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PERSONNEL POLICIES HANDBOOK FOR SUPPORTIVE OPERATING STAFF

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Greeting From The President

To the Supportive Operating Staff:

Every fall, we welcome an incredible group of students to campus and provide them with a life-shaping liberal arts education that unlocks their potential to be the architects of their lives. Our ability to do this work is a reflection of the talent, dedication, and commitment of staff members. Each individual is crucial to our mission and purpose in, at least, three different ways.

First, every member of our staff and every job at Denison is crucial to the daily workings of the college. It all matters, and results in a beautiful campus, a well-functioning educational institution, and a powerful experience for students.

Second, much of the educational impact comes from the relationship's students create with each other and with faculty and staff. Often, the relationships students build with staff turn out to be some of the most important relationships they have at Denison. Don't ever underestimate the impact you can make when you take the time to connect and engage with our students.

Third, culture matters, and Denison is fortunate to have a healthy, inclusive culture. Collectively, we create and recreate that culture every day through the way we show up, do our work, and connect with each other.

I am deeply grateful for the work ECC did with staff a few years ago to define our shared values, the Great Eight ([https://my.denison.edu/system/files/Denison%20Shared%20Commitments%20-%20Detailed%20\(Final\).pdf](https://my.denison.edu/system/files/Denison%20Shared%20Commitments%20-%20Detailed%20(Final).pdf)), and I am grateful every day for the work we do collectively to ensure they guide our interactions and work.

I walked onto our campus for the first time in the fall of 2012 and fell deeply in love with this college. I am honored to be a Denisonian and honored to work with you.

Here is to a great year.

Sincerely,
Adam S. Weinberg
President

Greeting from the Vice President for People & Culture and CHRO

This employee handbook has been created to provide you with essential information about Denison's policies, procedures, and expectations. At Denison, we believe that our employees are our greatest asset, and we are committed to fostering a positive and inclusive work environment where everyone can thrive and the Great Eight (<https://my.denison.edu/system/files/Denison%20Shared%20Commitments%20-%20Detailed%20%28Final%29.pdf>) underpin everything we do.

This handbook covers a wide range of topics, including:

- *Denison Overview*: Learn about our mission, vision, and history.
- *Employment Policies*: Understand your rights and responsibilities as an employee.

- *Code of Conduct*: Discover our standards for ethical behavior and professionalism.
- *Benefits and Compensation*: Explore the benefits package we offer to support your well-being.
- *Performance Expectations*: Gain insights into how we assess and reward performance.
- *Health and Safety*: Find out how we prioritize your safety and well-being at the workplace.
- *Work-Life Balance*: Discover our approach to promoting a healthy work-life balance.

Please take the time to review this handbook thoroughly, as it will help you understand Denison's culture and ensure a productive and rewarding experience. While this handbook serves as a guide, it is not intended to be all-inclusive and Denison retains discretion to revise the content of this handbook, as needed. Should you have any questions, concerns, or need further clarification on any topic, please do not hesitate to reach out to our HR team (<https://denison.edu/campus/human-resources/contacts/>).

Your success and growth are important to us, and we are here to support you every step of the way.

Best regards,
Janine Watkins
Vice President for People & Culture and CHRO

Denison University Mission Statement

Our purpose is to inspire and educate our students to become autonomous thinkers, discerning moral agents and active citizens of a democratic society. Through an emphasis on active learning, we engage students in the liberal arts, which fosters self-determination and demonstrates the transformative power of education. We envision our students' lives as based upon rational choice, a firm belief in human dignity and compassion unlimited by cultural, racial, sexual, religious or economic barriers, and directed toward an engagement with the central issues of our time.

About The College

Denison University's beautiful campus is situated atop "The Hill" overlooking historic Granville, Ohio. Founded in 1831, Denison has grown into a nationally recognized college known for its forward-thinking approach to an undergraduate liberal arts and sciences education that prepares students for a lifetime of personal and professional success.

Denison is one of the top employers in Licking County, and many of our 850+ faculty and staff reside here, holding roles within organizations, civic associations, and on boards, as well as in elected positions.

Our roughly 2,300 students come from across the U.S. and from countries around the world. On campus, students are surrounded by peers who come from similar and different backgrounds and who share and have different world views. They choose to study from 65+ academic programs taught by almost 300 full-time faculty experts.

Employment Conditions and Policies

Acceptable Use Policy

Denison University provides all staff access to a range of computing and network resources that are often shared by other staff, faculty and students. To ensure that these services are available to the community, in a fair and equitable manner, an Advisory Committee has published a set of guidelines for the Acceptable Use Policy. By virtue of your use of Denison's computers and any system accounts which give you access to our network, you agree to abide by this policy. For more information or to view the most up-to-date version, please visit the Acceptable Use Policy (<https://denison.edu/forms/acceptable-use-policy/>).

Administrative/Supportive Operating Staff Criteria and Definition

Administrative Staff

For a position to be classified as administrative staff, it must be exempt as defined by the Fair Labor Standards Act (FLSA), by meeting at least two of the four criteria described below, in addition to Denison's education requirements specified by job duties and listed in the job description.

FLSA Administrative Staff Criteria

1. **Managerial Responsibility**: Position requires the management/supervision of two (2) or more college staff in a division, area, or department, and budget responsibility for one or more departments.
2. **Professional/Technical Competence**: Position requires substantial professional and/or technical competence in a recognized field of study or profession requiring independent judgment, analysis, research, problem solving, and in-depth knowledge. This experience is gained from a combination of education and experience working in a particular field. Certification from a professional association could also be a source of training or validation of credentials.

3. **People Interaction and Communication:** Position requires a high level of oral and written communication skills to inform, solve conflicts and/or problems and persuade others of a course of action. Additionally, the position requires frequent interaction with both internal and external constituencies of the college.

4. **Leadership Responsibility:** Position requires frequent leadership responsibility of others on projects or teams requiring directing an intact or ad hoc group(s) in the accomplishment of goals. This work is characterized by collaboratively working with others, possibly across departmental boundaries. Staff members may or may not have direct supervisory responsibilities of group members.

Members of the administrative staff are members of the general faculty subject to all regulations pertaining to the general faculty. These positions do not earn tenure and are not eligible for sabbatical leave, except for professional librarians as described in the Sabbatical Leave Policy, in the Faculty Handbook. Full-time employees include employees budgeted to work at least 75% of a 12-month full-time schedule. Full-time employees are eligible to participate in all staff benefit programs. Nine and ten-month employees usually work a schedule that coincides with the academic year that begins approximately August 15 and ends mid-May. Part-time employees work a regular, prearranged schedule that is less than the full-time hours.

Supportive Operating Staff

Supportive Operating Staff includes all Denison University personnel except members of the faculty and administrative staff. Members of the Supportive Operating Staff may be employed on a full-time, part-time, or casual/temporary basis.

- Full-time employees work at least the full academic year (usually 40 weeks) and are scheduled/budgeted to work between 35 and 40 hours per work week. In addition, full-time employees include employees budgeted to work at least 75% of a 12 month full-time schedule by category. Full-time employees, as defined above, are eligible to participate in all staff benefit programs. Less than 12 month employees usually work a schedule that coincides with the academic year that begins approximately August 15 and ends mid-May.
- Part-time employees work a regular, pre-arranged schedule that is less than the full-time hours for their category, as defined above.
- Casual/Temporary employees are employed on an as needed or seasonal basis. Casual/temporary employees are not eligible for staff benefits other than coverage under the Social Security and Workers' Compensation programs.

Anti-Harassment Policy

The term "harassment" in this policy refers to unwelcome behavior that is offensive and sufficiently severe or pervasive that it interferes with, or limits the ability of, another individual to participate in or benefit from the services, activities, or privileges provided by the university, or creates an intimidating, hostile, or abusive working, living, or learning environment.

It is the policy of Denison University, to be read in context with the important principles regarding academic freedom, that all students, faculty, staff and visitors should be free from harassment in any form – physical, verbal, graphic, written, or otherwise – based upon an individual's race, color, religion, ethnic or national origin, age, disability, sex, gender, gender identity, gender expression, sexual orientation, veteran status, or any other bases prohibited by law. This policy extends to conduct on university property or off university property if the conduct occurred in connection with a university or university-sponsored event program or activity or the conduct has or reasonably may have the effect of creating a hostile educational or work environment for a member of the university community.

Please refer to Denison's Anti-Harassment Policy (<https://denison.edu/forms/anti-harassment-policy/>) as every member of the Denison community is responsible for adhering to the Anti-Harassment Policy and fully cooperating in its enforcement.

Any member of the university community who believes that they have been the victim of conduct or has witnessed conduct that violates the Anti-Harassment Policy is encouraged to report the matter to a responsible university official: the Office of Human Resources, the dean of students, department chair, manager or supervisor, or the Provost's Office.

Automobiles

All automobiles operating on the Denison Campus must be registered. Registration stickers are obtained from the Office of Campus Safety, but vehicles must be registered online in advance through the Self-Service link in MyDenison. You must have adequate insurance or at least the minimum insurance coverage required by the State of Ohio before a permit is issued. The geographical location of Denison may limit the amount of available parking in the immediate location of your work. Additional parking space is available in the parking lot beside Swasey Chapel, or in front of the University Field House. Information on parking rules and traffic regulations is updated annually and can be found on the Campus Safety website (<https://denison.edu/campus/safety/parking-on-campus/>). Continued parking in unauthorized areas and/or moving violations will result in disciplinary action and/or loss of parking privileges on campus.

Denison provides transportation between work sites on campus to carry out university business and does not condone the use of personal cars. Employees electing to use their own cars between campus work sites do so as a matter of personal preference and are not eligible for any travel allowance.

Branding and Digital Strategy

The Office of University Communications manages the strategy, design, development, and content publishing process for Denison's public website properties, including denison.edu. All Denison logos, wordmarks, icons, and the official seal may only be used with advance permission granted by University Communications.

Buying Through Denison

Denison operates as a non-profit corporation and it is a direct violation of State of Ohio laws to allow employees to make personal purchases through the university. We are pleased to offer Denison employees a 10% courtesy discount on authorized purchases, made at the Denison University Bookstore. While the discount is applied to the pre-tax amount, the final price you pay will include sales tax based on the prevailing rates and regulations in your jurisdiction.

Confidential Material

Some employees have access to items of a confidential nature. This information should only be accessed or discussed in order for an employee to perform their job duties. This information should not be released to anyone, without the approval of the proper authority. Employees who violate this policy are subject to discipline as outlined in the Marginal Performance Policy, up to and including termination.

Denison Equipment

Various pieces of Denison equipment or property are entrusted to each employee to perform work assigned. If the equipment is in need of repair, servicing or cleaning, it is expected that the employee will report it to the department head and then follow up to see that such maintenance is accomplished. The use of Denison equipment on or off campus for personal use is prohibited. Equipment given to you must be returned upon termination of employment.

Drug-Free Workplace Policy

Denison University supports and maintains a drug-free work and living environment to provide for the health and safety of students, employees, and visitors. This policy complies with the requirements of the Drug-Free Workplace Act of 1988 and it is a condition of employment that each employee abides by the terms of this policy. Employees violating the policy may be subject to formal corrective action, as outlined in the Employee Discipline Policy up to and including termination.

This policy prohibits the unlawful manufacture, distribution, dispensation, possession or use of alcohol, illegal drugs, intoxicants, or controlled substances; inappropriate use of prescription drugs at work; unauthorized use of alcohol by university employees on university premises or in university vehicles on or off campus and working under the influence of alcohol, illegal drugs or while unlawfully using controlled substances. The consumption of alcohol at events when the university has authorized such use is permitted. Use must be sanctioned by the university, permitted by the appropriate state agency when applicable and only individuals of legal drinking age may consume alcohol at such events. This policy provides minimum standards; university departments may impose stricter standards.

Duty to Report

Any individual observed violating this policy, must be reported immediately to the Office of Human Resources and Campus Safety. Failure to report may subject employees to corrective action up to and including termination.

Self-Disclosure of Convictions

Employees are required by federal regulations to report any drug or alcohol related convictions occurring in the workplace to the Office of Human Resources no later than five (5) days after such conviction. The university will notify the appropriate granting agency within ten (10) days after receiving notice of conviction from the employee. Within thirty (30) days after receiving notice of conviction, the university will take appropriate personnel action against the employee up to and including termination or require the employee to satisfactorily participate in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state or local health, law enforcement, or other appropriate agency. This information may subject the employee to corrective action, random testing requirements and may be reported to the appropriate licensing authority.

Drug/Alcohol Testing Procedure

Federal, state and/or local laws and regulations regarding drug/alcohol testing and monitoring will be followed when applicable. All information pertaining to an individual's drug/alcohol tests or results will be kept as confidential as possible, with only individuals who have a need-to-know being provided information or as required by law. All testing conducted under this policy will be done in accordance with standards established by the Office of Human Resources.

There are two situations when the university may conduct tests as defined within this policy:

1. Ordered testing: Testing required by federal regulations, licensure boards, other legal or regulatory entities, etc.
2. Reasonable suspicion testing:
 - a. Drug/alcohol testing of employees may be conducted if there is reasonable suspicion of working under the influence of alcohol or drugs. Testing must be based on objective facts or circumstances including and not limited to, aroma of alcohol on breath, directly observed

using drugs or drinking alcohol, erratic/strange behavior in the workplace, self-disclosure of selling or taking drugs or alcohol, diversion of medications or upon verification of a drug or alcohol related conviction.

- b. Testing may be ordered by the Office of Human Resources in consultation with a supervisor, chair or other university designee, and must follow the guidelines as outlined in the Reasonable Suspicion Testing Process. Employees testing positive will be referred to the Employee Assistance Program (EAP). The evaluation will determine and recommend if substance abuse treatment or education is appropriate and/or necessary. The Office of Human Resources and the designated Medical Review Officer (MRO) will review the recommendation. The MRO may determine that treatment is a requirement for any current employee who has an alcohol or drug problem that affects job performance.

Refusal to Test

An employee may be subject to corrective action up to and including termination if the employee refuses to test, adulterates or dilutes the specimen, substitutes the specimen, sends an imposter, or refuses to cooperate in the testing process in such a way that prevents completion of the test.

Corrective Action

Employees are required to participate in an evaluation by the Employee Assistance Program (EAP) or an external Substance Abuse Professional (SAP) and/or follow through with an education/treatment program. If an employee refuses to participate, does not satisfactorily complete a required education/treatment program, or fails to report drug and alcohol violations listed within this policy, the employee may be subject to corrective action up to and including termination.

