

CALVIN COLLEGE STAFF HANDBOOK

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Introduction

The purpose of this handbook is to describe the relationship that exists between Calvin College and its staff and administrators (except those with faculty rank as defined in the *Handbook for Teaching Faculty*). The [mission](#) of Calvin College forms the foundation for our working community, and the success of the college in living out this mission is related directly to the competence, performance, and conduct of its staff members. Calvin College asks each staff member to participate in this community by being accountable to and responsible for each other. An essential element of our responsibility to the community and to one another is to strive always to "lead a life worthy of God, who has called you into his own kingdom and glory" (I Thessalonians 2:12).

The details describing the administration of the major areas mentioned in this handbook are deliberately brief. The handbook provides a reference to other sources for more detail. It is each staff member's responsibility to read this handbook and to ask for clarification of any policy that he or she does not fully understand.

Though Calvin College is an "at-will employer," the policies, rules, and regulations set forth in this handbook will, to the extent consistent with the Articles of Incorporation and the Bylaws of Calvin College, be binding on the college, its Board of Trustees, officers, and staff. Changes may be made to this handbook by the college as approved by the Board of Trustees. Unless otherwise specified in this handbook, changes will be effective after thirty calendar days' notice. Staff members will be notified when new policies or revisions are made, and it will be their responsibility to keep up to date. The Human Resources Office is the official source for information regarding details of employment and college-sponsored benefit plans. Statements of interpretation and application of this document must come from the Human Resources Office.

In each staff member's letter of appointment, the conditions of employment are described in broad form. If a staff member has questions or concerns at any time about his or her employment, about the contents of this handbook, or about any policy or practice of Calvin College, he or she is encouraged to contact the Human Resources Office.

This handbook supersedes any former written or verbal policies, handbooks, or procedures. All forms, documents, policies and procedures referenced in this handbook are available in the Human Resources Office. The Human Resources website provides the complete version of the Calvin College staff handbook. Some policies and forms may be excluded from the printable PDF version.

I. EMPLOYMENT

A. HIRING POLICIES

Equal Employment Opportunity

Calvin College is committed to equal employment opportunity and strives to employ the best qualified personnel in all areas of operation. Calvin College prohibits unlawful discrimination. For more information, please refer to the [*College Policy on Discrimination and Harassment*](#).

Employment Background Checks

Employment at Calvin College is contingent upon a background check, which is required for all staff members. If the background check reveals a conviction or misconduct relevant to the position, or if an individual refuses to give consent for a background check, the individual may be disqualified from holding the position.

The college recognizes the need to conduct background checks on staff members while protecting the privacy of staff members. College policy as well as state and federal laws recognizes the individual's right to privacy and prohibits college staff members from unauthorized use or disclosure of personal information.

Staff Hiring Procedure

Open positions at the college are announced via e-mail in *Calvin-news* and *Calvin-jobs*, posted on the bulletin board across from the Human Resources Office, and posted on the [Human Resources Office Website](#). Questions about the hiring process can be addressed to the Human Resources Office.

New Hire Requirements

All new regular staff members complete an orientation period (typically ninety days), during which time the staff member will receive specific information/instruction regarding his or her department and position. The college reserves the right to extend the orientation period. New staff members will receive a formal written performance appraisal at the completion of the period of orientation.

B. EMPLOYMENT POLICIES

Categories of Employment

The following definitions serve to clarify the difference between employees who are exempt and non-exempt from overtime rules.

Exempt Staff Members: As defined by the Federal Fair Labor Standards Act (FLSA), exempt staff members have responsibilities that include a predominant amount of executive or managerial duties, or positions that require either an advanced educational degree or knowledge and experience in a specific field that is considered of a professional nature within the framework of the institution. These individuals are expected to carry out their expressed responsibilities on an as-needed basis without overtime pay. Exempt staff members are normally expected to work between forty and forty-five hours per week.

Non-Exempt Staff Members: As defined by the Federal Fair Labor Standards Act (FLSA), non-exempt staff members perform functions other than those stated above and have primary responsibilities that are not executive or managerial in nature. Such staff members qualify to be paid overtime rates (time-and-a-half) for hours worked in excess of forty hours per week.

Immigration Rules for Employment

Calvin College is required to comply with the rules issued by the Bureau of Citizenship and Immigration Services (BCIS, formerly known as Immigration and Naturalization Service) in 1987. All staff members are required to complete an I-9 form demonstrating their right to work in the US on or before their date of employment. Accurate documentation as required by BCIS must be provided.

Personnel Files

The Human Resources Office establishes and maintains all *official personnel records* concerning employment. When requested, this information may be made available to authorized persons. Authorized persons include a staff member's supervisor, department head, vice president, or president. A staff member or former staff member may review his or her file after:

- submitting a written request to the Human Resources Office one week in advance, and
- presenting proper identification to the Human Resources Office upon request.

Copies of file documents will be provided to the staff member upon request.

Personal Information

For the protection of individual staff members, certain personal information—date of birth, Social Security Number, mailing address, phone number, dependent and withholding information, beneficiary designations, and background-check information—will be provided by a staff member to the Human Resources Office at the time of employment. The college has a right to rely on the most recent information provided by the staff member; it is the responsibility of the staff member to notify the Human Resources Office of any change in such information. This information will not be released by the Human Resources Office, unless legally required or with written consent.

Privacy Policy

As a community of individuals, Calvin College strives to balance an individual's right to personal privacy against the community's need to collect information for accountability, assessment, security, and other purposes. For more information on privacy, please refer to the *Calvin College Information Security: Ownership, Right to Use, and Protection of Information*.

New Staff Orientation

Each new Calvin College staff member is encouraged to participate in a formal orientation program, which typically consists of eight two-hour sessions. The goal of this program is to give a broader understanding of Calvin College—the history, the community, and vision for the future—and build some friendships along the way. All new staff members bring valuable experiences, opinions, and talents that can help us build better working relationships with the people around us.

Work Hours

Depending upon locations and departments, the most common schedule for non-exempt staff is 8:00 a.m. to 5:00 p.m., with an hour lunch break, Monday through Friday, during the regular academic year. During the period when our regular, academic-year students are not on campus, Calvin College adjusts “business hours” for administrative and academic offices. The most common schedule is from 8:00 a.m. to 4:30 p.m., with a half-hour lunch break. For some positions, especially the evening and night shifts, the lunch break is set at thirty minutes throughout the year. In any case, all non-exempt full-time staff members are expected to be at their workstations or on assigned college work at least forty hours per week, except for a fifteen-minute break during any four-hour period. Exempt staff members are normally expected to work

between forty and forty-five hours per week. It is expected that exempt staff members will work as many hours as it takes to fulfill their job requirements.

According to the Department of Labor Standards, break periods of fifteen minutes are provided for staff members who work four or more consecutive hours. Such a rest period may not exceed 15 minutes, including the time a person leaves the work area and returns to the work area. Break periods and lunch breaks may not be accumulated or used to shorten the beginning or ending of a work day. Each supervisor is obligated to monitor departmental practice.

Alternative Work Schedules

Some positions permit alternative work schedules. However, not all requests for alternative work schedules will be granted. Requests for alternative scheduling will be evaluated on a case-by-case basis.

1. A staff member may request a change to regularly scheduled hours. Examples of this kind of change might include compressed working hours (40-45 hours in four days per week) or a reduction in FTE. If the period for which the change is requested exceeds two weeks, the staff member must submit a *Alternative Work Schedule Request Form* and the approval process must include the supervisor, the divisional vice president and the director of human resources. These changes may be long-term in nature but must be reviewed every six months. The college reserves the right, with adequate notice, to rescind the arrangement and require the staff member to return to regularly scheduled hours or previous FTE.
2. A staff member may request a change to regularly scheduled hours for a short period of time—two weeks or less. A temporary adjustment to the work schedule requires supervisor approval only.

