

## Chapter 1 RECRUITMENT AND EMPLOYMENT

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## Chapter 1

### RECRUITMENT AND EMPLOYMENT

#### 1.1.0 Employment Categories

According to state law, all staff employees are employed “at-will” which means that they can be terminated at any time with or without cause and with or without advance notice. This “at-will” relationship can be changed only in a written document signed by the President of the College.

##### 1.1.1 Exempt Employee

An exempt employee is an employee who is not covered by the Fair Labor Standards Act’s recordkeeping minimum wage and overtime provisions. Whether an employee is exempt depends on the duties, responsibilities, and salary of the position. In general, executive, administrative and professional personnel are considered exempt employees. The position description specifies whether or not a position is exempt. Exempt employees are always paid on a salary basis.

##### 1.1.2 Non-Exempt Employee

A non-exempt employee is an employee who is covered under the Fair Labor Standards Act’s recordkeeping minimum wage and overtime provisions. A non-exempt employee will be paid at least the minimum wage for all hours worked, is eligible for overtime pay after a non-exempt employee works more than 40 hours in a week (defined as Saturday through Friday), and must keep an accurate record of all hours worked. Non-exempt employees must be paid on a salary or hourly basis.

##### 1.1.3 Regular Employee

A regular employee is an employee who is hired for an unspecified period of time in a position that may be continued from year-to-year on a 9, 10 or 12-month basis. Regular employees are eligible for College sponsored benefits in addition to benefits required by federal or state law.

##### 1.1.4 Temporary Employee

A temporary employee is an employee who is hired for an unspecified period of time based upon the needs of the College without expectation of continued employment. A temporary employee is not eligible for College sponsored benefits (except for the benefits required by law).

##### 1.1.5 Full-Time Employee

A full-time employee is an employee whose normal work schedule is at least 35 hours per week.

##### 1.1.6 Part-Time Employee

A part-time employee is an employee who is normally scheduled to work less than 35 hours per week.

#### 1.2.0 Position Description

Regular exempt and non-exempt positions at the College have a written position description. The position description specifies essential functions and responsibilities as well as required background, education and experience. The department director and the Director of Human Resources will approve all position descriptions. Please reference the Position Description document at <http://hr.washcoll.edu/forms.php>.

### 1.3.0 Vacant Positions

Hiring officials are responsible for completing the *Recruitment Authorization Form* in its entirety, providing job responsibilities and qualifications for the position and then forwarding this documentation to Human Resources to begin the recruitment process. The minimum qualification for all positions is a High School Diploma or G.E.D. equivalent, unless otherwise noted.

### 1.4.0 Application Process

Upon approval of the recruitment authorization, Human Resources will post all vacant positions on the College website and determine advertising venues. Applicants generally must apply through our online applicant portal, Consensus, in order for Human Resources to capture data. However, applicants who do not have access to the internet may fill out a paper application in the Human Resources office.

### 1.5.0 Employment of Relatives

The College has determined that because Chestertown is located in a rural community, with a limited labor market, a policy that allows for the employment of relatives is a benefit to the institution. Members of an employee's immediate family may apply for employment with the College and will be given full consideration, based exclusively on the comparative qualifications of the applicants generated by a fair and open search. Special consideration in hiring is not given to relatives of current employees. A department director or supervisor may not hire or supervise a relative.

### 1.6.0 Applicant Review

The hiring official will determine the members of the search committee. Members should have frequent interactions with this position and be familiar with the operation and needs of the department. Human Resources will create the profiles on Consensus. Once profiles are established, Human Resources will provide the committee members with their login ID, password, and Consensus Quick Start and User Guides. Committee members have access to all applicant materials and the ability to rank applicants, which determines the most qualified candidates for interviewing.

### 1.7.0 Selection Process

Hiring officials will conduct interviews with the most qualified candidates. Candidates interviewed must meet the minimum requirements of the position. During the interview process the candidates must complete a *Washington College Employment Application* in full. They may not write "see resume" on the application. The hiring official should proceed with reference checks for the top candidate(s) and document all information received/discussed during the reference checks. When reference checks are completed, the following documents must be sent to Human Resources for the selected candidate:

- Cover Letter and Resume (when applicable)
- Completed Washington College Employment Application
- Standard Form Reference Checks summaries

Once these documents are received in Human Resources, the candidate's qualifications will be reviewed, discussed with the hiring official, and a salary will be determined by Human Resources in discussion with the hiring official.