Contacts

If you have questions regarding this policy or training on this policy, please contact the Office of Human Resources at 740-587-6299 or at HR@denison.edu. If you have questions regarding EAP services please contact the HR benefits team at Benefits@denison.edu.

Employee Liability Disclosure for Personal Belongings

Employees are permitted to bring personal belongings to the workplace, such as bags, mobile devices, personal laptops, or other personal items necessary for work or personal use during breaks. However, employees are responsible for securing their personal belongings at all times as Denison is not responsible for any loss, theft, or damage to personal belongings brought into the workplace or while traveling. It is your responsibility to ensure that your personal belongings are adequately covered by insurance, if desired. Denison does not provide insurance coverage for personal belongings brought into the workplace.

Employment-at-Will

Both administrative and supportive operating staff are employed at will and serve at the discretion the university. Employment may be terminated by either party at any time, with or without notice and with or without cause, provided the reason is not prohibited by law.

Guns on Campus

No person shall possess, carry, store or use a firearm, deadly weapon or dangerous ordinance, as defined in the Ohio Revised Code, in or on university premises, defined as university owned, rented and/or sponsored property, except as allowable under Ohio Law. Persons who own valid handguns may have those handguns on university premises and then only in their locked motor vehicles; under no circumstances may licensed handguns be removed from locked motor vehicles while on university premises. This policy applies to all persons coming onto the university premises including faculty, staff, students, visitors, vendors, and contractors, except where specifically permitted. This policy does not apply to law enforcement officers coming on to the university premises while engaged in the performance of their official duties or while required to possess a firearm by rules of the officer's employing agency.

Denison University Office of Campus Safety is solely responsible for the oversight and implementation of this policy. All requests for deviation or exceptions to this policy must be approved by the Director of Campus Safety or his/her designee.

Persons found to be in violation of this policy are subject to immediate action under university rules applicable to that individual. Such responsive action may include, but is not limited to, student conduct action and/or employee disciplinary action up to and including removal, expulsion, dismissal or termination. Persons found to be in violation of this policy may also be subject to criminal prosecution or no-trespassing directive.

Hazing Prevention Policy

Hazing behavior is strictly prohibited at Denison and is a criminal offense under Ohio law, Ohio Rev. Code § 2903.31 (<https://codes.ohio.gov/ohio-revised-code/section-2903.31>), when it causes mental or physical harm to another person, or creates a substantial risk of such harm. Hazing is defined as any action taken as part of an initiation (or re-initiation) into "any student or other organization" that causes mental or physical harm to another person (or creates a substantial risk of that harm occurring), including coercing another person to consume alcohol or drugs. The harmful action can either be action directly harming the victim or action coercing the victim to act in a way that leads to physical or mental harm to themselves or others.

Denison further defines hazing (more broadly than Ohio state law) to include any activity that is part of recruitment, orientation, initiation, or membership practice of a group, or that is required for continued acceptance into a group, that is harmful or potentially harmful to an individual's physical, emotional, or psychological well-being.

Participating in hazing and permitting hazing are prohibited. No person shall participate in the hazing of another. Additionally, protecting against hazing behavior is the responsibility of every member of the University community, including students, employees, and other affiliates. Ohio law specifically states that “no administrator, employee, faculty member, teacher, consultant, alumnus, or volunteer” shall recklessly permit the hazing of any person. Recklessly participating in hazing and recklessly permitting hazing constitute second-degree misdemeanor criminal violations under Ohio law, and third-degree felony criminal violations when the hazing includes coerced consumption of alcohol or drugs resulting in serious physical harm to a person.

As required by Ohio law, every administrator, employee, faculty member, teacher, consultant, alumnus, or volunteer of Denison who is acting in an official and professional capacity must immediately report any knowledge of hazing to Denison’s Office of Campus Safety at 740-587-6482 or other law enforcement agency in which the hazing victim resides or where the hazing is occurring or has occurred. The Granville Police Department can be reached at 740-587-1234 or by emergency dispatch by dialing 911.

Failure to report is a fourth-degree misdemeanor, and a first-degree misdemeanor if the hazing causes serious physical harm.

Student reporting: Students should report hazing to Campus Safety at 740-587-6482, to the Granville Police Department at 740-587-1234 or for emergencies, by calling 911. Students may also report through Denison’s Anonymous Reporting System. However, reports submitted anonymously or with limited information may limit Denison’s ability to follow up on a concern. We urge students to report as much information as possible and to provide a way for Denison to communicate in follow up.

Please refer to Denison’s Hazing Prevention Policy (<https://denison.edu/forms/anti-hazing-hazing-prevention-policy/>) as every member of the Denison community is responsible for adhering to the Hazing Prevention Policy and fully cooperating in its enforcement.

International Telephone Calls

International long-distance personal calls are not permissible using the university telephone system. Free international phone calls can be made through telephone calling apps such as Google Meet, Skype and Zoom that are available on smartphones, tablets, and computers.

Introductory Period

The three (3) month introductory period for new hires, rehires, and transfers is an orientation and review period when the university and the employee have an opportunity to determine whether a successful employment relationship can be created. During this time frame, the supervisor should learn whether the employee has the skills, attitude and behaviors needed to succeed. The employee should use this time frame similarly to evaluate their role and the university as a whole.

Supervisors should use the introductory period to review and discuss with the employee their progress in meeting the needs of the role and adapting to the work environment. Supervisors should quickly establish a communication plan for their new employee to foster an open and constructive relationship that includes one-on-one meetings (either weekly or biweekly), a review of available communication tools (email, chat, etc.), and a discussion on what the employee will be evaluated on at the end of the introductory period. Establishing 30, 60, and 90 day goals are recommended to create a truly comprehensive 90-day evaluation at the end of the introductory period. The 90-day performance development evaluation form must be completed and shared with the employee and sent to the Office of Human Resources, at the conclusion of this period. Additionally, new goals should be set for the next annual review.

Either party may terminate the employment relationship at any time during this period. The disciplinary process is not required for this termination.

In certain instances, the complexity of the role or other departmental staffing and/or operational considerations may require an extension of the introductory period, up to another 90 days. The terms of the extension should be in writing and acknowledged.

No Pets at Work

The purpose of this policy is to ensure the well-being and comfort of all staff members while promoting a focused and productive work environment. While we understand the positive impact that pets can have on individuals and recognize the benefits they bring to many people’s lives, we must consider the potential disruptions, allergies, and safety concerns that may arise in a workplace setting. The only exception to this policy is the use of a service animal.

Notice of Non-Discrimination and Title IX

Non-Discrimination

Denison University does not discriminate in its educational programs and activities on the basis of race, color, religion, ethnic or national origin, age, disability, sex, gender, gender identity, gender expression, sexual orientation, veteran status, or any other bases prohibited by law.

If you have any questions about the Non-Discrimination Policy (<https://denison.edu/forms/non-discrimination-policy/>) or wish to make a report, please contact the Office of Human Resources at HR@denison.edu or (740)587-6299.

Title IX Notice

Denison is committed to providing an educational environment free from sex discrimination, consistent with Title IX of the Education Amendments of 1972, which prohibits discrimination on the basis of sex in educational programs and activities receiving federal financial assistance. Denison

does not discriminate on the basis of sex in the education programs or activities that it operates, including but not limited to admissions, recruitment, academics, student services, athletics, financial aid, and employment. Sex discrimination includes sexual harassment, sexual violence, and any other misconduct based on sex that denies or limits a person's ability to participate in or benefit from educational programs or activities. Denison also prohibits retaliation against those who report sex discrimination, including those who report administrators and other employees, and Denison will investigate any alleged retaliation for participation in the Title IX process.

Denison encourages anyone who has been subjected to or becomes aware of sex discrimination, sexual harassment, or any other sex- or gender-based offense to report the incident promptly to the Title IX Coordinator or one of the Deputy Title IX Coordinators. Reports may be submitted verbally, in writing, or by email, and the appropriate staff will respond promptly.

Title IX Coordinator: Justin Brown, Director of Civil Rights & Title IX and Senior Advisor to the President, brownjm@denison.edu.

All members of the Denison community are responsible for reviewing and adhering to the Sex Discrimination and Sexual Misconduct Policy (<https://denison.edu/forms/sex-discrimination-and-sexual-misconduct-policy/>). Additional information on Denison's commitment to Title IX can be found on our Title IX website (<https://denison.edu/campus/title-ix/>).

Outside Employment

Denison has no objections to an employee having other employment provided that such activity is secondary and in no way affects their schedule or work performance at Denison.

Payroll Policy

It is the policy of Denison University to pay for all hours worked as outlined by the U.S. Fair Labor Standards Act (FLSA) of 1938, and all policies established within the university will adhere to this Act.

Payroll Deductions

The university is required by law to deduct the following from your wages: Federal, state, local school district income taxes, Granville Village*, Medicare and Social Security. It is the employees' responsibility to advise the Payroll Office of any changes to their exemptions or a change in place of residence, to ensure proper school district and state taxes are withheld. Please contact the Payroll Office at Payroll@denison.edu, if you have any questions.

Deductions for employee contributions to staff benefit programs are made upon your enrollment and authorization. It is the practice of the university to make only those deductions required by statute or by court order and certain other deductions authorized by you and the university such as United Way, rent for Denison owned housing, and special gift contributions to Denison.

* Fully remote employees are not subject to Granville Village tax.

Pay Period & Timesheets

To ensure compliance with the FLSA, it is essential that each employee accurately reports all hours worked, and absences, at the end of each pay period. If you need assistance with your timesheet please contact your supervisor, or the Payroll Office.

Administrative staff are not required to complete electronic timesheets and salaries are paid on the 25th of each month or the last working day before the 25th, if the latter falls on a Saturday, Sunday, or holiday.

Supportive Operating Staff, student employees and casual/temporary employees are paid biweekly; payday is the Friday following the end of the pay period.

The work week is a seven-day period beginning 12am, Sunday and ending the following Saturday, at 11:59pm. Electronic timesheets are accessed online through Denison self-service and must be submitted by noon, on the Monday immediately following the pay period end date. Employees are responsible for accurately recording attendance and hours worked, each scheduled workday, and ensuring that electronic timesheets are submitted to their supervisor by the deadline. Supervisors are required to review timesheets for accuracy and approve timesheets by noon, the following day. If a payday falls on a holiday, employees will be notified when timesheets are due and are paid the last working day prior to the holiday.

If an employee fails to submit their electronic timesheet by the deadline, they must fill out a paper timesheet, have it signed by their supervisor and submit it to the Payroll Office immediately to be paid the next payday. Employees who fail to submit electronic timesheets by the deadline, or falsify their timesheet, will be subject to formal corrective action, as outlined in the Marginal Performance Process, up to and including termination.

Overtime Pay

Under the Fair Labor Standards Act, all non-exempt employees are entitled to one and one-half times their regular rate of pay, for hours worked in excess of forty (40) hours per workweek. All overtime work must be authorized in advance by the supervisor and noted in the overtime section of the electronic timesheet. Casual/temporary employees, who work on a holiday, are paid their regular hourly rate with no premium for holiday work.

Call Back Pay

Hourly employees required to return back to work, after their shift has ended and left for the day, due to an urgent or emergency situation will receive regular pay for not less than the equivalent of three hours of work. When call back pay qualifies for overtime pay the employee receives either, one and

one-half times the hours worked or three hours, whichever is greater. This minimum does not apply to work performed prior to the start of their regular shift and continuing into their regular shift or added to the end of their regular work shift.

Compensatory Time Off

The Fair Labor Standards Act does not allow an employer to give compensatory time off in exchange for paying overtime unless the compensatory time is taken in the same week as the overtime was worked. The supervisor must approve all compensatory time.

Direct Deposit

Denison requires all employees, to receive their pay through direct deposit. If you have any questions regarding direct deposit, please contact the Payroll Office at Payroll@denison.edu.

Policy for Activities or Programs with Children or Minor Participants

Denison University is committed to providing a positive and safe experience for minors participating in programs on campus. This policy establishes requirements for those in the university community- faculty, staff, or students, who work with minors in activities or programs on campus or that are otherwise Denison operated.

Policy Requirements

1. Registration: All activities and programs with minors must register with the Office of Human Resources.
2. Reporting: Those working in activities and programs with minors who witness child abuse or neglect or have information that would lead a reasonable person to believe a minor faces a substantial threat of such abuse or neglect, must follow the specific reporting procedures described here and required by law.
3. Background checks: Individuals must be background checked before working in activities or programs with minors, and regularly thereafter.
4. Training: Divisions must ensure that individuals working in activities and programs with minors complete annual training.

Denison expects parents or guardians to provide supervision over minors on university property unless they are involved in a supervised activity or program with minors. When on campus, the parent or designated adult custodian must maintain supervision of their children at all times. The parent or adult custodian is responsible for children's behavior. Children should not be left alone or under the care of another university student or employee, except for special event childcare organized by the university.

Children are not allowed in classrooms while classes are in session, unless permission is granted by the faculty member and the faculty member is present at all times in the classroom. Children are not allowed into restricted or hazardous areas, unless otherwise allowed in this policy.

Policy Exclusions

1. Persons under the age of 18 who are enrolled for academic credit or have been accepted for enrollment.
2. Events on university property open to the general public, and that minors attend.
3. Institutional review board (IRB) approved research.
4. Student organizations operating, facilitating, or sponsoring activities and programs with minors.
5. Minors working for the university as employees.
6. Activities and programs with minors operating, conducted, or organized by non-university entities that take place on university property, including but not limited to facility rentals to third party organizations. (For Denison employees who direct or work with a third party in an activity or program with minors on campus, you must confer with Human Resources to determine whether the program is considered Denison affiliated or separately sponsored.)

Registration and Approval

Units operating activities and programs with minors must register each activity or program with the Office of Human Resources by submitting the Request to Register a Program Involving Minors Form (<https://my.denison.edu/campus-resources/environmental-health-safety/policies/>).

The sponsorship of a program or event involving children must be by a recognized Denison academic or administrative department. For co-operated programs with a community organization or other outside group, the Denison program sponsor shall be the primary person from Denison responsible for the program. Registration should be completed 60 days in advance of the program/activity start date when possible, but in all events must be completed before an activity or program with minors begins.