Compensatory Time

A non-exempt staff member has the option for compensatory time within a single pay period. In the event that a staff member works more than forty hours in the first week of a pay period, he or she has the option to be paid at time-and-a-half for the additional hours during the two-week pay period OR he or she may elect compensatory time within the same two-week pay period at a time rate of 1.5 hours for each overtime hour.

All compensatory time or overtime must be approved in writing in advance by the supervisor in consultation with the divisional vice president. A non-exempt staff member choosing to take compensatory time must first have the time off approved by his or her supervisor so it does not interfere with the overall work and efficiency of a particular office.

Discretionary Time

An exempt staff member may not utilize compensatory time, as he or she is considered professional under the Fair Labor Standards Act. An exempt staff member *may* be eligible for discretionary time off. Discretionary time off is an approved absence that is a mechanism for a supervisor to grant an exempt staff member additional time off in response to extra long hours above and beyond what a professional would be expected to maintain over a period of weeks or months. At Calvin College, exempt staff members are normally expected to work between forty and forty-five hours per week. However, it is expected that an exempt staff member will work as many hours as it takes to fulfill his or her job requirements.

An exempt staff member, under federal regulations, is expected to conduct his or her professional time without keeping hours. There may be times within the work year given a *sustained* heavy schedule or *unusual* hours, an exempt staff member may be granted discretionary time off. This discretionary time off may be granted as time off that is immediately available, or it may be awarded as additional vacation. In

all cases, discretionary time off must be approved in writing by the supervisor, vice president, and the director of human resources and must be recorded as time away from work.

Alternative Work Arrangements

For the majority of positions at Calvin College, work must be performed on campus. Alternative work arrangements may be considered if special situations arise. Factors such as benefit to the department and college and the nature of the work will be used in considering such requests.

Working from Home

“Working from home” is defined as occasional short-term periods (fewer than five business days) where a staff member works from his or her home. Calvin College does not promote working from home as a regular practice, and most positions are ineligible for a work-from-home arrangement.

Telecommuting

“Telecommuting” is defined as long-term employment periods in which a staff member’s primary office is at his or her home. Calvin College does not promote telecommuting as a regular practice.

An [Alternative Work Arrangements Form](#) must be approved in advance by the supervisor, divisional vice president and the director of human resources, and the arrangement must be reviewed every six months by the supervisor and the staff member. When alternative work arrangements are in place, the college reserves the right, with adequate notice, to rescind the arrangement and require the staff member to return to regularly scheduled hours on campus.

Voluntary Termination

If a staff member decides to terminate employment with the college, written notification should be given to the direct supervisor and to the Human Resources Office at least two weeks before the final day of work. Failure to give such notice may result in the loss of vacation pay. If a staff member does not report to work and does not contact his or her supervisor for three consecutive days, it is assumed that he or she has voluntarily terminated his or her employment at Calvin College.

Involuntary Termination

A staff member is subject to discharge if his or her performance or conduct is not satisfactory or violates the policies and procedures of the college. Ordinarily, the determination to terminate is made by the supervisor in consultation with department head, divisional vice president and the director of human resources. Calvin College is an at-will employer, meaning that any staff member may terminate his or her employment at any time, with or without cause, and Calvin College reserves the same right, subject to its obligation to comply with the policies and procedures of Calvin College. Pay for two weeks may be given in lieu of notice. Staff members will be compensated for accrued vacation and for wages earned to date of termination. Involuntary terminations are subject to [Appendix B: Problem Review and Grievance Procedure](#).

Reduction in Staff

There may be times when a department is restructured and a particular position or positions may no longer be required. When a position is eliminated, a minimum of two weeks notice is given to the staff member. Two weeks’ pay may be given in lieu of notice if Calvin College or the staff member elects. The staff member will be compensated for accrued vacation and for wages earned to date of termination. Termination due to a reduction in staff may be subject to [Appendix B: Problem Review and Grievance Procedure](#).

Retirement

There is no mandatory retirement age for staff members. Staff members are eligible to retire from Calvin College beginning at age 62 and after completing 10 years of full-time employment. Calvin College provides a retirement plan with health insurance coverage for eligible staff members. For more information on retirement benefits, please contact the Human Resources Office. Staff members may discuss the specific provisions of the plan with the Human Resources Office.

Exit Interviews

When a staff member leaves Calvin College, for whatever reason, he or she should schedule an exit interview with a representative of the Human Resources Office during his or her last week of employment. Insurance conversion, information concerning retirement benefits, and arrangements for the final paycheck are some of the subjects covered during a typical exit interview.

Return of College Property

The return of all property of the institution, including but not limited to keys, ID cards, college credit cards, pagers, cellular phones, library books, and parking stickers is required no later than the final day of employment. All *technology access* ends immediately after the staff member's last date of employment, and accrued vacation days do not qualify as "days worked" for purposes of extending technology access.

Policy Banning Weapons on Campus

No weapons of any kind are allowed on campus, except as authorized by the Board of Trustees. Weapons includes, but is not limited to firearms, ammunition, explosives, switchblades, paint-ball guns, "Air-soft" guns, BB guns, potato launchers, bows and arrows, slingshots and similar devices. Exceptions for Campus Safety supervisors are governed by the college's Use of Force Policy. The Use of Force Policy is available for review in the Campus Safety office.

C. COLLEGE POLICIES

Policy on Discrimination and Harassment

Part of the three-fold purpose of Calvin College is to "perform all our tasks as a caring and diverse community." The members of this community are part of a unity that transcends boundaries of personal characteristics. We are called to be a communion of saints in which each member contributes to the service and support of the other members. Each person, faculty, staff and student who has chosen to join the Calvin community thereby declares that he or she is willing to uphold the community's stated standards of conduct.

This policy statement on discrimination and harassment explicitly states our community's commitment to treat all its members with dignity and respect as image bearers of the Creator. Discrimination, harassment, and retaliation which violate this policy will not be tolerated and will be subjected to disciplinary action. More information is available in the *Policy on Discrimination and Harassment*.

Policy on Americans with Disabilities Act

In accordance with the Americans with Disabilities Act and the Michigan Persons with Disabilities Civil Rights Act, Calvin College supports employment of qualified individuals with disabilities. Consistent with legal regulations and current college policy, Calvin College provides individuals with disabilities reasonable accommodations to allow them to participate in college activities, programs, and services. A staff member seeking accommodation can obtain a *Request for Accommodation Based on Disability Form* and a *Medical Injury Form* from the Human Resources Office.

Policy on Employment of Relatives

Relationship to another individual employed by the college will not constitute an advantage for appointment, promotion, retention, salary, or leave of absence granted by the college. The basic criteria for appointment and promotion of all college faculty, staff, and student employees will be appropriate qualifications and performance. A staff member is not permitted to supervise a person to whom he or she is related. Calvin College follows the anti-nepotism guidelines further described in the [College Policy on Employment of Relatives](#).

Policy on Consensual Romantic Relationships

Part of the three-fold purpose of Calvin College is “to perform all our tasks as a caring and diverse educational community.” As a Christian academic community, the members of Calvin College strive to live by a biblical sexual ethic; our sexuality is not to be expressed in a manipulative way. Consensual romantic relationships, when they involve a relationship of authority, can give rise to conflicts of interest and are potentially exploitative. In addition, such relationships can create an uncomfortable work or educational environment for other students, faculty, and staff. Employees of Calvin College are expected to be aware of their professional responsibilities and avoid apparent or actual conflicts of interest, favoritism, or bias in their relationships. More information is available in the [Policy on Consensual Romantic Relationships](#).

