is inappropriate or impractical, a supervisor may recommend an

employee be dismissed from employment. Prior to dismissal the area vice president and Human Resources must give approval.

Immediate dismissal may occur due to serious misconduct, including, but not limited, to: violent, verbally or physically abusive or threatening behavior; working under the influence of drugs, controlled substances, or alcohol; stealing Gonzaga equipment, funds, or material; harassment or discrimination; and improper practices such as any illegal, fraudulent, dishonest, insubordinate, negligent, or otherwise unethical action relating to Gonzaga operations, finances, or activities. . HR must review all administrative leaves, suspensions and dismissals to ensure consistency and fundamental fairness. This review and formal approvals are documented through a written process. Contact your HR Partner for process details.

#### **E. Access to Employee Workspace, Equipment, and Records**

If an investigation is conducted for alleged wrongdoing, Gonzaga reserves the right to search and inspect an employee's workspace, files, work-related materials, electronic equipment, personal possessions brought onto company property, or communication devices.

#### **F. Corrective Action Appeal Process**

Any employee having concerns or questions about a CAP/LOE should first talk with their immediate supervisor. If the employee believes that their concerns are not being addressed, the employee may consult HR or pursue the **Part 2: Grievance Policy**.

*Faculty should reference the Faculty Handbook Promotion, Reappointment and Tenure Process Section 305, involuntary termination for cause section 309 and Procedures for Dismissal for Cause Appendix 300E.*

## ***PART 2: POLICIES***

## **PART 2: POLICIES**

1. [Access and Accommodation for Persons with Disabilities Policy](#)
2. [Accident Prevention Program Policy](#)
3. [Affirmative Action Policy](#)
4. [Affirmative Action Policy Equal Employment Opportunity for Persons with Disabilities](#)
5. [Affirmative Action Policy Equal Employment Opportunity for Military Veterans](#)
6. [Background Check Policy](#)
7. [Cell Phone Policy](#)
8. [Certain Relationships by Persons in Authority Policy](#)
9. [Confidential Information Policy](#)
10. [Conflict of Interest Policy](#)
11. [Copier & Printer Policy](#)
12. [Copyright Policy](#)
13. [Drug, Controlled Substance and Alcohol-Free Workplace Policy](#)
14. [Electronic Information Technology Accessibility Policy](#)
15. [Employee Anti-Hazing Policy](#)
16. [Federal Family and Medical Leave Act Policy](#)
17. [Finance Policies](#)
18. [Gonzaga University Closing Policy](#)
19. [Grievance Policy](#)
20. [Harassment and Non-Discrimination](#)
21. [Information Technology Use Policy](#)
22. [Institutional Memberships Policy](#)
23. [Lactation Time Away from Work Policy](#)
24. [Media and Public Relations Policy](#)
25. [Patents Policy](#)
26. [Policy on Political Campaign Activities](#)
27. [Policy on Use of University Facilities for Events](#)
28. [Protection of Minors](#)
29. [Public Expression of Personal Views Policy](#)
30. [Purchasing](#)
31. [Records Retention](#)
32. [Reductions-In-Force for Employees Policy](#)
33. [Retirement Policy](#)
34. [Risk Management Guidelines](#)
35. [Social Media Policy](#)
36. [Solicitation and Distribution Policy](#)
37. [Staff Additional Compensation Policy](#)
38. [Standards for On-Campus Religious Activities Policy](#)
39. [Sustainability](#)
40. [TeleWork Policy](#)
41. [Title IX Sexual Harassment Policy](#)
42. [Trademark Policy](#)
43. [Travel Related Policies](#)
44. [Tuition Waiver Policy](#)
45. [Vehicle Use Policy](#)
46. [Wellness Policy](#)
47. [Whistleblower Policy](#)
48. [Workplace Violence Policy](#)

Note: If you experience difficulties or errors with any of the above links, please visit the [Gonzaga University Policies webpage](#), where they are listed independently.