Parent/Guardian Consent and Waiver

When bringing children to campus or going on a field trip, all students must have permission from their parent or guardian by using the Parent/Guardian Consent and Waiver. For events sponsored by Denison, the program leader must collect a parental consent form for every child participating in the program or activity BEFORE the event or program takes place. The Parent/Guardian Consent and Waiver contains emergency contact information and should be readily accessible by the program leader or designated emergency coordinator during the entire program or activity.

Hosting a Non-University Sponsored Program with Children

Persons wishing to use Denison facilities for non-university sponsored programs, such as camps, conferences, and special events are to coordinate the program through Conferences & Facility Rentals (<https://denison.edu/campus/conferences-facility-rentals/plan-your-event/>).

Children's Online Privacy

The Children's Internet Protection Act (CIPA) is a federal law to address concerns about access to offensive content over the internet on school and library computers. CIPA imposes certain types of requirements on any school or library that receives funding for internet access. Program leaders should contact Information Technology Services if children will be using university computers to access the internet or if personally identifiable information will be collected for children.

Reporting Child Abuse or Neglect

The following information is to assist Denison community members and the surrounding community with questions about recognition and management of suspected child abuse, and Denison's policies and practices to prevent and respond to child abuse.

Any faculty, staff, student, student employee, or volunteer who in the course of their duties witness's child abuse or neglect or has information that would lead a reasonable person to believe a minor faces a substantial threat of child abuse or neglect must immediately make two calls:

1. Call state authorities:
 - a. Call 911 if a child is in imminent danger (life threatening, or abuse is being witnessed).
 - b. Call the Children Services Agency if the child is not in imminent danger. 855-O-H-CHILD (855-642-4453), which is a 24-hour automated telephone directory that will link callers directly to a child welfare or law enforcement office in their county. Municipal or county peace officers can be contacted as an alternative to Children Services: Granville Police Department 740-587-1234 or Licking County Sheriff's Department 740-670-5555.
2. Call Denison Campus Safety at 740-587-6482.
3. Make an anonymous email report to Campus Safety by completing this form (<http://denison.edu/forms/anonymous-tips/>).

Child abuse encompasses physical, sexual and emotional abuse, neglect, stalking, and placing a child in fear of physical harm. Any sexual conduct with a child is considered sexual abuse. No child may legally consent to sexual activity with an adult. This policy prohibits all forms of child abuse, including child abuse defined by Ohio State law. Further definitions may be found from the Ohio Children's Trust Fund (<https://octf.ohio.gov/wps/portal/gov/octf/what-we-do/the-problem/child-abuse-and-neglect-definitions/>). Ohio law, and, for purposes of this policy, Denison, define a child as a person under the age of eighteen and a person with a mental or physical disability under the age of twenty-one.

If consultation is needed regarding reporting, please contact Denison Campus Safety.

This policy also prohibits retaliation against any individual who in good faith reports an incident of child abuse or the possible witnessing of the warning signs of child abuse, retaliation against a person who engages in activities protected under this policy. Reporting, or assisting in reporting, suspected violations of this policy and cooperating in investigations or proceedings arising out of a violation of this policy are protected activities under this policy.

A failure of a mandatory reporter to report child abuse as required by this policy may result in discipline up to and including termination.

Any member of the Denison community who provides knowingly false information or who refuses to cooperate in an investigation related to this policy may/will be subject to disciplinary action, up to and including expulsion, suspension, termination, removal from campus, cancellation of contract, or any other means necessary to address the behavior.

Background Checks

The university performs pre-employment background checks on all new employees as a condition of employment. The university performs background checks on adjunct faculty and part-time employees (such as coaches, athletic trainers, etc.) whose work involves contact with minor students, and other children as soon as possible after they have been appointed and prior to any contact with minor students, and other children.

Background checks are not required on current employees with the exception of those employees changing positions. For current employees changing positions, including those filling interim positions, a background check is only required when the new position increases the impact of the perceptible risk factor (contact with a child). If an employee experiences a position change within the same or greater perceptible risk factor, a new background check needs to be conducted if it has been five or more years since their last background check.

The university performs background checks on all key students, camp counselors and program leaders, prior to any university-related contact with a child. A background check includes, but is not limited to, a search for criminal convictions, including sex-related offenses in an individual's counties of residence for the past seven years; a search of the state registry of sex offenders; and a database search for criminal activity in the individual's states of residence for the past seven years.

Training

Units must ensure that faculty, staff, appointees, students, student employees, and volunteers are trained annually before they work in activities or programs with minors. Training will include at a minimum the following topics:

1. Recognizing signs of physical, emotional, and sexual abuse, as well as neglect.
2. Reporting suspected child abuse and neglect, including who must report and what are the reporting requirements; how, when, and where to report; and protection of good faith reporting.
3. How to help prevent child abuse.
4. Standards of behavior.
5. The requirements of this policy.

Standards of Behavior

Faculty, staff, appointees, students, student employees, and volunteers working in activities and programs with minors are required to sign and abide by the Standards of Behavior Form (<https://my.denison.edu/campus-resources/environmental-health-safety/policies/>). The purpose of these standards is to promote the safety and wellbeing of all minors. Units must have all faculty, staff, appointees, students, student employees, and volunteers sign the Standards of Behavior Form annually, before they work in activities and programs with minors. Records of such forms must be kept by the unit or program coordinator.

One-on-One Interactions

Denison affiliates working with minors should not intentionally or purposefully place themselves in a situation where they are alone with a minor unless authorized by the unit head or program coordinator. Approved one-on-one interactions may only take place in open, well-illuminated spaces or rooms observable by other adults from the activity or program. Under no circumstances will any Denison affiliate physically, sexually, verbally, or emotionally abuse or fail to provide the basic necessities of care applicable to the activity/program, such as food or shelter, to participants.

Policy on the Use of University Keys

Employees may be issued keys to university buildings at the time of employment. Keys are the property of the university and must be returned prior to leaving. Any keys issued are the responsibility of the employee. Keys must be used for the designated purpose only and must not be loaned to others. Keys that are issued for use during a specific shift are not to be taken away from the university. Employees are to immediately report lost/stolen keys as soon as possible to their immediate supervisor, the Office of Campus Safety at 740-587-6482 and Facilities Services at IDCardsAndKeys@denison.edu.

Responsibility for Policy Administration

The Office of Human Resources is responsible for administering employment policies, procedures and benefits as well as maintaining personnel records, developing training programs and tracking employee relations activities involving the staff of the university. If questions arise about personnel policies, the Office of Human Resources is to be consulted for clarification and interpretation.

Smoking Policy

The Licking County Board of Health regulation prohibits smoking, including e-cigarettes, in all educational facilities, which includes private offices, restrooms, and all campus buildings. The complete policy is available in the Office of Human Resources. Your cooperation in carrying out this regulation will not only be appreciated but will contribute to a better environment for the Denison community.

Statement on Freedom of Expression and Academic Freedom

Denison University actively promotes the free expression and exchange of ideas. Academic freedom is essential to the aims of higher education and to the university's goals of fostering critical thinking, moral discernment, and active citizenship among its members. It is the responsibility of the faculty and the administration to protect academic freedom. Furthermore, because Denison is a residential, liberal arts college, academic freedom must be extended to all members of the university community in the broadest of contexts. Indeed, academic freedom is a core value of liberal education and is essential to the transformative power of that education promised in our mission statement.

Academic freedom is the right of all members of the university to exercise the broadest possible latitude in speaking, writing, listening, challenging, and learning. It applies to opinions and inquiry regarding political, cultural, religious, scientific, and social matters, as well as to those regarding the university itself and its policies. Academic freedom is especially critical in the classroom, in research and publication, and in all educational activities. Academic freedom applies to views and ideas that most members of the university may consider mistaken, dangerous, and even despicable. The ideas of different members of the university community will often conflict, but it is not the proper role of the university to shield individuals from ideas and opinions they find unwelcome, disagreeable, or offensive. Although the university values civility, and although all members of the university community share the responsibility for maintaining a climate of mutual respect, concerns about civility and mutual respect can never be used as a justification for limiting discussion of ideas, however offensive or disagreeable those ideas may be to some members of the community.

Academic freedom does not, of course, mean that individuals may say whatever they wish, whenever they wish. The university may prohibit expression that violates the law, defames specific individuals, constitutes a genuine threat or harassment, or unjustifiably invades substantial privacy or confidentiality interests. These limitations, however, are narrow exceptions; it is vitally important that these exceptions never be used in a manner that is inconsistent with the university's commitment to a free expression of ideas.

Members of the university community must act in conformity with the principle of academic freedom. Although members of the university community are free to criticize and contest the views of others, they may not obstruct or otherwise interfere with the freedom of others to express views they

reject. To this end, the university has a solemn responsibility not only to promote a lively and fearless freedom of debate and deliberation, but also to protect that freedom when others attempt to restrict it. Such an open exchange of ideas is essential to liberal education.

Supervisor/Staff Relationships

A dual relationship is one in which a supervisor has both a professional and romantic or sexual relationship with an employee under his/her supervision. Given the inherent inequality of power between the supervisor and the employee, dual relationships undermine professional integrity in supervisory contexts and are not in the best interest of the university. If a supervisor engages in such a relationship and it is perceived to affect on-the-job performance or result in favoritism, the supervisor will be subject to disciplinary action.

Use of University Vehicles

All employees driving Denison University vehicles: (1) must be licensed (by the State of Ohio) drivers, (2) will have completed the University Defensive Driving Course, (3) are responsible for checking the condition of the vehicle and reporting any defects, (4) are expected to drive responsibly, including use of safety restraints (seat belts), and in a manner so as to protect other persons as well as university and private property, (5) must comply with Denison University traffic and parking rules and regulations, and (6) are responsible for citations which might be issued. In addition, Denison University vehicles are not to be used for personal use. If involved in an accident, the employee will notify the Department of Campus Security and Safety and the appropriate law enforcement agency, if off campus, immediately and provide all requested information. Reports of all incidents involving university vehicles are forwarded to the university's insurance carrier. Poor driving, repeated violations or failure to follow proper safety procedures, or negligence could result in disciplinary action. Smoking and the use of tobacco products are prohibited at all times in or on all university owned, operated or leased property including vehicles, except in designated smoking areas.

Environmental Health and Safety

Accident and Hazard Reporting Policy

The purpose of this policy is to promote a safe campus by facilitating the reporting and investigation of campus accidents and hazards. Incident investigations identify the root causes and contributing factors that can potentially be eliminated or controlled to reduce the frequency and severity of incidents, injury, or property damage.

All faculty, staff and student employees are responsible for reviewing the Accident and Hazard Reporting Policy to ensure they understand their reporting responsibilities. If you have any questions or concerns, please contact the EHS and Risk Management Department at EHS.RiskManagement@denison.edu.

Definitions

Accident: The National Safety Council defines an accident as an undesired event that results in bodily injury or property damage that could potentially recur or result in future injury.

Incident: An incident is an unplanned, undesired event that adversely affects completion of a task.

Near-Hit: Near hit describe incidents where no property was damaged and no personal injury sustained, but where, given a slight shift in time or position, damage and/or bodily injury easily could have occurred.

Procedure

1. Reporting:

- Contact EHS/Risk Management immediately when an injury occurs and visit the Licking Memorial Hospital for necessary medical care. They are located at 1320 W. Main St., Newark, OH 43055.
- Complete the Accident and Hazard Report as soon as possible, but within 24 hours, following any accident, near-hit or identified hazard either on campus or when engaged in Denison business off campus. Accidents or hazards documented in an Office of Campus Safety report do not need to be documented on an Accident/Hazard Form.

2. Report and Responsibilities:

The Accident and Hazard Report can be found on MyDenison when you search "injury report" or on the EHS and Risk Management Department website in MyDenison. Supervisors should ensure that faculty, staff and students know where the blank forms are located and how to access them.

- *The Denison University Accident and Hazard Report* must be completed by:
 - Employee Accident or Hazard: Affected person(s) and their supervisor. The lead investigator for employee incidents is the EHS/Risk Management Department. The affected person should fill out the front page, and the supervisor should fill out the second page.
 - Student/Visitor Accident or Hazard: Any employee aware of accidents, near-hits, or incidents involving students or visitors must report using the Accident and Hazard Report to the EHS/Risk Management Department unless the event is captured in an Office of Campus Safety (OCS) report. All OCS reports that meet the definition of accident, near-hit, or hazard, must be provided to the EHS/Risk Management Department.
- When completing the report, the supervisor should focus on trying to identify the root-cause for the accident or hazard; oftentimes this will include speaking with other employees and taking notes and photos if necessary.
- The purpose of having the injured or affected employee fill out the report is to get:

- their perspective on what happened,
 - what they think caused the accident and
 - what they think can be done to prevent recurrence
- The completed report must be sent to the EHS and Risk Management Department via email, campus mail, or hand delivery. If using email, send to EHS.RiskManagement@denison.edu.

3. How to effectively complete the report:

- Six key questions should be answered: who, what, when, where, why, and how.
- Fact should be distinguished from opinion, and both should be presented carefully and clearly.
- The report should include thorough interviews with everyone with any knowledge of the incident.
- A good investigation is likely to reveal several contributing factors, and it probably will recommend several preventive actions. This information will be used to correct risk when possible.

4. Accountability: The EHS and Risk Management Department will review and close out each report.

Health and Safety

The safety and health of all employees is of utmost importance to the university. The Environmental Health and Safety (EHS) and Risk Management is the department charged with oversight of the safety program. EHS/Risk Management asks administrative and supervisory personnel to assist by incorporating security and safety practices in their staff orientation program and in their daily operations.

The university seeks to comply with federal, state and local safety regulations and to develop procedures and programs to ensure the continuing safety of the university community. The university has the responsibility to provide all pertinent training and retraining, as well as required personal protective equipment (PPE). Employees have the responsibility to perform the job safely, actively participate in safety training, and wear PPE when necessary. Employees are required to comply with safety practices established by departments for specific jobs and functions. Employees who fail to follow or neglect proper safety practices are subject to disciplinary action and or retraining as necessary.

Safety Practices

Health and safety are the business of every Denison employee. All employees are to report unsafe conditions or practices to Environmental Health and Safety and Risk Management at EHS.RiskManagement@denison.edu.