Policy on Outside Employment

Full-time employment at Calvin College means that Calvin College is the primary employer, and that the working time of all staff members must be devoted to college work.

Consulting

On occasion, Calvin College staff members may have the opportunity to act in a consulting role, either paid or unpaid, on normally scheduled workdays. Provided that the consulting arrangement is both beneficial to the college and enhances the staff member’s skills, the college supports these opportunities by granting up to twelve additional days to provide the required services. “Consulting Leave” may be granted with or without pay for one day per month or twelve days per year. A [Consulting Request Form](#) must be approved in writing by the divisional vice president (or president) prior to the consulting engagement. Consulting services may not constitute a conflict of interest, nor may the staff member use proprietary information of Calvin College. Calvin College facilities and equipment may be used only if approved by the divisional vice president (or president) as part of the consulting arrangement.

Conflict of Interest

Staff members are prohibited from engaging in private business or professional activities in which there is, or appears to be, a conflict of interest between the individual’s private interest and the interest of Calvin College.

A conflict of interest exists when any individual engages in activities that could reasonably be expected to impair or adversely influence his or her judgment with respect to promoting the best interest of the college; that impair or adversely influence the performance of his or her duties to the college; or when a person benefits financially beyond his or her normal compensation, either directly or indirectly, from his or her employment or appointment.

In any case in which a conflict of interest exists, or the appearance of a conflict of interest may exist, it is the duty of the staff member to disclose the conflict of interest to his or her supervisor.

Proprietary Information

During the course of employment, a staff member may develop or have access to proprietary information. Proprietary information is not generally known to the public and is normally of economic benefit to Calvin College.

In consideration of employment, a staff member will not at any time during or after employment use proprietary information to his or her own advantage or disclose such proprietary information to any person or company unless first approved by the divisional vice president.

Technology Policies

Certain standards of performance and conduct are expected from a college staff member when he or she uses college-owned computers, telephones, and other electronic devices (including but not limited to digital cameras, PDAs, cellular phones, e-mail, internet use, etc.).

Phone Use

Personal telephone calls, both incoming and outgoing, are discouraged. They interfere with a staff member's work, and Calvin College is charged for each local call. However, it is recognized that there are times when personal calls must be made or received during business hours. These calls should be held to a minimum and should, if at all possible, be made during breaks or at lunch time. Charges for all personal long distance and cellular phone calls are the responsibility of the staff member.

Responsible Use of Technology

"Grateful for the advances in science and technology, we make careful use of their products, on guard against idolatry and harmful research, and careful to use them in ways that answer to God's demands to love our neighbor and to care for the earth and its creatures." (*Paragraph 52, Our World Belongs to God, CRC Publications, 1988.*)

As a community that yields to the leadership of Jesus Christ, Calvin College expects responsible use of technology by enfranchised users of Calvin information technology resources.

This policy defines responsible use as regards to:

- Respect for one another's need for access
- Respect for one another's values and feelings
- Respect for one another's property
- Respect for one another's privacy
- The stewardly use of the college's information technologies

For more information, please refer to the [Policy on Responsible Use of Technology](#).

Safety and Health Policy

Calvin College is committed to maintaining and improving a safe and healthful workplace for its employees. Compliance with environmental health and occupational safety (EHOS) regulations is essential to this task. Violations of these standards may pose serious safety and health risks not only to the employee but also to all who work in the vicinity of the employee.

Calvin College recognizes the importance of compliance with federal, state, and local EHOS standards. Accordingly, it is expected that all employees will abide by the requirements set forth by regulatory agencies as specified in Calvin's various EHOS programs.

The Committee on Environmental Health and Safety serves to identify and to help resolve issues related to personal safety in the work place. Any action or condition that is or might be unsafe or detrimental to the health of staff members should be reported to the Human Resources Office, Campus Safety, or the environmental health and occupational safety officer. If a staff member is involved in an accident or suffers personal injury arising out of and in the course of college business, he or she should seek immediate medical treatment and fill out an *Injury Report Form* (available from the Human Resources Office, Campus Safety, or the Environmental Health and Occupational Safety [EHOS] Web site) within 24 hours of the injury.

For more information see the *Policy on Compliance with Federal, State and Local Environmental Health and Occupational Safety Standards*.

Dress Code Policy

Clothing should be appropriate for the particular position and should be in good taste. Summertime and Friday attire is generally "business casual." For those offices where the public is encountered on a regular basis or for individuals who have appointments with the public, regular business attire is preferred. The goal is for *all* staff members to represent the college in the best possible light at all times.

Identification Cards Policy

Identification cards are issued to each staff member by the Student Housing Office. Lost or stolen ID cards should be reported; replacements are furnished for staff at no cost. ID cards are required for building access, Campus Store discounts, Box Office purchases, library check-outs and so on. ID cards must be returned by the staff member upon leaving employment at Calvin College.

Name tags are issued to each new staff member by Human Resources. Each staff member is expected to wear his or her name tag as a matter of hospitality and campus safety.

Automobiles and Parking Policy

Each staff member must register his or her personal automobiles with Campus Safety and affix a staff parking sticker on the lower right-hand corner of his or her car windshield. Parking on campus is available on a first-come, first-served basis. Staff members may not park in spaces designated for visitors, handicapped individuals, delivery vehicles, service vehicles, or in places prohibited for fire or safety reasons. Staff members are responsible for paying parking tickets promptly. The college assumes no responsibility for damage to vehicles or theft of articles from vehicles while on campus property. Staff members are asked to use caution while driving on campus and to observe the posted speed limit (the campus speed limit is 25 mph unless otherwise posted). Michigan motor vehicle regulations apply to all driving on campus.

Policy on Use of College Property, Name, Stationery, and Trademark

A staff member is expected to exercise due care in the use of college property and to use such property only for authorized purposes.

Calvin College does not permit the use of its name, image, trademark, service mark, or stationery for any purpose other than official Calvin College business or correspondence.

Employee Substance Abuse Policy

Calvin College has a vital interest in maintaining a safe, healthful and efficient workplace for its employees. Being under the influence of illegal drugs or alcohol on the job may pose serious safety and health risks not only to the user but to all those who work with the user.

Calvin College recognizes that its future is largely dependent upon the physical and psychological health of its employees. Accordingly, it is the right, obligation and intent of Calvin College to maintain a safe, healthful and efficient working environment for all of its employees and to protect Calvin's reputation, property, equipment and operations.

The full Employee Substance Abuse policy is found in the Faculty Handbook at http://www.calvin.edu/admin/provost/fac_hb/chap_6/6_6.htm

Smoking Policy

Calvin College is a smoke-free campus with the exception of specifically designated smoking areas. Smoking is prohibited in all campus buildings. Those who choose to smoke must do so only during regularly scheduled break periods, in designated smoking areas and must dispose of trash appropriately. The Smoking policy is found within the *Student Handbook*.

Policy on Civil Defense and Severe Weather Warning

In cases of fire, the fire alarm will sound, and staff members should immediately evacuate their building. Evacuation directions are posted in each building's hallways and in classrooms, meeting rooms, and other areas around the college. In cases of a tornado warning, the civil defense siren will sound, and staff should move to the nearest shelter (typically located on the first floor or in the basement of each building).

Because Calvin College is primarily a residential college, it does not usually close normal operations in cases of severe winter weather. Exceptions are made only when it is clear that the college facilities cannot be used due to heating, electrical, or other mechanical failure, or when public and campus roadways are completely impassable. No academic or administrative department may close unless the college itself closes.

In those rare circumstances when the campus must be closed, local radio and television stations will be so notified for regular reporting to the public. In the event of a delayed opening, a partial closing, or a full closing, staff member compensation shall be governed as circumstances dictate. Please see the Human Resources Office for further information.

Policy on Solicitation

Calvin College encourages participation in charitable and other causes. For the continued efficiency of operations, however, the college must place some limitations on solicitation in college buildings and offices and on campus grounds. Specifically, either verbal or written solicitations on behalf of any organization, individual, or cause are allowed only during the non-working time of all staff members involved. In the same manner, distribution of pamphlets, petitions, or similar material on behalf of any organization, individual, or cause is allowed only during non-working time in non-working areas.

Policy on Pets in the Workplace

To maintain an environment that enables work to be done with minimal distraction and disruption, shows respect and courtesy for co-workers, and reduces the potential of health concerns, safety concerns, and facility damage, pets are not permitted in college buildings (this includes during both business and non-business hours), with the exception of approved service dogs.

All pets on college grounds must be kept under reasonable control by leash and may not be left unattended. Pet owners are required to keep their animals from being an annoyance to the students, faculty and staff of the college.

The owner or person having custody of any pet that defecates on Calvin property shall immediately remove all feces and dispose of it properly. Pet owners will be required to make restitution for any damage caused by pets or costs of cleanup after pets.

Faculty, staff and students who fail to abide by this policy may be subject to disciplinary action. Pets in violation of this policy may be impounded at the owner's expense.

Policy on Calvin College Activities

Staff members are encouraged to attend chapel services, opening convocation, campus-wide assemblies, January Series lectures, college-sponsored lunches, and community-building events as departmental needs allow. These activities are voluntary, and approval must be obtained from the supervisor if participation goes beyond regular breaks, chapel, or lunch periods. For non-exempt staff members, attendance or participation, if approved by the supervisor, is treated as time worked. If the activity falls outside normal work hours, the time is not paid.

D. CODE OF CONDUCT AND PERFORMANCE EXPECTATIONS

Code of Conduct

As stated in the introduction to this handbook, the *mission* of Calvin College forms the foundation for our working community, and the success of the college in living out this mission is related directly to the competence, performance, and conduct of its staff members. Calvin College asks each staff member to participate in this community by being accountable to and responsible for one another. It is, therefore, necessary for the college to support clearly stated expectations for performance and conduct, with consistent procedures both for review and resolution.

Responsibilities

Staff members at Calvin College are expected to exemplify personal integrity, honesty, respect, humility, courage, generosity, gratitude, gentleness, kindness, patience, and self-control in their words and actions. Many of these qualities are identified by the apostle Paul as the "gifts of the Spirit" (Colossians 3, Galatians 5), and staff members should strive with God's help to demonstrate these virtues both in their professional activities and in their personal lives. Implementation of these standards and expectations is both an individual and a community responsibility.

Although each staff member is expected to strive to live out these virtues and to perform the tasks of his or her position in a satisfactory or exemplary manner, directors and supervisors are responsible for maintaining standards of performance and conduct, communicating and defining expectations, and following the appropriate procedures for review and resolution. These procedures are outlined in [*Appendix B: Problem Review and Grievance Procedure*](#).

Application and Limitations

The standards of conduct and corrective action procedures contained in the *appendices* of this document are not intended to be all-inclusive. They do, however, take the place of any rules previously published. Though the college wishes to make its standards clear and to impose corrective action procedures in a progressive manner, certain actions could result in suspension or immediate discharge. In such a case, the fact that the action has not been specifically covered in this document or that progressive discipline has not been applied shall not affect the appropriateness of the immediate discharge.

Staff members are subject to discharge for misconduct that includes but is not limited to such offenses that appear to have caused, or appear likely to cause, serious and lasting harm to another person or the college. Among the offenses that may fall into this category are fraud, theft, insubordination, dishonesty,

unacceptable job performance, unauthorized release of confidential college data or information without proper authority, professional misconduct; abuse of a spouse, child, or student; sexual misconduct, including sexual relations outside marriage; abuse or derogation on the basis of race, ethnicity, gender, or other violation of the *Policy on Discrimination and Harassment*; immoderate anger, slander, or verbal abuse; abuse of alcohol or other drugs; persistent use of profane or obscene language; and intentional destruction of the college's property or another staff member's property.

Staff members are subject to corrective action for other less serious misconduct such as, but not limited to, improper work performance, discourteous behavior, absenteeism, tardiness, or other violations of college policies or standards of conduct.

Conflict Resolution

In any organization with many jobs and many people, different points of view develop about a given situation. Recognizing this, Calvin College has developed a procedure for resolving these differences in an orderly and fair manner. The goal at Calvin College is to be a community that follows Christian principles while seeking to resolve any conflicts that may occur between members of the college community. These procedures are designed to protect the due process rights of complainants while at the same time resolving disputes at a personal level as close as possible to the point of origin. The hope is that the procedures described in *Appendix B: Problem Review and Grievance Procedure* are needed rarely, and when used, lead to restoration of community.

II. COMPENSATION AND BENEFITS

A. COMPENSATION

Calvin College seeks "to gather diverse people and gifts around a common pledge and purpose" (*Calvin College Mission Statement*). To ensure that staff members are rewarded fairly and appropriately for their contributions, Calvin College uses the guiding principles below.

The primary objective of the Calvin College compensation program is to attract, retain, motivate, and reward qualified staff members who demonstrate a commitment to "keen and lively work in their chosen fields and to sharing its fruits with others" (*Calvin College Mission Statement*). At Calvin College, staff members are expected to be faithful stewards of the responsibilities and resources entrusted to them.

In return, Calvin College is committed to paying fair compensation based on job responsibilities and accountabilities, consistent with the *Policy on Discrimination and Harassment*. Calvin College strives, in conjunction with approved budgets, to compensate all staff members consistently and in a fair and equitable manner as they meet performance objectives.

In the process of salary determination, identified compensable factors for all Calvin College positions provide a base for establishing internal equity. Job market and budget realities provide the context for salary determination.

Payroll Information

Non-exempt staff members are paid an hourly wage on a bi-weekly basis, one week after the end of each two-week reporting period. The Payroll Office must receive a properly signed time sheet by 12:00 noon on the Monday following the end of the two-week time period. During holiday weeks time sheets may be requested earlier. The Payroll Office provides direct-deposit options.

Exempt staff members are paid an annual salary distributed over twenty-four equal semi-monthly pay periods. Pay dates are on the 1st and 15th of each month. If the pay date falls on either a Saturday or a Sunday, the pay date will be the Friday prior, except for January 1, which will be paid the following working day.

Recording Work Time

Non-Exempt Staff Members

Wage and hour laws require all non-exempt staff members to file timely and accurate work records. Time sheets for this purpose are furnished by supervisors and are available in the Payroll Office. The time sheets must indicate specific starting and quitting time, taking into consideration any shortfalls such as breaks that exceed fifteen minutes, extended lunch periods, late arrivals, and early departures. This information is especially important when overtime hours are reported. Supervisors must review and sign all time sheets before sending them to the Payroll Office. Pre-stamped signatures are not acceptable.

Exempt Staff Members

Supervisors and staff members are responsible for maintaining and monitoring a written record of sick leave, vacation time, and all other time away from work (e.g., conferences) for all exempt staff members.

Performance Development Program

The *Performance Development Program* (PDP) is designed to promote communication between supervisors and staff members, facilitate effective job performance, and identify opportunities to develop skills, set goals, and gain learning experiences. Staff members are entitled to fair and honest comments about job performance and appreciation and support for a job well done. For administrators with faculty status, the reappointment process serves as the PDP in a reappointment year.