Some examples of required safety practices are:

- Maintain a work area and desk that is clean and orderly.
- Keep desk and cabinet drawers closed when not in use.
- Inform supervisor of any defective equipment so that it can be repaired or replaced.
- Place broken glass in a labeled and sealed box and put it aside (not in the trash can) for the building services assistant.
- Keep restrooms and storage rooms clean and orderly.
- Do NOT block fuse boxes, electrical panels, or fire extinguishers.
- Keep all fire exits and egress hallways clear.
- Only chemicals and cleaning supplies provided by the university are authorized for use on campus.

Safety Shoe Program

Non-office personnel working in Facilities Services, residence halls and other areas where potential foot injury could occur are required to wear a substantial work shoe. In some instances, a supervisor may require safety shoes (steel toe) to be worn. Denison participates in a safety shoe cost reimbursement program. Employees working in Facility Services should refer to their department policy for additional information.

Work Schedule

Emergencies

In the event of severe weather conditions, power outages, lack of heat or water, the university may find it necessary to close operations in all or some buildings. This may involve late openings or early dismissal, a partial closing involving one or more buildings for the full day or closing the entire university for the full day.

Procedure

1. The Vice Presidents for Finance & Management and Student Development (or their designees, the Director of Facilities and Dean of Students) consult with Facilities and Campus Safety about campus conditions that may result in delay, cancellation or closure. The following guidelines will be used when considering whether to close, delay opening, or issue an early dismissal due to severe weather conditions.

- The Licking County Snow Emergency level is determined by the Sheriff's Office (<https://lickingcounty.gov/depts/sheriff/snow.htm>).
- Alert notifications set by the Licking County Emergency Management Agency (<https://lickingcounty.gov/depts/ema/>).
 - Level 1 Snow Emergency: Roadways are hazardous with blowing and drifting snow. Roads are also icy; drive carefully.
 - Level 2 Snow Emergency: Roadways are hazardous with blowing and drifting snow. Only those who believe it is necessary to drive should be out on the roadways. Contact your employer to see if you should report to work.
 - Level 3 Snow Emergency: All roadways are closed to non-emergency personnel. No one else should be out during these conditions unless it is absolutely necessary to travel. All employees should contact their employers to see if they should report to work. Those traveling on the roadways may be subject to arrest.
- Facilities personnel are unable to clear campus walkways and parking areas to a degree that would allow safe use and travel.
- One or more major access roads to Denison University is closed because of unsafe road conditions.

2. The VPs for Finance & Management and Student Development and the Provost or designees (Director of Facilities, Dean of Students and Associate Provost) confer. This conference takes place either the night before an anticipated closing or at 5:30 am the morning of the possible closing. The purpose of the call is to consider road and campus conditions and Licking County emergency status, and make a recommendation to the President regarding delaying or closing. This group should also draft a message to go out to the campus community. If the President isn't available, this group makes the decision whether to delay, cancel, or close. This decision-making group will also notify the VP for People and Culture & Chief Human Resources Officer, Campus Safety, Director of Admission, Director of Athletic Operations and Compliance, University Communications and Senior Management team members.

3. Message regarding delay, cancellation, or closure is sent to students, faculty, staff via DU Emergency Alert (sent by Campus Safety). If possible, University Communications will post the information to the university website and notify local news media.

Because of unique work requirements, some departments may be required to continue operations during an emergency closing. Essential personnel are defined as designated employees of the Health Center, Facilities Services, Campus Safety and Security, Switchboard, and Residential Life and Housing. Department heads within these departments may choose to deem some individuals within their department as non-essential. Additionally, directors of other departments may designate some employees essential as university and departmental needs. An updated list of known essential employees will be maintained in the Office of Human Resources.

Denison University will compensate staff members for full or partial closings as follows:

1. Late openings/early dismissals/partial closings: Only staff members regularly scheduled for work during the closing will be compensated for the hours missed at their regular rate of pay. Essential staff members **required** to work will be compensated at their normal hourly rate of pay and will be credited equivalent time off as floating holiday hours to be coordinated with and approved by the department supervisor. If nonessential staff report to work while the university is closed, no additional compensation or leave time will be earned.
2. Full closing: Essential staff members **required** to work will be compensated at their normal hourly rate of pay and will be credited equivalent time off as a floating holiday to be coordinated with and approved by the department supervisor. All other staff members regularly scheduled to work on the date of the closing will be compensated at their normal rate of pay.

When conditions such as snow, ice, etc., make it impossible for some employees to report for work during a day when the university remains open, the day may be made up within the same work week it occurs, or a day of accrued vacation or floating holiday leave day must be used. All require approval of the department supervisor.

Flextime

The purpose of the flextime policy is to allow the arrangement of alternate work schedules that will meet the needs of the university, department and also accommodate employees' non-work life needs. The department supervisor will review alternate work schedule requests and either approve or deny them. Because departmental work requirements vary across the university, there may be alternate work schedules available in some departments and none in others. Also, because the needs of the department are primary, a staff member's proposed flextime schedule will not be approved if it interferes with the work or service to be performed within the department, with other requirements of the department, with the work of other campus departments, or needs of students.

Alternate work schedules may be implemented under the following guidelines:

1. All alternate schedules require the approval of the department supervisor;
2. Alternate work schedules are made for up to a three (3) month period and then are reviewed;
3. It must be understood that alternate work schedules may be reviewed and/or discontinued prior to the 3 month period if department needs require it or if the schedule becomes a problem;
4. Alternate work schedules to meet specific short-term needs or emergencies will continue to be coordinated with the department supervisor;

5. A four-day work week schedule may be approved if it is a reasonable way to accommodate a legitimate personal need for an employee, as opposed to a simple preference. The divisional manager (VP Finance & Management, VP URPA, Provost, Director of Admissions, or VP Student Affairs) must give final approval to four-day work week schedules;
6. All alternate work schedules must be filed with the Office of Human Resources.

An example of an alternate work schedule follows: For 3 months the staff member agrees to come in at 7:00 am and leave at 3:00 p.m. daily (rather than 8:30 am to 4:30 p.m.) After the 3 month period the arrangement will be reviewed, unless if work or department requirements prompt a review sooner.

Hours

The university determines the work schedule, which may vary by department. All administrative staff positions are exempt from overtime and tracking hours worked. While the work hours may vary, generally the normal work week is 40 hours for full-time administrative staff. Certain functions and/or departments within the university require special work schedules. These schedules are explained at the time of your employment. Work schedules may be modified to accommodate the changing needs of the university.

Remote Work

The university believes that students and employees can best be served when employees are engaged on campus. Denison also recognizes that flexible work arrangements such as remote work are important to meet the needs of the university and support a modern work culture that maximizes the skills and attributes each employee brings to the university. This policy is intended to serve as a guide to assess positions that are appropriate for remote work.

Process

Remote work is an arrangement in which employees regularly perform their job responsibilities away from their primary business location on a full- or part-time basis. It is an alternative method of meeting the needs of the college and provides flexibility in meeting the employee's needs. Remote work arrangements must have the approval of both the supervisor and the division vice-president. Denison has the right in its sole discretion to deny a remote work arrangement request, and to terminate a remote work arrangement at any time.

An employee's compensation, benefits, work status, and work responsibilities are not subject to change while they participate in a remote work arrangement, nor will the amount of time the employee is expected to work per day, or pay period, unless state law requires it. Denison will follow the state laws in which the remote employee is working in regards to compensation and benefits. Remote work arrangements must comply with federal, state and city laws and university policies. This includes, but is not limited to, the Fair Labor Standards Act (FLSA) and Occupational Safety and Health Act (OSHA).

Remote work agreements will be approved based on the suitability of job duties, an employee's ability to fully perform their job duties remotely, and the supervisor's ability to manage the employee remotely. Remote work approvals and arrangements will vary by position and whether or not essential functions can be reliably and effectively performed on a remote basis. An employee interested in a remote work agreement must first fill out the Employee Self-Assessment for Remote Work Questionnaire (https://docs.google.com/forms/d/e/1FAIpQLSfL4_BuiY1UGhajc0TgxjQtyaCuMOUJtL_WI_OyiL4LKQyE3A/viewform?usp=sf_link) and submit it to their supervisor.

After reviewing this form, the supervisor will fill out the Remote Work Suitability Questionnaire (https://docs.google.com/forms/d/e/1FAIpQLSebuz9wCOGCQC3tBPK4g5V7gzh00DtJTiGmkgi4lmaCWB7yug/viewform?usp=sf_link) and submit it to the divisional vice president. The vice president will make a determination and share it with both the supervisor and employee. An employee who is approved to work remotely must sign the Remote Work Agreement (<https://na3.docusign.net/Member/PowerFormSigning.aspx?PowerFormId=283d3c32-7bb8-4643-abdc-5261c1962fa5&env=na3&acct=ba320b53-3e42-4135-8380-cca4871564d5&v=2>) detailing the understanding of the arrangement, the policy, and the expectations of the position, and submit it to Human Resources prior to starting a remote work schedule. Agreements must be reviewed at least annually.

The university may provide specific equipment for an employee to perform their duties. The use of equipment, software, and data supplies when provided by the college for use at the remote work location is limited to authorized persons and for purposes relating to university business. If an employee uses personal equipment, maintenance and repair of that equipment is the employee's responsibility. Any work materials taken home should be kept in a designated work area and not be made accessible to others. Office supplies will be provided by Denison as needed. Out-of-pocket expenses for other supplies will not be reimbursed unless by prior approval of the employee's manager.

Employees must be available by phone and email during their regular work hours, as defined by their supervisor. Employees who participate in remote work must be available for staff meetings (virtually and on-campus as needed), and other meetings deemed necessary by management. Employees remain obligated to abide by all applicable university policies and procedures.

Remote Work Guidelines

1. All forms of moderate and high risk data (paper, electronic, conversations) must be kept secure and confidential. Please see ITS- Security Data Risk Classifications (<https://sites.google.com/denison.edu/its-informationsecurity/policies-and-guidelines/data-risk-classification/>).
2. Use of the Denison VPN (<https://my.denison.edu/campus-resources/information-technology-services/service-catalog/internet-and-network/global-protect-vpn/>) provides a secure and encrypted connection to campus resources, and provides protection against malicious websites.

3. Employees are expected to follow minimum security standards (<https://sites.google.com/denison.edu/its-informationsecurity/policies-and-guidelines/minimum-security-standards/>) for their computers or other computing endpoints used. This includes regular software and operating system patching for security updates, use of a firewall, use of antivirus/antimalware software, backup of sensitive data, and disk encryption.
4. The employee is responsible for:
 - Maintaining the remote worksite in a manner free from health or safety hazards that could endanger the employee, their family or others.
 - Notifying the manager immediately about any safety or ergonomic concerns at the remote work site. Health or safety hazards at the remote work site may result in immediate suspension of the remote work arrangement. If an injury to the employee does occur at the remote work site, management reserves the right, in response to the injury or illness, to inspect the worksite and make appropriate recommendations.
 - Taking reasonable steps to protect any university property from theft, damage or misuse. This includes maintaining data security and record confidentiality to at least the same degree as when working at the regular university worksite. All Denison University compliance policies and procedures, including those for handling the physical and electronic security of Protected Health Information (PHI), remain in effect as if the employee were working at the regular university worksite and will be provided to the employee.
 - Arranging dependent or child care during work hours to eliminate interference of work being performed.
 - Remaining in touch with customers, colleagues, and management as directed by supervision.
 - Returning all documents, equipment, badges, keys, etc. upon termination of employment as directed by supervision and the Office of Human Resources.

Tardiness and Absences

Regular attendance and promptness is expected of all employees. Unscheduled absences and tardiness may cause work schedules to fall behind and force delays on the part of other employees. An excessive number of either absences or tardiness, as determined by the supervisor, will result in disciplinary action up to and including suspension and/or discharge. Subject to the requirements of the Family Medical Leave Act, any absence from work regardless of cause or reason may be considered in determining excessive absenteeism. If it is necessary for an employee to be late or absent for any reason he/she must advise his/her supervisor, and if not available, notify the University Telephone Operator no later than the normal reporting time. Failure to advise the university is cause for disciplinary action.

Career Growth

Job Descriptions and Review Process

Division heads and department managers are responsible for providing the Office of Human Resources with up-to-date position descriptions. The Office of Human Resources reviews the position and makes a recommendation to the Vice President of Finance and Management, who will consult with the Vice President of the relevant division. A memo from the responsible manager/director explaining how the job meets these criteria is required for the evaluation. Additionally, an updated job description will be written with input from the manager/director of the job incumbent. Alternatively, an employee may write a memo to both the manager and Human Resources requesting reevaluation of the job.

Job Postings

Generally, all positions are posted except for those that qualify under the promotion policy. Staff members interested in applying for a posted job are encouraged to submit a letter of application through the applicant tracking system, including their qualifications, why they are interested in the position, and an updated resume. Job openings are posted on the Human Resources Web Page (<https://denison.edu/campus/human-resources/>) as well as advertised regionally and/or nationally.

Pay Increases and Rates

Denison conducts periodic wage and salary surveys of businesses and organizations in Licking County and surrounding areas in its ongoing objective of maintaining a competitive wage/salary program. The recommended increases are based on comparable market pay information, and internal equity considerations. Increases are not across-the-board and will vary according to the above factors.

Annual pay increases are not guaranteed. Each year the university reviews the availability of funds that can be allocated to wages, when it is determined that there will be an increase, adjustments will normally take place on July 1. Adjustments other than those based on cost changes in the marketplace and available funding may be granted at other times of the year to correct inequities, allow for promotion, or support job transfers.

Pay range related positions include administrative assistants, accounting clerks and all other secretarial/clerical and supervisory/technical positions. A pay range and a pay grade have been determined for the range-related positions. In most cases, starting rates for such positions will be the minimum of the pay grade. Any questions concerning your rate of compensation should be discussed with your supervisor, division head or the Office of Human Resources.

Performance Development

The performance development process is designed to enhance communication between the supervisor and direct report in areas critical to the development of an employee including professional development, recognition, as well as positive and constructive feedback. Each employee, if employed for over one year, will be part of one annual review. Outside of this formal process, supervisors and direct reports are encouraged to meet regularly on a frequency that works best for them. These one-on-one meetings can be used to further discuss the topics mentioned above as part of the performance development process or to provide updates on assignments and get direction for next steps.

Promotions

The purpose of Denison University's promotion policy is to provide an opportunity for internal mobility using a fair and consistent process, as well as to provide a mechanism whereby employees can be recognized and rewarded for their exemplary performance and professional development.