New staff members will receive a performance appraisal at the completion of their period of orientation. Thereafter, the performance of each staff member will be reviewed at least once per year by the supervisor.

Discretionary Wage Increases

At the discretion of each divisional vice president—with a recommendation from a staff member's supervisor, an excellent performance review, and available funds—discretionary wage increases may be awarded.

Compensation for Completion of Advanced Degrees

Calvin College encourages personal and professional development of staff and administrators, including the investment in obtaining advanced degrees from Calvin College and/or other institutions of higher education. Upon a staff member's successful completion of a relevant advanced degree (Masters or Doctorate), Calvin College increases his or her salary by 2 percent.

Overtime (Non-Exempt Staff Members Only)

Policy

Calvin College strives to staff all operations at a level that prevents regular overtime by non-exempt staff. The use of part-time staff members to fill the gaps is usually a more economical approach. However, when exceptions arise, in compliance with Department of Labor standards, Calvin College compensates staff members at a rate of 150 percent of the staff member's standard hourly rate for time worked in excess of 40 hours per week. All overtime must be pre-approved in writing by the staff member's supervisor in consultation with the divisional vice president.

Computation

Time worked beyond forty hours in any given week is compensated at 150 percent of the standard hourly rate. For a week during which a staff member has been absent, a portion of the time because of illness, vacation, funeral leave, jury duty, or a holiday, any extra hours worked are paid at the regular hourly rate until total hours worked for that week exceed 40.

Work on Holidays

If a staff member is required to work during a Calvin College-designated holiday, holiday pay of 150 percent of the normally hourly rate will be paid in addition to the regular pay for the holiday. This holiday pay rate is applicable even if the staff member does not work over 40 hours that week. When this exception takes place, the supervising director must sign the staff member's time sheet.

Retirement Plan

Eligible staff members are enrolled in the college's 403(b) defined contribution retirement plan. The retirement plan is designed to provide eligible staff members with a source of income in planning for their retirement needs. Calvin College contributes an amount equal to 10 percent of the annualized salary, as reported on the staff member's salary information sheet, to each enrolled staff member's retirement plan. Details about this plan are made available at the time of employment and periodically thereafter.

Eligible staff members may also make tax-deferred contributions to a supplemental retirement plan (SRA) subject to IRS limitations.

B. INSURANCE BENEFITS

Eligibility

Eligibility for each benefit below is based on position classification as determined by the Human Resources Office at the time of appointment. A general [chart outlining benefits eligibility](#) by position classification is available in the [Appendix C](#).

A summary plan description (SPD) for each benefit plan is available in the Human Resources Office. Each SPD defines eligibility requirements, benefits provided, and claim procedures.

The college reserves the right to modify and/or terminate any group insurance plan at any time, subject to the federal laws and regulations governing such plans.

Health and Dental Insurance

Eligible staff members may enroll in the single coverage option of health (including prescription) and/or dental insurance programs. Coverage begins on the first day of employment. Both the college and the staff member contribute to the cost of health and dental insurance. The premium share contribution for eligible part-time staff members is pro-rated based on the percentage of time worked. At the time of initial employment, and annually thereafter, detailed information about each health plan is made available to enrolled staff members. Calvin College operates on a calendar year for all health plans.

Dependent Coverage

If an eligible staff member is the financial head of household, the staff member may enroll his or her dependents in the family coverage, or a spouse or child in the double coverage option of the health insurance program. Both the college and the staff member contribute to the cost of insurance for double or family coverage. The premium share contribution for eligible part-time staff members is pro-rated based on the percentage of time worked. Since opinions vary as to what constitutes financial head of household, Calvin operates under the definition as stated in the Federal Tax Code. (See the Human Resources Office for a more detailed definition) If the eligible staff member is not financial head of household, but wishes

to carry either double or family health insurance, it may be purchased. See the Human Resources Office for premium shares amounts.

Change in Status

If a staff member's marital status changes, it is the responsibility of the staff member to notify the Human Resources Office within thirty days of the “qualifying event” to initiate the necessary procedures to implement a change in coverage. The same is true if a staff member becomes a parent, or if a staff member’s dependent is no longer eligible because of age and/or full-time student status. Calvin College is not responsible for loss of insurance if the staff member does not initiate coverage changes within thirty days of the qualifying event.

Open Enrollment

January 1 has been established as the beginning of the health plan year. At the time of initial employment, and annually thereafter in November or December, an opportunity is provided for eligible staff members to make plan changes. In addition, certain life events (such as change in marital status, becoming a parent, etc.) also trigger the ability to make plan changes.

Flexible Spending Account

Calvin College offers a Flexible Spending Account (FSA) program to provide a means for staff members to pay unreimbursed medical and child day-care expenses with pre-tax dollars. These unreimbursed medical expenses typically include deductibles, co-pays, unreimbursed health/dental care costs, orthodontia, and vision care. These FSA elections are taken as payroll deductions on a calendar-year basis per federal guidelines.

All regular part-time and full-time staff members are eligible to participate in this program.

Termination of Benefits

For employees enrolled in health/prescription insurance, dental insurance, and/or life insurance, these benefits are terminated at the end of the month of the employee’s last working day. Coverage for disability insurance and workers compensation insurance are terminated as of the employee’s last day worked for those enrolled. Accrued vacation days do not qualify as “days worked” for benefit coverage. Employees enrolled in the flexible spending program who have remaining balances must request reimbursement within 30 days after ending employment.

COBRA

Under the federal Consolidated Omnibus Budget Reconciliation Act (COBRA), any staff member who loses medical and/or dental insurance coverage as a result of a reduction of hours of employment or termination of employment is eligible for group health and/or dental insurance continuation coverage at his or her expense. In addition, spouses or dependents of staff members who become ineligible for benefits may choose to participate, at their own expense, in a continuation of group health insurance coverage. According to the guidelines set by COBRA, the continuation can extend for a period of time not greater than eighteen months for the staff member and not greater than thirty-six months for dependents. Full information about the details of COBRA coverage is available from the Human Resources Office.

Life Insurance

Beginning on the first day of employment, eligible staff members are insured under Calvin College’s group plan for an amount equal to two times their base annual compensation, taken up to a maximum of \$100,000. Each staff member is required to name a beneficiary for this policy. This group plan also includes a \$4,000 benefit paid in the event of the death of a spouse and a \$2,000 benefit paid in the event

of the death of a dependent child. If a staff member terminates employment at Calvin College, he or she may elect to convert the group life insurance policy to an individual policy with no medical examination required.

Disability Insurance

Eligible staff members are automatically enrolled in the college's long-term disability insurance program. This insurance is effective on the first day of the month following thirty days of employment. If a staff member becomes disabled, the long-term disability plan provides benefits of up to 60 percent of his or her annualized salary; he or she continues to receive health insurance and retirement benefits. Further information about this plan is available from the Human Resources Office.

Workers' Compensation Insurance

The Michigan Workers' Compensation Act has provisions that govern the treatment of persons who suffer injury and/or disability while at work. If a staff member is involved in an accident or suffers personal injury arising out of and in the course of college business, he or she should seek immediate medical treatment and fill out an [*Injury Report Form*](#) (available from the Human Resources Office, Campus Safety, or the Environmental Health and Occupational Safety [EHOS] Web site) within twenty-four hours of the injury, if possible.

C. TIME AWAY FROM WORK BENEFITS

Working Hours and Holidays

Staff members of Calvin College are expected to be in their offices or on college business during their scheduled working hours. The college reserves the right to modify its hours to meet college needs. Certain campus offices, because of the nature of their specific functions, are open in the evenings and on weekends, so there may be times when administrative staff members are requested to work other than normal office hours.