Process and Criteria

When an employee is considered uniquely qualified for an open position, the hiring manager/director may request to promote the employee and bypass the typical posting and advertising process. The hiring manager/director must write a proposal, with support and approval from the appropriate vice president, detailing how the employee is considered uniquely qualified for the position and forward it to the Office of Institutional Equity and Diversity and the Office of Human Resources. The directors of these two offices will make a recommendation to the president regarding the proposal to promote the employee. The final decision rest with the president, who will provide a written response to the manager's promotion request. Upon receipt of the president's written response, the Office of Human Resources will notify the parties of the final status of the request.

In making the case for the employee's eligibility for promotion, the hiring manager must show how the following criteria is met:

- The employee must be considered uniquely qualified;
- The employee's performance at the university must be exemplary;
- The employee must possess all the required skills and abilities required of the position;
- The employee must possess the relevant experience required;
- The employee must be able to demonstrate continued professional development in his/her field since date of hire;
- The employee must possess the minimum education required, and ideally possess the preferred education specified.

Reporting Personal Changes

Each employee is required to report any changes which may affect personnel records, to the appropriate office.

Office of Human Resources:

- Change in name
- Change in telephone number
- Change in beneficiary for life insurance
- Change in marital status
- Change in number of dependents for medical insurance

Payroll Office:

- Change of income tax exemptions
- Change of address

Staff Working Outside Their Primary Position

Occasionally, employees work outside of their primary job, such as assisting with special events, driving a van for a student event, or other temporary/casual assignments involving duties apart from the employee's primary position. Below are the guidelines that will be used to determine the rate of pay for working in these temporary/casual assignments. All requests for temporary/casual assignments must be coordinated with the Office of Human Resources prior to attaining current staff to work to ensure all parties understand the pay arrangements of the temporary/ casual assignment.

The employee will be paid their current hourly rate if the pay classification is similar to their current classification. If this is not the case, then the employee will be paid an hourly rate consistent with the temporary assignment they're being asked to perform. These guidelines also apply to retired employees working occasionally in a casual position.

Lastly, the supervisor/manager of the temporary assignment must furnish the Office of Human Resources with an email or memo authorizing the assignment.

Staff Benefit Programs

Domestic Partner - Definition

A domestic partner is a person who the employee has a sole relationship with, intends to remain in the relationship indefinitely, is of the same or opposite sex as the domestic partner, and neither the employee nor the domestic partner is married. An employee wishing to designate a domestic partner must complete an Affidavit of Domestic Partnership, available in the Office of Human Resources.

Benefits Required by Law

Social Security / Medicare

Denison employees are covered under the Federal Social Security Program (FICA). Participation is required and a deduction required by law is made with a matching contribution by the university.

Workers' Compensation

The Workers' Compensation Law of Ohio covers each employee of the university. This law covers medical expenses as well as certain losses of compensation resulting from work-related injuries or illnesses. Denison pays all premiums connected with this benefit. Any work-related injury or illness must be reported immediately to your supervisor.

Benefits Authorized by Board of Trustees

Accidental Death & Dismemberment

This benefit is available to full-time employees as defined in this handbook. This plan provides a death benefit and scheduled payments for dismemberment caused directly and inclusively by external and purely accidental means. The benefit amount is 1.5 times budgeted salary for accidental death. Denison pays the entire premium.

Activity Cards

The Faculty/Staff Picture Identification Card is issued at the time of employment for the exclusive use of the employee, spouse/guest, domestic partner, and children through age 18 or age 22, if a full-time student. This card serves a dual purpose as an activity card and identification for Denison staff members. This card enables the holder to attend, without charge, home athletic events. Presentation of this card is required when using the automated library circulation system and all athletic facilities, including swimming and the weight room. The Vail Arts Series, various lectures and theater presentations are also open to employees. There may be a charge for some events.

The card provides access to Denison Dollars. This is a prepaid cash account that allows employees to use their card to make purchases in dining facilities and the bookstore. The card must be returned when the employee's association with Denison ends. Retirees may retain their card and are eligible to retain the privileges of an active employee.

Adoption Assistance Program

The adoption assistance program pays, upon finalization of a legal adoption, up to \$5,000 per adopted child to eligible faculty and staff for adoption related expenses. Any full-time, continuing faculty or staff member is eligible for this program. If both adoptive parents are university employees, the benefit maximum may not exceed \$5,000 per child. Adopted children must be under 18 years of age and they may not be biologically related to either parent. Adoptions made through public, private, domestic, international and independent means are eligible. For further details, please contact the Office of Human Resources.

Business Travel Accident Policy

Full and part-time employees are covered under the Business Travel Accident policy. Employees are covered for \$200,000 in case of accidental death while traveling on Denison business. Denison pays the full premium for this benefit. Policy details are governed by the plan document.

Comprehensive Health Insurance

A PPO medical program and high-deductible medical program are available. Additionally, Denison offers dental coverage. The cost of these plans are shared. Full time faculty and administrative staff are eligible beginning with the date of employment. Denison and the staff member contribute to the cost of the plans. Part-time faculty and administrative staff working fifteen (15) hours or more per week may take part in the program by paying the total premium without cost sharing by the university.

Medical coverage, which is coordinated with Medicare, is available for eligible members (including eligible dependents) hired prior to July 1, 1993 and who retire from Denison with ten years of continuous service immediately before retirement. The coverage continues for a member's spouse and other eligible dependents upon the member's death. In no event, however, will coverage be continued beyond death or remarriage of the surviving spouse. Please contact the benefits team, in the Office of Human Resources at Benefits@denison.edu, for more details concerning continued coverage.

Core Retirement Plan

Denison provides a core retirement plan for full-time faculty and staff members with investment options through TIAA. Eligibility exists on the first pay event at the university for those budgeted to work over 1000 hours per year and attaining age 18. Eligibility for part time staff is available after working 1000 hours in one calendar year in addition to attaining age 18.

Full-time faculty and staff members receiving salary checks as full-time employees before August 31, 1974 participate in the Core Retirement Plan, when eligible, on the basis of a contribution of 15% of salary by the university. Full-time faculty and staff hired and/or rehired by the university after August 31, 1974, participate in the Core Retirement Plan when eligible on the basis of a step rate plan. The university contributes 10% of the employee's regular salary earnings up to the Social Security wage contribution base and 15% of the regular employee salary earnings above that base to the plan. See Plan provisions for more details.

Employees will be notified by the Office of Human Resources of their date of eligibility and enrollment procedures.

Dental Insurance

One dental plan is available to full-time employees, either as part of their healthcare plan choice or as a voluntary plan. Part-time employees working at least 15 hours per week can enroll in the dental plan as well and pay the entire premium. Summary plan booklets are available in the Office of Human Resources.

Dependent Care Spending Account

Full and part-time employees are eligible to participate in the Dependent Care Spending Account. Employees can direct up to \$2,500 or \$5,000, depending on their circumstances, from their pay into the Dependent Care Spending Account. Employees do not pay federal, state or social security taxes on the amount of pay directed into this account. Employees reimburse themselves from this account for childcare or elder care expenses. Please refer to the summary plan description for further plan details, rules, and limitations.

Education Benefits for Employee's Dependent - General

The Board of Trustees of Denison University has made available to spouses, same-sex domestic partners (herein referred to as domestic partners), and dependent children of full-time employees, dependent education benefits.

Dependent children for this benefit are defined as son, daughter, stepson, stepdaughter, legally adopted child of employee, or foster child (living with the employee the entire year and providing the employee has been declared legal guardian and is providing 50% support). Unless a decree of divorce, decree of dissolution of marriage, decree of separate maintenance, or the law provides to the contrary, dependent children must be claimed as dependents on the employee's federal income tax return. A spouse is defined as the person to whom an employee is legally married according to Ohio law. A domestic partner must be documented through an affidavit of domestic partnership available in the Office of Human Resources. A child receives benefits for eight (8) semesters or twelve (12) academic quarters. The program applies only toward undergraduate studies at accredited colleges or universities. The program terminates upon separation from Denison except in the case of the death or total disability of an employee who has been employed on a full-time continuous basis for seven (7) years or longer and meets other program requirements.

Eligibility also continues for employees who retire under the terms of one of Denison's official retirement plans. For purposes of determining eligibility for employees hired or rehired July 1, 2011 or later, the following prior service credit rule will apply: for the tuition-free program at Denison, the GLCA exchange program, and the tuition cash assistance program, employees will be allowed to receive up to five years of credit toward the five year waiting period for full-time continuous service at an institution of higher education as long as the prior service occurred immediately prior to the full-time employment date at Denison. Additionally, eligible faculty and staff hired or rehired prior to July 1, 2011 who are not already eligible under the prior waiting period rules, will be eligible for prior service credit according to the same rule as described above.

Consecutive part-time employment at Denison directly preceding a transition to full-time employment at Denison will count for service credit towards the five-year waiting period at an amount of prorated full-time equivalency hour calculation. For questions, please contact the Office of Human Resources.

Emeriti Retirement Health Solutions Program

This benefit provides a tax-advantaged program to invest and accumulate assets to help meet future retiree medical expenses for full time Supportive Operating Staff hired after June 30, 1993, through the Emeriti Retirement Health Solutions program. Eligibility for university contributions begins at age 40 and continues for up to 25 years. All full-time staff members, including staff hired prior to July 1, 1993, may make voluntary contributions beginning at age 21.

Employee Education

Full-time supportive operating staff employees, as defined in this handbook, may take two academic courses per semester at Denison for credit or audit on a space available basis after successful completion of the ninety (90) day introductory period.

The first course may be taken during the staff member's normal working hours; however, time away from the job must be made up by adjusting the work schedule as appropriate. The second course must be taken outside the regular work schedule (i.e. 8:30 a.m. to 4:30 p.m.). The lunch period is part of the regular work schedule and therefore cannot be used to take a second course. However, if an employee reaches a point of having earned 111 credit hours (16 short of satisfying graduation requirements) then they may take up to 2 courses each semester even if both courses fall within the

8:30 a.m. to 4:30 p.m. normal office hours of the college. This exception is limited to one year and provides employees with a special level of support in recognition of their commitment to earning a degree.

A special approval procedure is required for directed study courses. The Registrar's Advisory Board must approve directed study course for employees. Fundamentally, the employee education benefit is offered on a space available basis and is not meant to add to the workload of the faculty. A directed study course for employees is possible under unusual circumstances but is discouraged. Employees seeking to take a directed study course need to send a written request to the Office of Human Resources for review by the Registrar's Advisory Board.

Part-time supportive operating staff employees may take one course per semester at Denison after successful completion of the ninety (90) day introductory period. Part-time employees are required to take this course outside of their regularly scheduled working hours. Regular admission procedures apply, and prior approval by the department head is necessary. All classes must be registered with the Registrar's Office.

GLCA Tuition Exchange Program

For eligible employees who are hired or rehired prior to July 1, 2011, dependent children are eligible to participate in the GLCA Tuition Exchange Program if the eligible employee has one (1) year of continuous full-time employment immediately prior to the beginning of the academic semester of the child's college enrollment. For employees hired or rehired July 1, 2011 or later, children are eligible after the employee has completed five (5) years of service based on the adjusted date of service (see "Rehiring Former Employees" for definition) immediately prior to the beginning of the academic semester of the child's enrollment at Denison.

Standard admission procedures apply. The member colleges throughout Indiana (IN), Iowa (IA), Ohio (OH), Michigan (MI), Pennsylvania (PA) and Wisconsin (WI) are: Grinnell College (IA); DePauw University, Earlham and Wabash College (IN); Albion College, Hope College and Kalamazoo College (MI); Allegheny College (PA); Denison University, Kenyon College, Oberlin College, Ohio Wesleyan University, Wittenberg University and The College of Wooster (OH); and Beloit College (WI). An updated list is maintained in the Office of Human Resources.

Tuition remission may not include tuition for off-campus study programs, sponsored either by GLCA, ACM, or individually by the college the student is attending. Participating students should check with appropriate officials at the college they are attending to determine which fees and off-campus program may be covered by tuition remission. Denison University does not pay fees for abroad/off-campus programs with the exception of the Denison sponsored Oak Ridge program.

For further information regarding the tuition exchange program, contact the Office of Human Resources.

Group Life

This benefit is available to full-time employees as defined in this handbook. This is a term life insurance program; a benefit is payable only when death occurs. The benefit amount is 1.5 times budgeted salary. Denison pays the entire premium.

Health Care Spending Account

Full and part-time employees are eligible to participate in the Health Care Spending Account. Employees can direct part of their pay into the Health Care Spending Account. Employees do not pay federal, state or social security taxes on the amount of pay directed into this account. Employees reimburse themselves from this account for out-of-pocket healthcare, dental, or vision expenses. There is a 90-day waiting period from date of hire before participation can begin. Please refer to the summary plan description for further plan details, rules, and limitations.

Long-Term Disability Insurance

This program provides a monthly income benefit in the case of total disability. This benefit is available to active full-time employees as defined in this handbook. An employee must complete one year of service to be eligible, unless they qualify for a waiver under the program. Rehired employees must complete one year of full-time service from their date of rehire. Denison pays the entire premium.

Off Campus Courses

Off-campus or continuing education to become better qualified to perform your duties is recognized as part of your growth at Denison. Every effort is made to assist the employee in participating in such education. For courses to be covered under this section, off campus courses taken without seeking a degree must be work-related, and, courses, whether work-related or not, taken as a requirement for a work-related degree (refers to major area of study), are covered. Courses must be taken at approved institutions of learning.

Additionally, Denison will support staff in the cost of such education in one of two ways: 1) tuition can be refunded to employees upon achievement of a grade C or better of prior approved courses of study; or 2) Denison will provide an upfront loan for prior approved courses of study to cover the cost of tuition, with a repayment period of between 12 and 24 months for any course not receiving a grade C or better. Further, loans will be forgiven, with a grade C or better, effectively reimbursing the employee for the cost of tuition. Up to two courses per semester will be considered under this section. Only tuition is paid or refunded; Denison does not pay for any other charges. Official grade reports, regardless of payment option chosen, must be provided to substantiate payment or loan forgiveness. Time lost in attendance at off-campus training programs, if applicable, must be made up by adjustments in the work schedule. Overtime pay is not authorized for education. Denison reserves the right in its sole discretion to limit participation each fiscal year based on total cost of providing benefits. Employees interested in this benefit must discuss it in detail with their supervisor and the Director or the Office of Human Resources, prior to enrollment.

Parental Leave Policy

Full-time employees eligible for benefits, who have been actively working for one (1) full year, are eligible for up to six (6) weeks of paid parental leave. Paid parental leave may begin upon the birth or placement of a child in your care for the purpose of adoption by the employee. Generally, parental leave must be taken together in one block of time (e.g. an employee should take 6 consecutive weeks off work). Parental leave schedules must be approved in advance by the Office of Human Resources and the divisional Vice President by completion of the parental leave application form. This leave must be used within the first year of the child's life.

Parental leave is coordinated with family and medical leave (FMLA) and therefore may count toward the employee's allotted 12 weeks of family and medical leave. The Office of Human Resources should be notified as soon as possible of the employee's need for a parental leave and of the specific period during which the employee expects to be absent. If both parents are employed at Denison, coordination may be necessary if both parents work for the same department or division.

Scheduling vacation time, in conjunction with a parental leave, will fall under the provisions of the university's policy on vacations. The scheduling of an unpaid leave of absence, in conjunction with a parental leave, will fall under the provisions of the FMLA leave and/or the university policy on leave without pay. The birth or adoption must take place on or after July 1, 2023. This policy is subject to review, modification, and/or termination by the Board of Trustees.

Short-Term Disability Policy

This Short-Term Disability Policy provides for partial pay continuation for specific time periods to eligible employees for qualifying leaves due to non-work-related illnesses or injuries.

This policy is subject to, in its sole discretion, review, modification, and termination by the Denison Board of Trustees. These provisions apply to all supportive operating staff employees who are classified as regular full-time benefit eligible employees. Additionally, employees must have worked for the university for three months prior to the disability to qualify for the short-term disability benefit coverage.

Benefit Provisions

1. Eligible employees must be off work for ten consecutive work days (i.e. the waiting period) before short-term disability benefit payments begin. Therefore, the benefit will begin on the eleventh work day the employee is off work due to the disability.
2. Eligible employees must use accumulated sick days, if available, to be paid the first ten consecutive work days (i.e. the waiting period) of the disability.
3. After the waiting period, eligible employees will qualify to receive a short-term disability benefit equal to 80% of their regular budgeted weekly earnings from their primary position.
4. Eligible employees are required to use accumulated sick time to cover the 20% gap between the short-term disability benefit and 100% of weekly earnings. If an employee uses all accumulated sick time, then the short-term disability benefit will continue at 80% of weekly earnings.
5. The maximum duration of the short-term disability benefit, which includes the waiting period, is 26 weeks.
6. Eligible employees must complete a short-term disability application to apply for this benefit.
7. Eligible employees must provide a physician certification documenting the disability prior to the short-term disability benefit being paid. The physician certification should be provided two weeks prior to the disability begin date or as soon as practicable.
8. In the case where a return-to-work date is not provided, short-term disability may need to be monitored and approved on an ongoing basis. The employee may not return to work until she or he has medical certification to do so.
9. Recovery from surgery that is purely cosmetic, non-reconstructive and not medically necessary is also excluded from coverage under short-term disability.
10. The university has the right to collect any short-term disability payments made for any time period when the employee is no longer disabled, and could have returned to work. This may arise when the employee's return-to-work date differs from the medical certification return-to-work date.
11. Employees on an approved short-term disability leave are eligible for any holidays falling during the disability which are recognized by the university.
12. This benefit policy will be updated periodically, as needed.

Interaction With Other Policies

This short-term disability benefit will be coordinated with the Family Medical Leave Act (FMLA) policy. Essentially, if the short-term disability also qualifies for an FMLA leave then the requirements of both programs and policies will have to be met by the eligible employee. It will be common for a short-term disability benefit and FMLA leave to run concurrently.

Please contact the benefits team at Benefits@denison.edu, if you have questions regarding a medical leave of absence.

Supplemental Retirement Annuity Option

All members of the supportive operating staff are eligible to participate in a tax-deferred (or tax-sheltered) annuity program on the first day of the month following the date of employment. Under this option, staff members may, through a properly drawn salary reduction agreement, divert part of their salary on a tax-deferred basis to the purchase of supplemental retirement annuity benefits.

Tuition-Free Scholarship at Denison

Spouses, domestic partners, and children of full-time employees, with no limit on the number of children, are eligible for full tuition remission at Denison, the following conditions apply:

1. For employees hired or rehired prior to July 1, 2011, children are eligible after the employee has completed one (1) year of continuous full-time employment immediately prior to the beginning of the academic semester of the child's enrollment at Denison. For employees hired or rehired July 1, 2011 or later, children are eligible after the employee has completed five (5) years of service based on the adjusted date of service (see "Rehiring Former Employees" for definition) immediately prior to the beginning of the academic semester of the child's enrollment at Denison.
2. Admission to Denison is not guaranteed for dependents. They must meet normal university admission standards. While this is the case, dependent children will be given full and careful consideration.
3. All students attending Denison under the provisions of this program are subject to the normal academic and administrative regulations of the university.
4. Spouses and domestic partners are eligible after the employee has completed the 90-day introductory period.
5. A spouse or domestic partner who does not have a baccalaureate degree shall be able to take two courses per semester, for credit or audit, on a space available basis and upon approval from the faculty member. A spouse or domestic partner admitted to the university may take a full course load (see number 3 and 4 above).
6. A spouse or domestic partner that has a degree shall be eligible to take one course per semester on a space available basis, either for credit or audit, for no more than eight (8) semesters. Under unusual circumstances, the staff member may petition to waive the one course limitation for a spouse or domestic partner.

Tuition-Free Scholarship Cash Assistance Awards Elsewhere

This program applies to employees' children in attendance at schools other than Denison. To be eligible for this benefit, an employee must be full-time, with the salary or wages funded from the university's operating budget. Additionally, the waiting period for an eligible employee who was hired or rehired prior to July 1, 2011 is two (2) years of continuous full-time employment prior to the academic semester. For employees hired or rehired July 1, 2011 or later, children are eligible after the employee has completed five (5) years of service based on the adjusted date of service (see "Rehiring Former Employees" for definition) immediately prior to the beginning of the academic semester of the child's enrollment at Denison. Consecutive part-time employment at Denison directly preceding a transition to full-time employment at Denison will count for service credit towards the five-year waiting period at an amount of prorated full-time equivalency hour calculation. For questions, please contact the Office of Human Resources.

Staff members, who were on the Denison payroll prior to February 1, 1974, have a benefit equal to the direct tuition costs, exclusive of any fees, of the admitting college or of Denison, whichever is less. Effective January 1, 2023 staff members on the payroll February 1, 1974, or later receive a four-year benefit that is equal to 10% of Denison's current annual tuition cost over eight (8) semesters or twelve (12) quarters to be applied against tuition of the admitting college or university. The sum of the tuition benefit and any other financial aid specifically designated for tuition only (excluding loans and work) may not exceed the tuition charges of the institution attended. The dollar amount of this benefit will be updated at the beginning of each academic year.

Uniforms

When uniforms are required, as part of the employee's work uniform, Denison will supply those items with no upfront cost to the employee. All required uniforms must be worn while working, unless prior approval has been given by the employee's supervisor. Please note that most uniforms are considered personal income and employees may be subject to taxation, by the IRS.

Absences From Work

Bereavement Leave

Full-time employees, as defined in this handbook, are eligible for three (3) days leave with pay when a death occurs in the immediate family. The immediate family is considered to be an employee's spouse, domestic partner (as defined in this handbook), son, daughter, mother, father, sister, brother, half-sister, half-brother, step-father, step-mother, current father-in-law, and current mother-in-law, stepson or step-daughter.

A leave with pay of one (1) day is granted for the death of a near relative. Near relatives are considered to be an employee's aunt, uncle, grandparent, grandchild, niece, nephew, current brother-in-law, current sister-in-law, son-in-law and daughter-in-law. Vacation time or floating holidays may be used to supplement allowed days, with the manager's approval.

Day(s) Off Without Pay

Employees accrue generous leave, such as vacation, floating holidays, and sick time, to assist them while taking time off from work due to illness, personal business, or vacation. Employees are required to use all applicable accrued leave days prior to taking a day off work without pay. If a staff member will be off for non-illness reasons (vacation, personal business, extended funeral leave or other), vacation and floating holidays must be used. For personal illness or family related illness, sick days must be used.

Days off without pay must be scheduled in advance, with approval from your supervisor, department manager, and the Office of Human Resources, submitted in writing stating the reason and amount for needed days off without pay. Days off without pay should be avoided whenever possible. Department management should not approve leave requests for employees who do not have leave balances to support the time off unless working with Human Resources to approve days off without pay. Repetitive use or abuse of days off without pay or failing to follow the proper procedure for approval of days off without pay will result in disciplinary action up to and including termination.

Family and Medical Leave Act (FMLA) of 1993

Effective August 5, 1993, the Family and Medical Leave Act of 1993 provides eligibility for members of the faculty, administrative staff and supportive operating staff for up to twelve (12) weeks of unpaid leave during a twelve (12) month period for the following reasons:

- For the birth of a child and to care for the newborn son or daughter.
- To care for a son or daughter placed with the faculty/staff member for purposes of adoption or foster care.
- To care for a spouse, domestic partner, son, daughter or parent with a serious health condition.
- Because of a serious health condition that makes it impossible for the faculty/staff member to perform the functions of their job.

Faculty and staff members are eligible for FMLA twelve (12) months after their date of hire if they have also worked at least 1,250 hours during the twelve (12) months before leave is requested. Eligible members may not take more than a total of twelve (12) weeks-unpaid leave during any twelve (12) month period. Leave taken for the birth or placement of a child must be completed within twelve (12) months of that birth or placement. The university uses the "rolling method-counting backward" method to determine the twelve (12) month period during which employees are entitled to leave. Under this method, a faculty or staff member's entitlement to leave is determined by looking at the twelve (12) months prior to the time the leave is requested. The faculty or staff member is entitled to any balance of leave not taken during the twelve (12) month period. Thus a faculty or staff member who has not taken any leave in the last year is entitled to twelve (12) weeks; while a faculty or staff member who has taken three (3) weeks' leave in the last year is entitled to only nine (9) more weeks.

Important Note

Denison's policy is to allow leave under the FMLA to be coordinated with all other paid leave. Faculty/staff members must use all applicable accrued paid vacation time and /or sick time for which they are eligible before taking any unpaid leave. However, staff members do have the option to reserve one (1) week of vacation and one (1) week of sick leave. The remaining time up to twelve (12) weeks is unpaid leave. The total leave including paid and unpaid will not exceed twelve (12) weeks.

Certification

If the leave is for a serious health condition, faculty and staff members are required to provide a certification substantially in the form of Appendix I which includes: the date on which the serious health condition in question began for the faculty/staff member or family member; the probable duration of the condition; appropriate medical facts regarding the condition; a statement that the faculty/staff member is needed to care for a spouse, domestic partner, parent or child (along with an estimate of the time required) or that the faculty/staff member is unable to perform the functions of their job; and the dates and duration of treatments to be given. Denison may require a second medical opinion from a doctor selected by the university and at the university's expense. If the opinions differ, Denison will furnish a third and final opinion from a mutually acceptable doctor.

Benefits

During the leave, any health insurance benefits that faculty and staff members have elected will be continued in the same manner as before the leave. Participation in other insured programs may be continued as provided by the various staff benefit programs but must be fully paid by the employee (life and long-term disability insurance). Benefits, which are based on length of service and other employment benefits will not be accrued during the leave. Faculty and staff members will be responsible to reimburse Denison for health plan premiums if they fail to return from the leave; except reimbursement is not required if the faculty/staff member fails to return to work because of her/his own family member's serious health condition.

Required Notice

Faculty and staff members must provide a thirty (30) day notice for foreseeable leaves for birth, adoption, or planned medical treatment. If planned medical treatment requires the leave to begin in less than thirty (30) days, as much notice as is practicable must be given.

Returning From Leave

Faculty and staff members return to the same or to an equivalent position upon returning from leave. Pay, benefits and other terms and condition of employment will be the same as prior to the leave; however, faculty/staff in the top 10% of the university's payrolls may be excluded from job restoration rights if reinstatement will cause substantial or grievous economic injury to the university.

Intermittent Leave

A leave for serious health condition, either of a family member or the faculty/staff member, may be taken intermittently for a total lost time of no more than the equivalent of twelve (12) weeks during any twelve month period. However, intermittent leave arrangements for the birth or adoption of a child are not covered by FMLA and must be approved by the Provost's Office and/or Office of Human Resources and the relevant division head. Faculty/staff members may be required to transfer temporarily to another job for which they are qualified that better accommodates a revised work schedule.

Extended Personal and Family Medical Leave

The university may grant an extended leave of absence for reasons authorized under FMLA, to staff members who have been employed by the university for at least two (2) years. Leave is granted at the discretion of the department head and the Office of Human Resources and is subject to the need of the department, the ability to replace the staff member on a temporary basis and the overall impact on the operation of the department.

The timing and duration of the leave is determined by mutual agreement between the staff member and their supervisor but not to exceed one (1) year, including any leave authorized under FMLA. Salary is not continued but the employee may continue participation in group insurance programs with the payment of the employee share of the premium. All applicable paid vacation and/or sick time must be used before taking any unpaid time.

If the leave is for serious health condition, certification as required under FMLA applies. Extended leave of absence may be granted to the faculty/staff member with three possible stipulations upon the end of the leave: guarantee of the same job, guarantee of a similar job, or no guarantee of a job. This will be determined at the time the leave is granted.

Failure to return to work at the end of an approved leave of absence is considered a voluntary resignation.

Family Illness

Denison allows employees to use accumulated sick leave to care for sick or injured members of their immediate family or to accompany them for eligible medical-related appointments. Immediate family members are considered to be an employee's parents, children, spouse, domestic partner and any dependent, as defined by the IRS living in the employee's household. Denison reserves the right to require a physician's statement to document the illness or injury if the employee will be off work for more than three (3) consecutive workdays. In addition to sick leave, full-time employees can use floating holidays for family illness.

If you have any questions regarding leave or qualifying events under the FMLA, please contact the benefits team at Benefits@denison.edu.