Calvin College designates the following holidays as paid holidays for eligible staff members:

- New Year's Day
- Good Friday
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day and day after
- Christmas Day
- Normally defined work days between Christmas Day and New Year's Day

The specific holiday dates are posted prior to the academic year. When a scheduled holiday falls on Saturday, the college generally observes the holiday on the preceding Friday. When a holiday falls on Sunday, the college generally observes the holiday on the following Monday.

When the college is forced to close for emergency reasons, hours may be considered paid as circumstances dictate.

Vacations

Vacation time allowance is calculated on a calendar year basis from January 1 through December 31. If eligible employment with the college begins on a date other than January 1, the vacation allowance is prorated from the date of hire until December 31 for the first year of employment.

A *Time Away From Work Request Form* must be completed and signed by the staff member, approved by his or her supervisor and filed with the appropriate vice president prior to any time away from work for vacation, work-related travel, or off-campus meetings. Supervisors are expected to maintain records of staff member vacation time.

The minimum amount of vacation that can be taken at one time is one half-day of vacation. Designated holidays falling within a staff member's requested vacation period will be paid as holiday time.

There is no carry-over of vacation time from one calendar year to the next. Exceptions to this rule must be approved by the supervisor, in consultation with the divisional vice president and the director of human resources.

When a staff member resigns or retires (provided proper notice is given), payment for unused vacation time is pro-rated to the time of termination. Staff members who resign and fail to give two weeks' notice will forfeit payment of accumulated vacation time. If, at termination, the number of vacation days taken exceeds the pro-rated number of vacation days allowed, the final paycheck will be reduced by the appropriate amount. Unused vacation days cannot count towards "days worked" for health benefit coverage.

Illness

Sick leave is to be used only for the personal illness of a staff member. Sick leave cannot be used as extra vacation, holidays, or for any other paid time-off purpose. Regularly scheduled doctor/dentist office visits that are routine in nature should be scheduled at the beginning or end of the day, or over a lunch break when possible.

Sick leave is provided as a type of insurance protection in time of illness. To be paid for sick leave, staff members must notify their supervisor of illness as early as possible in advance of their scheduled time of duty. Except during hospitalization or lengthy convalescence, staff members should inform their supervisor daily of progress and expected date of return to work. Calvin College may request a physician's note for any illness. Calvin College requires completion of the *Family Medical Leave Act Form* with certification by a health care provider for any staff member who is sick in excess of five consecutive working days.

Extended absences beyond ten days per academic year due to illness and exclusive of vacation are reviewed by the supervisor and the director of human resources in order to consider appropriate action. Such absences are coordinated with available vacation and the *Family and Medical Leave Act*.

Calvin College also offers paid time off (two days total) for the care of an eligible staff member's sick child, spouse, and/or parent. This time is also to include routine doctor and dentist appointments for family members. Such absences beyond two days per calendar year are considered unpaid.

Family and Medical Leave Act

Calvin College will provide eligible staff members with job-protected unpaid leave for certain family and medical reasons. Staff members who have worked for the college for at least twelve months and for at least 1,250 hours (60 percent) during the previous twelve months of employment are eligible. Leaves of absence under this policy shall be administered and provided for in a manner consistent with the Family and Medical Leave Act (FMLA) of 1993 and its published regulations.

Leave for up to twelve weeks may be granted for the following reasons:

- To take medical leave when a staff member is unable to work because of a serious health condition;
- To care for the staff member's child after birth or placement for adoption or foster care; or

- To care for the staff member's spouse, child, or parent with a serious health condition.

The *FMLA Application Form* (for staff members and care of their family members) are available in the Human Resources Office.

Maternity Leave

A staff member taking maternity leave is entitled to the twelve weeks leave outlined in the Family and Medical Leave Act. Calvin College designates up to six weeks of FMLA leave for maternity as paid (eight weeks for C-section deliveries). Staff members must provide a physician's statement regarding the probable duration and necessity of the leave in order to receive pay. The *Family Medical Leave Act Form* is available online.

If the staff member receives paid maternity leave and elects to return to work at an eligible reduced load (75 percent FTE or greater but less than full-time) position within six months after returning, the paid maternity leave must be repaid to the college on a prorated basis. If the staff member receives paid maternity leave and does not return to work or returns at a non-eligible position (less than 75 percent FTE) within six months after returning, the paid maternity leave must be repaid to the college.

Funeral Leave

Staff members are allowed up to three days of paid funeral leave, if necessary, to arrange for and/or attend the funeral of an immediate family member. A staff member must notify his or her supervisor as soon as possible upon learning of the death of an immediate family member. Additional days may be granted using paid (*vacation*) or unpaid (leave) time. The duration and starting date of a leave depends on such factors as distance to be traveled and the responsibility of the staff member and should be determined in consultation with the supervisor and department head. Any questions regarding the leave should be directed to the Human Resources Office.

Immediate family members and the corresponding amount of paid time allowed are as follows:

- One to three days: spouse, child, parent, sibling, parent-in-law, son/daughter-in-law
- One to two days: step-child, step-parent, grandparent, grandchild, brother/sister-in-law
- One day: aunt, uncle, niece, nephew, cousin, grandparent-in-law

Jury Duty Leave

Eligible staff members called to serve on jury duty during their normal work schedule will be compensated at their regular rate of pay. The college will issue regular pay for the time absent, and staff members will be responsible for assigning payment received for jury duty to the college (Payroll Office) for time already compensated. A staff member is expected to report for regular college work when he or she is temporarily excused from attendance at court. The staff member's supervisor must be advised of any absences due to jury duty.

Military Reserve Training Leave

A staff member who is required to attend a military reserve summer encampment is granted short-term military leave of absence. The staff member's regular pay is continued during such a leave for a period not to exceed two weeks in any calendar year, but is reduced by the amount of taxable earnings paid by the government for such services. A staff member who elects to take vacation time for military leave for services is eligible to receive government pay in addition to vacation pay.

Uniformed Service Leave of Absence

In compliance with the Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994, a military leave of absence must be granted to a staff member (regular full-time or regular part-time) who is a member of, or has an obligation to perform services, voluntarily or involuntarily, in a uniformed service (Army, Navy, Marine Corps, Air Force, Coast Guard, National Guard, and Public Health Service commissioned corps, as well as the reserve components of each of these services) that necessitates an absence from his or her position of employment. Further information is available upon request from the Human Resources Office.

D. OTHER BENEFITS

Adoption Reimbursement Benefit

An adoption reimbursement benefit is available to all eligible staff members. Eligible staff members who are regularly scheduled to work less than full-time are eligible for reimbursement on a pro-rated basis. The amount of reimbursement is set annually. To apply for this benefit, please see the Human Resources Office.

Educational Benefits for Staff Members

Calvin College Tuition Waiver for Full-time Staff Members

Full-time staff members are entitled to two free college and/or Calvin Theological Seminary courses per academic year—normally one per semester. If the class time falls during normal work hours, arrangements must be made with the supervisor, and the time must be made up outside the regular work schedule. These free courses do not transfer from one academic year to the next and cannot be redeemed after a staff member's employment with Calvin College is terminated.

Part-time staff members accumulate free courses at the rate of one course for every 1,000 hours worked. These classes may accumulate, but they can be used at the rate of only one per semester, and they cannot be redeemed after termination of employment.

Staff member [Tuition Waiver Forms](#) are available in the Human Resources Office.