Holidays

Denison University recognizes the following nine (9) paid holidays each year:

- New Year's Day
- Memorial Day
- Juneteenth
- Independence Day
- Day combined w/ Independence Day (in lieu of Labor Day)
- Thanksgiving Day
- Friday after Thanksgiving
- Christmas Eve Day
- Christmas Day

Full-time and part-time employees are eligible for holiday pay. Part-time employees are eligible for holidays that fall on their regularly scheduled/budgeted workdays. In the event the university elects to close operations during the week between the Christmas and New Year's holidays, employees are not required to use leave time to supplement their pay for this closure. Holidays falling on Sunday are normally recognized the following Monday. Holidays falling on Saturday are normally recognized on the preceding Friday. The only recognized holidays qualifying for holiday pay are those listed above.

Because of the unique nature of the academic calendar, Denison reserves the right to reschedule holidays to ensure continuation of essential services. In addition to the above, and, as reaffirmed by the Board of Trustees in 1992, Professional Librarians are eligible for one-half the vacation time enjoyed by teaching faculty during the academic year (specifically Fall Break, Thanksgiving, Christmas, and Spring Break). Such days do not accrue beyond the academic year in which they are earned and they may not be carried over from one year to the next.

Floating Holiday

Both full and part-time employees are eligible for floating holidays, which is determined by whether the employee is full or part-time and their start date.

Full-Time:

- Full-time employees are eligible for three (3) floating holidays per year.
- New full-time employees placed on the payroll before July 1 are eligible for three (3) floating holidays.

- New full-time employees placed on the payroll after June 30 and prior to August 1 are eligible for two (2) floating holidays.
- New full-time employees placed on the payroll on August 1 or later are not eligible for a floating holiday until the start of the next year.

Part-Time:

- Part-time employees are eligible for one (1) floating holiday per year.
- Part-time employees placed on payroll from January 1 through July 31 are eligible for (1) floating holiday (based on budgeted hours).
- Part-time staff budgeted less than 700 hours per year are not eligible for a floating holiday.

Requests to take a floating holiday must be submitted to and approved by your supervisor in advance. Due to scheduling and work requirements, not all requests can be approved. However, employees do have the option of using floating holidays as a "snow day" or in other emergency situations. All floating holidays must be taken on or before the last day of the pay period of the first payroll paid in December of each year, referred to as the cutoff date. Floating holidays taken after this date will count against next year's balance.

Unused floating holidays are not paid upon termination.

Jury/Witness Duty

Denison recognizes the obligation of its employees to serve on jury duty or as a subpoenaed witness when called and will continue to pay an employee's regular budgeted pay, for missed hours worked. Employees should report for their scheduled shift, for any hours not engaged in jury duty or as a subpoenaed witness.

Leave Donation Program

On the unfortunate occasion when a leave of absence, such as personal illness or illness of a parent, spouse or child, results in an employee being absent from work for a prolonged period of time, university policies outline procedures for the use of applicable paid time off and leaves of absence without pay.

The Leave Donation Program applies only to a leave of absence due to an employee's non-work related injury or illness. In the event that an employee exhausts all applicable paid time off and after a leave from work that exceeds 5 workdays, an employee can make a request for leave days through this donation program. Support staff can donate vacation or sick days and administrative staff can only donate vacation days. Only full-time and part-time support staff is eligible to receive a benefit under this program.

- An employee makes a request for consideration under this program by completing a Leave Donation Program Request Form.
- The Office of Human Resources will inform the community that a triggering event has occurred and ask if any employees are interested in donating accumulated vacation or sick time to the employee in need. The employee's name and nature of the serious illness will be kept confidential.
- Employees may donate a minimum of a 1/2 day or a maximum of (3) days of accumulated vacation or sick time per occurrence (as long as they don't go below the minimum level). The donating employee will complete a Leave Donor Form to authorize the donation of their vacation or sick leave.
- Employees must maintain a minimum of 10 days of sick/vacation time in order to donate any leave. The minimum applies to the sick and vacation balances separately.
- The total number of donated vacation days an individual can receive per occurrence shall not exceed 30.
- Medical leave due to pregnancy is included in the donation policy.
- All employees making a donation will remain anonymous to avoid a sense of peer pressure in making a donation.
- The Office of Human Resources will be responsible for tracking how many leave days have been donated to and used by the absent employee.
- An employee must have at least three (3) months of service to be eligible for leave donation.

Please contact the Office of Human Resources at HR@denison.edu, if you have questions.

Leave of Absence Without Pay

A leave of absence without pay may be granted at the discretion of the division and department heads and the Office of Human Resources for other reasons such as education or travel to staff members who have been employed by the university for at least two (2) years. Such leaves are subject to the needs of the department, the ability to replace the staff member on a temporary basis and the overall impact on the operation of the department. Requests for leaves without pay must be submitted in writing to your department head and division head and the Office of Human Resources will review the request. Leaves of absence without pay are normally limited to (90) days or less. Failure to return to work at the conclusion of an initial leave of absence without pay is interpreted as a voluntary resignation. Under no condition will combined vacation, FMLA, Extended Personal & Family Medical Leave and leaves of absences without pay, exceed one (1) year.

All accumulated vacation time must be taken before a leave without pay is granted. No holiday pay is given for holidays falling within leave time. Vacation days do not accrue during such leaves. Each employee is advised to check with the Office of Human Resources for continuation of insured

staff benefit programs prior to going on leave. A leave of absence without pay may be granted to the staff member with three possible stipulations upon the end of the leave: guarantee of the same job, guarantee of a similar job, or no guarantee of a job. This will be determined at the time the leave is granted.

Military Leave

The Uniformed Services Employment and Reemployment Rights Act of 1994 guarantees the employment rights of those employees who voluntarily or involuntarily leave Denison for service in the U.S. Armed Forces. The basic provisions and requirements of the Act apply. The employee must give notice that he or she was leaving the job for military service: the cumulative period must not exceed five (5) years; the employee must have not been released from service under dishonorable or other punitive conditions and the employee must have reported back to Denison in a timely manner for reemployment.

Extended Military Services

Employees entering the U.S. Armed Forces for service in excess of the two week temporary period are granted a leave of absence, without pay, until discharged. The employee is returned to a position of like status upon release from the military when:

- An application is made within ninety (90) days from the date of discharge.
- The employee is qualified to perform the duties of such a position.

An employee is reinstated with compensation at a level he/she would have attained had he/she not left for military service. All staff benefits accrue at the same level as if there had been no break in service. For full-time employees only, Denison will pay the employee the difference between military pay (base pay and housing allowance) and regular, budgeted pay from Denison for a period not to exceed one year. Denison will comply with all applicable state and federal laws with respect to military leaves.

Short-Term Military Services

A military leave of absence is granted to faculty and staff, full-time or part-time, at any full-time equivalency (FTE), who are members of the National Guard or other branches of the Armed Services for limited field training. The length of field service is not to exceed the standards established by governmental agencies. Normally, such leave does not exceed fifteen (15) calendar days per year. For full-time employees only, Denison will pay the employee the difference between military pay and regular, budgeted pay from Denison.

Sick Leave

The sole purpose of paid sick leave is to provide continued income during periods of personal illness/injury or family illness. To accomplish this, Denison self funds a sick leave program according to the following schedule:

- Full-time: 1 day per month granted for each month worked
- Part-time (less than 700 hours): 2 hours per month granted for each month worked
- Part-time (700 hours or more): Accrue at the rate of half of full-time accrual by category

Sick leave will be stated as hours accrued per pay period on each employee's self-service record and will be computed based on the employee's adjusted date of hire. Employees working less than twelve (12) month schedules are not granted sick leave for the period they are not scheduled to work. Sick leave is not granted to employees when assigned to casual/temporary work.

Absence because of sickness must be reported to your supervisor no later than your normal starting time on the day of your illness. Failure to advise the university may result in loss of sick pay for that day and disciplinary action. Subject to the requirements of the Family Medical Leave Act (FMLA), an excessive number of either absences or tardiness, as determined by the supervisor, will result in disciplinary action up to and including suspension and/or termination. Any absence from work regardless of cause or reason may be considered in determining excessive absenteeism. At the discretion of the supervisor, sick leave on the day before or the day following a holiday may require a physician's certificate indicating dates missed.

Denison reserves the right to require a physician's statement for all absences. Employees reporting for work after a major illness or injury are required to submit a statement to the Office of Human Resources from their physician releasing them to active status and indicating any workplace restrictions. Please contact the benefits team at Benefits@denison.edu, for any questions regarding FMLA or medical leave.

All employees are urged to allow sick leave to accumulate to offset a major illness or accident, should one occur. To encourage accumulation, there is no limit on the number of days that may be accumulated during the years of active employment. Sick leave may be used for the employee's doctor's or dentist's appointments. Absences of less than a full day may be made up by working lunch periods or working prior to or after the regular scheduled workday with approval of the department head. Sick leave may be used in 1/2 hour increments.

Part-time employees moving to full-time status will carry forward all accumulated sick leave. Support staff moving to a faculty or administrative staff position will forfeit sick leave balance and any right to payment at retirement. Unused sick leave will not be paid upon termination of employment, except for retirement or death; please see the When You Leave Denison section for more information.

This policy provides minimum standards; to ensure the continuity of operations, university departments may impose stricter standards, to meet the needs of the university.

Transitional Work Program

Denison University is committed to the safety and health of its employees and supporting employees with temporary physical restrictions, due to an occupational injury. According to the Bureau of Workers' Compensation, if an employee is injured and unable to perform the original job tasks, the chance of returning to gainful employment decreases significantly the longer the employee stays off work. The purpose of this policy is to help facilitate a smooth and productive reintegration as employees continue to work to the maximum extent possible.

All employees who have a work-related injury occurring on April 1, 2003 or after are eligible to participate in the Transitional Work Program (TWP). An employee coming back to work, under this program, with restrictions set by the physician will be paid at the normal rate of wages and will also be paid for the therapy time if on-site therapy is needed. The aim of the program is to offer injured workers the ability to return to work, even with extremely limited capabilities.

The aim of the program is NOT to provide long term limited duty positions for employees but to offer a progressive return to work strategy. For the program to remain effective we require an injured worker to be re-evaluated by their treating physician at least every 30 days. The duration of the program is sixty (60) days. A complete copy of the policy and procedures is available in the Office of Human Resources.

Procedures

1. Follow the proper procedures for injury report and medical treatment for work related injury. Visit Newark Valley Urgent Care for necessary medical care.
2. Once the employee comes back with restrictions set by his/her treating physician, proceed with the following steps:
 - The supervisor and the TWP Coordinator will develop a transitional duty position that fits within the capabilities indicated by the treating physician.
 - If necessary, TWP Coordinator will arrange for on-site therapy.
 - The Transitional Work Committee will monitor the program until the employee returns to full duty.
 - A Final Medical Release by the treating physician is required for the return to full duty.

Newark Valley Urgent Care

1906 Tamarack Road

Newark, OH 43055

Phone: 740-522-0222

Hours: M-F, 9 a.m. - 9 p.m., Sat. and Sun. 9:00 a.m. - 6:00 p.m.

After hours: Licking Memorial Hospital

TWP Coordinator

Environmental Health and Safety Officer

Unexcused Absences

If any employee is absent from work without prior notification for three (3) days or more and, if in the opinion of the supervisor and the Office of Human Resources, the explanation for the absence is not satisfactory, the employee may be dismissed without further notice.

Vacation

Full-time and part-time employees are eligible to accrue vacation. Vacation time is accrued from the employee's adjusted date of hire. Full-time employees scheduled to work twelve months per year will accrue vacation at the following rates:

- 0 thru completion of 5 years - 10 days per year
- Over 5 thru completion of 10 years - 15 days per year
- Over 10 years - 20 days per year

Full-time employees working less than twelve (12) months or less than 1.0 full-time equivalent (FTE) will earn vacation on a prorated basis. For employees working less than twelve (12) months the effective period for taking vacation is the overall time frame the staff member is budgeted to work including any break periods during the academic year. In addition, these employees will accrue vacation on budgeted hours worked; they will not accrue vacation for working in casual/temporary jobs.

Part-time employees occupying a position budgeted for 700 hours or more will accrue vacation at the rate of one half the accrual of what full-time staff receive with 0 through completion of five (5) years of service or less, by category of employment.

Vacation accruals will be stated as hours earned per pay period on the employee's statement of earnings and will be computed based on the employee's adjusted date of hire. Vacation accruals will be prorated during any period where an employee is in an unpaid status.

Employees may not use vacation before it is accrued. An employee's total accrued vacation as of January 1 of each year may not exceed 200 percent of the annual vacation earned. Vacation days may not be transferred from one employee to another, except as allowed under the Leave Donation Policy. No compensatory pay for unused vacation is permitted, except as stated in the When You Leave Denison section of this handbook.

A reasonable effort will be made to give an employee the vacation period requested. The exact scheduling must be agreed to by the department manager or supervisor.

Full and part-time supportive operating staff may take vacation days in one hour increments, one hour is the least amount of vacation that can be used. Vacation can be used in 15 minute increments beyond one hour. Part-time staff must take vacation equal to the number of hours they are normally scheduled/budgeted to work for a day. Employees are urged to take at least one extended period each year of at least one week. Exempt staff (salaried) can use vacation in 1/2 days or full days.

Employee Discipline

Marginal Performance Policy

Marginal performance includes, but is not limited to, the following: failure to satisfactorily perform job responsibilities; inconsistent job performance, consistent errors in work; noncompliance with university policies and procedures; inability to perform assigned work; personal misconduct; and unsatisfactory absenteeism and/or tardiness.

Providing feedback to employees regarding work errors and other problems related to job performance is an ongoing responsibility of managers. Prior to beginning the progressive disciplinary procedure described below, a manager should already have met with the employee to discuss the problem and ways to improve performance. If performance problems continue, formal corrective action is appropriate.

The steps outlined below is a guide and will be considered when issuing corrective action. However, Denison reserves the right to advance and/or skip any step in the progressive disciplinary procedure up to and including termination, should the university deem it appropriate.