Tuition Reimbursement for Off-Campus Courses

To promote continuing professional development, Calvin College offers reimbursement for eligible staff members for a portion of the cost of an off-campus course that is taken to improve certain job-related skills, provided it is done with the recommendation of the staff member's supervisor and with prior authorization from the director of human resources. The course should relate directly to the staff member's current or potential future work at Calvin College. The vice president of the appropriate division should judge, prior to the applicant's enrollment in the course, if the course relates to the staff member's work. Reimbursement is made upon successful completion of the course, when documentation of the grade received and receipt of paid tuition is presented to the Human Resources Office. If a staff member receives reimbursement and does not continue employment with the college for a six-month period following the conclusion of the course, the tuition reimbursement must be repaid to the college. [Tuition Reimbursement Applications](#) are available in the Human Resources Office.

Educational Benefits for Spouses

Calvin College Tuition Waiver

The spouse of a full-time college staff member can audit, without charge, college courses (excluding laboratory courses, workshop courses, Calvin Theological Seminary courses, and

courses in the applied arts). A waiver of one-half tuition is granted to the spouse of a full-time staff member who takes a college course for credit, provided the spouse registers for the course during the late registration period. This partial waiver is limited to one course per semester.

Staff member [Spouse Tuition Waiver Forms](#) are available in the Human Resources Office.

Educational Benefits for Dependents

Calvin College Dependent Tuition Waiver

The [Calvin College Dependent Tuition Waiver](#) is available to all eligible staff members whose dependent children (until age twenty-four) enroll at and attend Calvin College. The program provides a waiver of up to 80 percent of tuition and is available to staff members only during the years of employment. Tuition waiver applications and specific procedures for participating in this program are available in the Human Resources Office. All questions regarding eligibility should be directed to the director of human resources. Questions regarding calculation of the waiver and coordination of scholarships and grants should be directed to the [Office of Scholarships and Financial Aid](#).

K-12 Christian School Tuition Grant

K-12 tuition grants are offered to eligible children of all eligible staff. A staff member becomes eligible for the K-12 tuition grant at the beginning of the school year following one year of eligible employment.

This program is administered by the Grand Rapids Christian Schools (GRCS) Foundation and covers eligible children in both [non-GRCS and GRCS Christian schools](#). Generally, this grant is equal to 20 percent of the child's tuition (not to exceed 20 percent of GRCS tuition). Christian School Tuition Grant Applications are made available through the Human Resources Office. All questions regarding eligibility should be directed to the director of human resources.

Library

All staff members have full library privileges. Books may be checked out with a staff ID card.

Athletic Events and Cultural Activities

Many concerts, athletic events, and art gallery shows sponsored by Calvin College are open to the public. For programs requiring a public admission fee, full-time and part-time (greater than 50 percent FTE) staff members are frequently given reduced-rate tickets. Information about any given event is available at the [Office of Conferences and Campus Events](#), which handles tickets for all campus events.

Use of Recreational Facilities

All indoor and outdoor recreational facilities are available to all staff members free of charge. The Department of Health, Physical Education, Recreation, Dance and Sport regularly publishes the open hours for various facilities, such as the pool, racquetball court, and weight room. Locker and laundry privileges are also available. A refundable deposit is required to obtain a locker.

Mail Room and Printing Services

Staff members may use [Mail Services](#) to send personal mail and packages. United Parcel Service is also available. Staff members are required to pay the postage for all personal mail and must do their own packaging.

Staff members may use the on-campus [Printing Services](#) for personal copy needs, including color copies. Staff members are required to pay for all personal copying.

Rental of Facilities for Personal or Family Use

Staff members are encouraged to use campus facilities for anniversary dinners, wedding receptions, and other events. For personal or immediate family use, the facility-use fee is discounted 50 percent. If staff members wish to use [Creative Dining Services](#) on campus, please consult with them as to current prices, as no discount is offered on food charges.

Discounted rental rates for rooms and facilities in the [Prince Conference Center](#) are available by calling its hotel or sales manager.

Childcare Room

Calvin College makes available to staff members two rooms for short-term childcare and one room that can be used by nursing mothers. In partnership with Woodlawn Christian Reformed Church, the college has set aside two childcare areas that the church uses on Sundays. A nursery/toddler area and a Sunday School area with child-size furniture is available. In addition, there is a room available for use by mothers who are nursing.

The childcare rooms are available for children of faculty, staff, and students of the college as long as the parent provides a care giver (over age fourteen) to accompany his or her child or children. Reservations can be made by e-mailing childcare@calvin.edu or by contacting the Human Resources Office.

III. APPENDICES

APPENDIX A: TYPES OF CORRECTIVE ACTION

If the performance or conduct of a staff member is unsatisfactory, the following actions may be initiated to try to improve the performance or conduct to meet expectations. In most cases these actions are initiated only after informally working with the staff member to try to resolve performance or conduct concerns. The intent of any action, with the exception of discharge, is to restore the performance or conduct of the staff member and build the strength of the Calvin community.

The action taken is dependent upon the nature of the problem, the willingness and ability of the staff member to benefit from corrective action, and what, if any, other forms of corrective action have occurred in the past. The action(s) taken will not always include all of the below, nor will the various actions necessarily be applied in any specific sequence. These procedures are guidelines and do not affect employment status as generally defined in the handbook.

Verbal Communication

The supervisor of a staff member may notify a staff member verbally regarding conduct or performance that needs to change. Following a formal verbal notification, a written description of the situation and the action taken (designated as a “verbal communication”) will be placed in the personnel file of the staff member. The staff member will be asked to sign this written description as an indication that a copy has been delivered to him or her, and will be given the opportunity to provide a written response.

Written Communication

If a written communication (see *Final Findings and Conclusion Form*) is issued, a complete record of the offense(s) and the action(s) taken shall be shown and explained to the staff member. A copy shall be placed in his or her personnel file. As with a verbal communication, a signature will be obtained from the staff member, and he or she will be given the opportunity to provide a written response. If a staff member believes that he or she is not being treated fairly, he or she is encouraged to seek consultation with a representative from the Human Resources Office, at which point he or she may file an appeal using the *Problem Review and Grievance Procedure*.

Suspension without Pay

The staff member may be suspended without pay for an appropriate amount of time. This action may be taken for a serious violation, for repeated lesser violations of the code of conduct, or for failure to meet job responsibilities. If a staff member believes that he or she is not being treated fairly, he or she is encouraged to seek consultation with a representative from the Human Resources Office, at which point he or she may file an appeal using the *Problem Review and Grievance Procedure*.

Demotion

In certain cases appropriate corrective action may result in demotion to a position of lesser responsibility and compensation. This action is most likely to be used in cases relating to performance and failure to meet job responsibilities. If a staff member believes that he or she is not being treated fairly, he or she is encouraged to seek consultation with a representative from the Human Resources Office, at which point he or she may file an appeal using the *Problem Review and Grievance Procedure*.

Discharge

The employment of a staff member may be terminated. This action is taken for a serious violation, for repeated lesser violations of the code of conduct, or for failure to meet job responsibilities. Any staff

member who is discharged may appeal that decision according to the policies outlined in the [Formal Grievance Procedure](#).

APPENDIX B: PROBLEM REVIEW AND GRIEVANCE PROCEDURE

This process is designed to provide an orderly and discreet review for the resolution of work-related conflicts, including appeals for corrective actions and involuntary termination. Consistent with the handling of all performance and disciplinary matters, the college seeks to handle the process with discretion and sensitivity.

A staff member who feels wronged should present his or her concern and request for action directly to the immediate supervisor to discuss the conflict or corrective action. If a staff member has a problem of such a sensitive nature that it cannot be discussed with his or her immediate supervisor, he or she should request a meeting with a representative from the Human Resources Office.

At any time, a representative from the Human Resources Office is available to assist a staff member who believes that he or she has been treated unfairly. This representative can help a staff member think through an issue, assist in documenting any complaint, or serve as an advisor. This representative does not, however, represent the staff member nor advocate his or her position at any time during the resolution process.