1. **Verbal Warning.** The manager meets with the employee to discuss the performance problem, making sure that the employee understands the problem and the behavior changes that are needed to solve the problem. The manager will document the discussion in a memo, providing the original to the employee and a copy to the Office of Human Resources for the employee's personnel file. The memo will inform the employee that the verbal warning is part of the Marginal Performance Policy and that future performance problems will lead to a maximum of one more verbal warning or a written warning.
2. **Written Warning.** If after one or two verbal warnings performance is not improved to a satisfactory level, the employee will receive a written warning. The employee will be given a review period of up to 6 months, time period to be determined at the discretion of the manager and the Office of Human Resources, to improve performance to a satisfactory level. The goal of this review period is for the manager and employee to work constructively together to identify performance problems and improve job performance. The employee's performance will be reviewed after the review period and if performance has not improved, then dismissal is likely. The original written warning is given to the employee with a copy sent to the Office of Human Resources for the employee's personnel file.
3. **Suspension Without Pay.** This may be the next step depending on the circumstances of the employee's marginal performance. This action is always done in writing and the department head is to confer with the Office of Human Resources before proceeding to this step.
4. **Dismissal.** If performance does not improve to a satisfactory level as a result of the written warning, then the staff member's employment may be terminated from the university. The Office of Human Resources must be consulted prior to any action being taken. The manager must write a summary of the marginal performance issues, including steps taken under this policy, attempts at solving the performance problem, and a recommendation to terminate employment, including endorsement by the divisional vice president. A copy of the marginal performance memo will be forwarded to the Office of Human Resources for review and approval. A representative from Human Resources or a designee, must be present at the dismissal meeting.

Major Infractions

Major infractions of Denison's policies and practices may result in immediate dismissal without progressive discipline or prior notice. This dismissal is supported in writing, a copy of which is made part of the employee's personnel record. The Office of Human Resources is to be consulted prior to such a decision.

Major infractions include, but are not limited to, the following:

1. Possession, use or being under the influence of alcohol or illegal drugs on the job
2. Disobedience, insubordination, or unreasonable refusal to carry out department head's instructions
3. Stealing of university property or the property of another person
4. Falsification of time reports including absence or overtime
5. Failure to report for work for three consecutive days without satisfactory explanation upon return
6. Fighting on university property
7. Gambling on university property

8. Willful or continued disregard for university established safety procedures
9. Willful destruction of university property or the property of others
10. Falsification of employment records
11. Possession and/or use of firearms on university property
12. Any act of immoral conduct or poor citizenship which, in the opinion of the university, may cast unfavorable opinion on the university.

Notes

- Staff members may request to have another Denison University employee present at disciplinary hearings/meetings at or above the written warning step.
- For repeat occurrences the university may begin the disciplinary process at the written warning stage and the third disciplinary process with suspension or dismissal. These are times when employees have gone through some phases of the disciplinary process and had been successful in correcting the problem for a period of time only to later end up back in the disciplinary process for the same or similar problem as before.

Conflict Resolution

The purpose of this policy is to make a good faith effort toward achieving an informal resolution of a problem brought to the university's attention. It is intended to provide a fair internal process for resolving employee conflicts through direct consultation and openness. The success of these processes depends upon the willingness of all members of the university community to participate when asked and to do so in good faith and to strive for a resolution that is best for the university as a whole.

In cases involving sexual harassment or harassment of any type, including bullying, please refer to the Anti-Harassment Policy (<https://denison.edu/forms/anti-harassment-policy/>). Retaliation toward any employee who exercises the available processes under this policy is prohibited and will be subject to disciplinary action.

Informal Process

Two basic resolution processes are available to staff in expressing a concern: an informal process, which may include mediation or conflict resolution procedures, and a formal process.

The university recognizes that from time to time staff members may experience problems or have conflicts or concerns related to their employment. Employee concerns are to be expected in any work environment, with numerous reasons for their origin. The university wants to address conflicts in a positive manner and work toward effective and expedient resolutions.

When initiating an informal concern, an employee who has a concern or issue is encouraged to pursue a resolution first by following the informal processes discussed below. Most concerns and problems can be resolved at the informal level. When people come together with a spirit of collaboration and helpfulness, issues and concerns can usually be better understood and resolved in a satisfactory manner. Employees should address concerns directly with others if they are comfortable doing so. Often times, a concern is most easily addressed with the person(s) involved and does not require outside assistance. Additionally, employees are encouraged to consult with Human Resources regarding concerns to access resources, advice and assistance on how to best address the issues.

If an issue cannot be resolved informally, using either the Level 1 or Level 2, an employee can seek assistance using the formal process described later in this policy.

An employee may request to have a Denison University employee present at the informal level.

Level 1

An employee should first seek to resolve an issue with the immediate supervisor, manager, or department chair. This is consistent with our philosophy of resolving disputes at the lowest possible level in the organization. These discussions should be conducted in private. Attempt to resolve issues you encounter at work informally, through discussion with the persons involved, and in the spirit of goodwill and cooperation. If you address potential problems early, they are less likely to escalate into more significant issues. Your supervisor or department head may be able to help you resolve concerns and other problems informally and with as little disruption and distress as possible.

If the issue involves the immediate supervisor, we encourage employees to address the issue with the supervisor so that the issue can be explored together with the goal of mutual respect and enhanced understanding of the issue. When people address issues in this manner it's likely that resolutions can be found without escalating the issue to others. However, an employee has the option to discuss the issue with a manager higher up in the department or organization to seek resolution.

If the circumstances of the issue prevent an employee from comfortably or effectively using the Level 1 process, the employee can access the Level 2 process.

Level 2

If the issue is not resolved at Level 1, or if circumstances of the issue prevent the employee from using the informal steps in Level 1, the employee may present the issue to the Office of Human Resources for a consult, mediation, and/or action plan to help resolve the conflict. The Office of Human Resources will investigate the concerns and may counsel with the employee, supervisor, department head, department chair, associate provost, and/or divisional vice president or provost in an attempt to resolve the issue. Human Resources will work together with the employee to decide on a course of action, that will increase the probability for a satisfactory resolution and garner the employee's support.

Throughout any conflict resolution process, participants are required, to the best of their ability, to inform, listen to, and counsel other employees on matters affecting their work environment and to help resolve those matters informally, if possible. It is with this idea in mind that Human Resources will work with the participants involved to achieve a satisfactory resolution.

Normally, concerns are resolved at the Level 1 or Level 2 in the informal process; however, the employee may elect to pursue the formal process if an employee is not satisfied with the results of the informal process or an employee may elect to engage the formal process, without accessing the informal process.

Formal Process

It is the intent of the university to encourage and facilitate informal resolutions of employee concerns. However, when differences cannot be informally resolved, the university provides a formal process to address the concern.

First Step: Immediate Supervisor/Manager/Department Chair

The employee must submit a written notice of the concern to his/her supervisor/manager/department chair or if a concern is with the supervisor/manager/department chair then the written notice may be addressed to the supervisor/manager at the next level in the department or division. The Office of Human Resources must be copied on the written concern. The content of the concern should include: (1) information concerning the nature and extent of the problem and related facts; (2) the rule, regulation, policy, or procedure, if any, that is alleged to have been violated; and (3) the remedy sought by the employee.

Upon receipt of a written concern, the supervisor/manager/department chair will consider the facts and circumstances and must respond in writing within ten (10) working days of the receipt of the written concern. The supervisor/manager/department chair may seek additional guidance from management, Human Resources, or divisional vice president or provost. If the employee is not satisfied with the response of the supervisor/manager/department chair, the employee may appeal the decision by following the process outlined in Step 2 below.

Second Step: Human Resources

If the response to the first step is unsatisfactory to the employee, they may submit an appeal within ten (10) working days of the receipt of the first step response. The notice must be in writing and be submitted to the Office of Human Resources. The content of the appeal should include all the items required at the first level: (1) information concerning the nature and extent of the problem and related facts; (2) the rule, regulation, policy, or procedure, if any, that is alleged to have been violated; and (3) the remedy sought by the employee. Additionally, the employee should address in writing his/her response to the written response received from the supervisor/manager/department chair in step one.

The Office of Human Resources will consider the facts and circumstances of the appeal and gather any additional information deemed necessary. Human Resources will investigate the concern and attempt to resolve the problem. Human Resources will provide a written response to the employee within twenty (20) working days of receipt of the appeal from the employee. If the employee is dissatisfied with the written response, they can appeal to Step 3.

Third Step: Divisional Vice President or Provost

If the employee is dissatisfied with the second step response, they may submit an appeal within ten (10) working days of the receipt of the second step response. The notice must be in writing and be submitted to the applicable divisional vice president or provost with a copy to the Vice President of Human Resources. The content of the appeal should include all the items required at the Step 2 and include a response in writing to the written response received from the Office of Human Resources in Step 2. The divisional vice president or provost will assemble a panel of three (3) members of the supportive operating staff to review and make recommendations to the divisional vice president or provost.

The panel will be assembled within 5 (five) working days after receipt of the appeal. One member is selected by the complainant (employee), and one by the divisional vice president or provost. The two individuals selected for the panel will then select a third member who will serve as chairperson. They will provide a written recommendation to the divisional vice president or provost within 10 (ten) working days.

A written report of the action taken by the divisional vice president or provost is to be given to the complainant within 15 (fifteen) working days of the receipt of the panels written recommendation. A copy of this report together with the written complaint will be made a part of the complainant's personnel file. The response from the divisional vice president or provost is the final step in the process.

When You Leave Denison

Death of Employee

In the case of the death of an active Denison employee, the beneficiary is paid through the date of death plus twenty-two (22) working days. Accrued vacation and up to thirty (30) days of accrued sick leave are also paid.

Exit Interviews

Exit interviews are conducted by the Office of Human Resources and provides departing employees an opportunity to share their experiences, opinions, and suggestions about their time with Denison, including the reasons for their departure. This feedback can be used to drive positive change within the university and enhance the overall employee experience.

Layoff

A layoff is defined as an involuntary separation caused by factors such as lack of work, loss of funds, changes in work patterns, or technological advances. When layoffs occur, employees shall be given a two (2) weeks notice or pay not to exceed two (2) weeks pay at the normal rate in lieu of notice. Pay for accrued vacation is also given at time of layoff. The selection of employees to be laid off shall be based on the needs of the university. Length of service and work performance within a classification and department may also be considered at the option of the university.

Regular employees receive preference for continued employment over employees who have not completed the introductory period within the classification and department. Employees subject to layoff may be considered for vacant positions provided the employee has the necessary skills and qualifications, and a record of good work performance, good interpersonal relations and good attendance.

The priority for recall from layoff shall be determined based upon the staffing needs of the university although length of service and prior work performance within a classification and department may also be considered. Recall rights continue for a period equal to the employee's length of service immediately prior to layoff, but not exceeding two (2) years.

Resignation

It is requested that any employee, who plans to discontinue employment at Denison after the introductory period, to give the department head two (2) weeks advance notice. Failure to give this notice is noted on the employee's personnel record. The employee's termination date is the last day actually worked. Normally, leave days cannot be used during the notice period or to extend employment. Effective January 1, 2012, accrued vacation will be paid out at the maximum pay-out of 30 days. No pay out is allowed for accumulated sick leave, except at retirement or as outlined under Death of Employee.

Retirement

While not mandatory, normal retirement at Denison University is at age 65. To be considered for retirement, employees must meet the following length of service requirements:

- Age 60 - 62 with 15 years of service
- Age 62 - 65 with 10 years of service
- Age 65 and over with 5 years of service

Before you Leave

An employee should submit a written request of retirement to the Office of Human Resources at least sixty (60) days prior to the expected date of retirement.

Vacation Bonus

Full-time 12 month employees who retire with more than twenty (20) years of service are eligible for a vacation bonus of four (4) days for each year over 20 for a maximum of 20 vacation bonus days.

Full-time 9/10 month employees who retire with more than twenty (20) years of service are eligible for a vacation bonus of three (3) days per year for each year over 20 for a maximum of 15 vacation bonus days.

All vacation accrued at the time of retirement will receive a maximum pay-out of 30 days.

Sick Leave Pay Out

Employees who retire under the terms of a recognized Denison retirement plan and who were hired prior to July 1, 2011 will be paid out one-half of any unused sick leave up to a maximum pay-out of 75 days for 12 month employees, 60 days for 9-10 month employees and 100 hours for part-time employees.

Employees who retire under the terms of a recognized Denison retirement plan and who were hired after June 30, 2011, will be paid out one-half of any unused sick leave up to a maximum pay-out of 40 days for 12 month employees, 32 days for 9-10 month employees and 80 hours for part-time employees.

Health Insurance

Denison will continue to pay a share of health insurance premiums for eligible employees who were hired before July 1, 1993 and who were employed for at least ten years immediately prior to retirement. Contributions to all other staff benefit programs cease at the date of retirement.

Unemployment Compensation

An employee who is released from employment through no fault of their own may be eligible to receive unemployment compensation. Contact your state unemployment agency to determine your eligibility.

General Information

Employment of Relatives

Denison's policy does not prohibit hiring relatives of employees. However, employment of relatives which would result in a relative being in a direct supervisory role over another is prohibited. No staff member is permitted to participate in any decision or final recommendation on hiring, promotion, salary, leave of absence, retention or any other condition of employment of a relative. Relatives are considered to be an employee's spouse, domestic partner (as defined in this handbook), son, daughter, mother, father, sister, brother, half-sister, half-brother, step-father, step-mother, current father-in-law, and current mother-in-law, an employee's aunt, uncle, grandparent, grandchild, niece, nephew, current brother-in-law, current sister-in-law and legal guardian. If a relationship develops during the course of employment that violates this policy, the university, through the Office of Human Resources, will work with the individuals involved to resolve the situations. In all cases, the needs of the university determine the resolution, including transfer and termination.

Rehiring Former Employees

An employee dismissed for cause is not eligible to be rehired. Employees with three (3) or more years of continuous service and who are re-hired by the university will have years of service calculated from date of original employment but without credit for the period of absence. This is the adjusted date of service. The adjusted date of service is used to determine eligibility for vacation, retirement, length of service awards, and dependent tuition benefit programs. Applicable waiting periods for the long-term disability plan, and other relevant programs, begin from the date of rehire. Employees with less than three (3) years of prior service who are re-hired will have all staff benefits and length of service awards calculated from date of re-hire.

Publications

- Denison's website, *Denison.edu*, is the information hub of campus. Find up-to-date news and events here, as well as engaging articles about students, faculty, and staff.
- *Denison Magazine*, published twice a year with a circulation of about 40,000, features news and articles about alumni, students, and faculty.
- *Denison In the Know* is an email newsletter with campus updates, news, and stories, published weekly during the academic year.
- *The Denisonian*, a student-published weekly newspaper, has been sharing campus news and events since 1857 and is funded by the Denison Campus Governance Association.
- *The Bullsheets*, a daily forum for news, humor, and community dialogue, is produced by Denison students and is funded by the Denison Campus Governance Association.

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