No retribution or other adverse action will be taken against any staff member for filing a complaint, and work accommodations will be made, if warranted, based on the nature of the complaint.

Problem Review Procedure

At the time a staff member has an unresolved issue, the staff member may contact the Human Resources Office to request that the *Problem Review Procedure* be utilized. The staff member should send a brief written description of the problem and the desired outcome to the Human Resources Office. With the staff member's approval, a representative from the Human Resources Office will arrange a private meeting with the staff member, his or her supervisor, and any other relevant participant of the problem.

The staff member will have the opportunity to present his or her complaint and an attempt will be made to resolve the problem. If the problem cannot be resolved, the staff member will be advised of the [Formal Grievance Procedure](#).

Formal Grievance Procedure

Grievances must be filed with the Human Resources Office within thirty days of the corrective action, involuntary termination, or policy violation. The staff member must present the appeal using the appropriate form, which will be provided by the Human Resources Office. The forms must be filled out completely, subject to the circumstances of each case.

Corrective Action or Employment Termination for Job Performance and/or Misconduct-Related Reasons

A staff member may appeal his or her corrective action or termination for job performance and/or misconduct reasons. In such a case, the grounds for appeal are limited to the following:

- That the staff member is not responsible for any, or a significant part, of the unsatisfactory job performance or misconduct given as reasons for corrective action or termination;
- That although the staff member is responsible for the conduct or lack thereof that was the ground for corrective action or termination, the penalty is disproportionate to the misconduct or poor performance;
- The process was not fair and impartial;

- That the corrective action or termination violates an established policy of the college.

Employment Termination Due to Reduction, Reorganization, or Elimination of Position

A staff member may experience termination of employment when a department of the college is reduced in size, is eliminated, is merged, or is reorganized. This may occur for a variety of reasons, such as a redefinition of a mission, economic or budgetary considerations, or other factors. The grounds for appeal for such a termination are limited to the following:

- That the reason given for the termination (reorganization) is a pretext for removing the staff member;
- The decision was not made using a fair and impartial process; or
- That the selection of the staff member or the staff member's position for termination violates an established policy of the college.

Upon request by the staff member to the Human Resources Office, assistance in preparing a grievance will be provided by a representative from the Human Resources Office who will be appointed by the director of human resources. Such a representative will assist and coach, but will not advocate for, the staff member.

Steps of the Grievance Procedure

Step 1

After receiving the *Grievance Form*, the director of human resources will initiate a thorough investigation, including interviews with all parties affected to discuss the grievance and identify possible resolutions. The director will complete the investigation and respond in writing, or in a format accessible to the complainant, within thirty calendar days of receiving the complaint.

The director's response is final in all matters other than suspension without pay, demotion, involuntary termination, and claimed violations of the *Policy on Discrimination and Harassment* or *Equal Employment Opportunity* policies.

Step 2

If the problem is still not resolved to the staff member's satisfaction, he or she may file an appeal of the decision with the Office of the President within ten calendar days of the Step 1 response. Ordinarily, the staff member and the director of human resources are expected to cover in written form all issues and facts involved in the appeal. The president or designee may meet with the staff member, director of human resources, and other persons as deemed appropriate. The president or designee will ensure that the staff member has the opportunity to respond to all material evidence before a decision is made.

The president or designee will issue a written decision within ten calendar days after the conclusion of his or her investigation. The decision is final in all matters other than those involving involuntary termination.

Step 3

If, in cases of involuntary termination, the staff member is not satisfied with the result of Step 2, the staff member may appeal to the executive committee of the Board of Trustees, in writing, within ten calendar days after receipt of the Step 2 response. The executive committee may delegate its role to an ad hoc sub-committee and will schedule a hearing promptly. The hearing will be conducted according to the procedure set forth below.

Access to Information

A staff member will be given access, at reasonable times and places, to such non-confidential information as he or she may reasonably request to adequately pursue an appeal and prepare for meetings and hearings at Steps 2 and 3.

Representation

At any of the meetings and hearings provided for in the formal grievance procedure, the staff member may be accompanied by another person (not an attorney) to provide support and assistance. The staff member will speak for himself or herself, and the accompanying person will not speak or otherwise function as an attorney or advocate.

Conduct of Hearing

The Step 3 hearing will be conducted according to the following guidelines:

- The hearing body (executive committee or designated sub-committee) will appoint a hearing officer, who may be a member of the hearing body or may be an outsider.
- The college will proceed first with its proofs (documents, testimony, and other evidence). The staff member may cross-examine any witnesses and respond to such other evidence.
- At the conclusion of the college's presentation, the terminated staff member may present proofs (documents, testimony, and other evidence), and the college's representatives may cross-examine and respond.
- Further rebuttal by the college and/or the terminated staff member will be at the discretion of the hearing body.
- At the conclusion of the proofs, the hearing body will give each party an opportunity to make closing arguments, orally and/or in writing. If the hearing body requires additional evidence before rendering its decision, it will so advise the parties before the conclusion of the hearing and will give the parties a reasonable opportunity, generally not to exceed five to ten days, to comment or rebut.
- The hearing body will issue its decision in writing within thirty calendar days after closing arguments have been made. The written decision will indicate whether the termination is upheld and whether any remedy is awarded to the staff member. If the staff member is awarded any remedy, such remedy may include reinstatement to the staff member's previous position or to other employment by the college, either with or without lost compensation and/or benefits, or severance benefits without re-employment by the college.

A copy of the appeal and the final determination will be kept in the Human Resources Office and the appeal and final determination will remain confidential.

This procedure is intended to provide the sole and exclusive means to the staff member to enforce all of the policies and procedures of Calvin College that relate in any way to corrective action or termination of employment.

APPENDIX C: BENEFITS ELIGIBILITY

BENEFITS ELIGIBILITY	Non-exempt Full-time (0.96 to 1.00 FTE)	Non-exempt Part-time (0.75 to 0.95 FTE)	Non-exempt Part-time (0.50 to 0.74 FTE)	Exempt Full-time (0.96 to 1.00 FTE)	Exempt Part-time (0.75 to 0.95 FTE)	Exempt Part-time (0.50 to 0.74 FTE)
Insurance:						
Health	Yes	Yes	Yes	Yes	Yes	Yes
Dental	Yes	Yes	Yes	Yes	Yes	Yes
Flexible Spending	Yes	Yes	Yes	Yes	Yes	Yes
Adoption	Yes	Yes	Yes	Yes	Yes	Yes
Pension	Yes	Yes	Yes	Yes	Yes	Yes
Life	Yes	Yes	Yes	Yes	Yes	Yes
Disability	Yes	Yes	No	Yes	Yes	No
Workers' Compensation	Yes	Yes	Yes	Yes	Yes	Yes
Time Away from Work:						
Paid Holidays	Yes	Yes	No	Yes	Yes	Yes
Paid Vacation	Yes	No	No	Yes	Yes	Yes
Paid Illness	Yes	No	No	Yes	Yes	Yes
FMLA	Yes	Yes	>60% only	Yes	Yes	>60% only
Paid Funeral	Yes	No	No	Yes	Yes	No
Paid Jury	Yes	No	No	Yes	Yes	No
Paid Military	Yes	No	No	Yes	Yes	No
Educational:						
Employee tuition waiver	Yes	prorated to FTE	for every 1000 worked	Yes	prorated to FTE	prorated to FTE
Employee tuition reimbursement	Yes	Yes	No	Yes	Yes	No
Spouse tuition waiver	Yes	Yes	No	Yes	Yes	No
Calvin tuition waiver for dependents	Yes	Yes	No	Yes	Yes	No
K-12 tuition grant	Yes	Yes	No	Yes	Yes	No