### 1.8.0 Documents Required for Employment and Verification of Employment

The federal government requires that all new employees must complete the I-9 form and present valid documentation to verify identity and eligibility to work in the United States. All employees will be required to complete Form I-9 and provide current documentation from time to time, as required by federal law. An individual must also have a social security number in order to receive compensation from the College. This paperwork should be filed with Human Resources prior to the employee's start date but in no instance later than three business days after the employee's start date.

### 1.9.0 Employment Offer

Once a salary is determined, Human Resources will notify the hiring official and they should proceed with the completion of the *Employment Authorization Form* in its entirety and forward to Human Resources. As soon as the Employment Authorization form is received, an offer of employment will be extended to the candidate. Only the Provost or Director of Human Resources may extend a written employment offer. All employment offers are contingent upon successful completion of a pre-employment background check and other applicable hiring procedures. If the pre-employment background check results are unsatisfactory, the offer will be revoked. If the pre-employment background check results are satisfactory, the Director of Human Resources will send an employment offer letter and the employee will be scheduled for orientation. The employee must visit the Office of Human Resources to complete the pay pack before his/her first day of work.

### 1.10.0 Introductory Period

When an individual is hired for a new position at the College, the employee will meet with his/her supervisor to review the position description, establish an appropriate work schedule and designate the length of the employee's initial introductory period. The length of the introductory period for a new employee will be determined and documented at the beginning of a new work assignment. The length of an introductory period may vary depending upon the department and the type of position (usual range: 90 days). An employee's initial introductory period may be extended by a supervisor for a specified period of time with the approval of the Director of Human Resources.

At the conclusion of the designated training period, the employee will meet with his/her supervisor(s) to participate in a performance review. This review provides a valuable opportunity to evaluate the compatibility of the position and the employee. This initial review will include a written performance appraisal. The performance appraisal includes evaluation of the employee's ability to meet the position requirements, the employee's assets, job-related goals and objectives, and plans for further training and professional development.

### 1.11.0 Reassignment

Washington College recognizes the need for flexibility in regard to each employee's position and the goals and objectives of the department and the College. The director and supervisor(s) of a department may decide to reorganize or change materially the duties and responsibilities of the personnel in a department or of an individual employee in order to best utilize each individual's skill sets and to better meet the department's goals and objectives. It is also commonplace for position descriptions to include the phrase "other duties as assigned." This means employees may be required to perform tasks that are beyond the scope of the position's core function. A supervisor may rewrite a position description when these duties become the norm and increase the scope of the employee's job. In advance of any changes to

a position description or reorganization within the department, the supervisor(s) will meet with the employee(s) involved to discuss the proposed changes. A revised position description must be submitted to the Director of Human Resources for approval before it is discussed with the employee. If an employee's employment status changes materially, a new letter of appointment will be written to confirm the change. For minor changes, a Personnel Change Form will be used to document the change. The employee will receive a copy of the appointment or Personnel Change Form and the original will be placed in the employee's personnel file.

### 1.12.0 Discipline and Corrective Action

Disciplinary and corrective action is a process to help employees overcome poor job performance, strengthen work performance and achieve success. In the case of minor work performance problems a private discussion between the supervisor and the employee is the first step in the positive discipline procedure. The supervisor should specify the job performance or conduct that is not acceptable and the actions necessary to correct the performance problem. The supervisor should begin with a personal agreement with the employee along with a follow up email or document regarding the discussion.

In instances of serious poor job performance or of repeated minor performance issues, written notice will be given to the employee and made part of the employee's permanent personnel record that is maintained by Human Resources. Failure by an employee to be responsive to such written warnings will lead to further disciplinary action including suspension without pay and/or discharge.

In the case of alleged serious misconduct, the employee will be suspended immediately (with pay) and required to leave the campus. Serious misconduct generally includes behavior or actions that could threaten the physical or mental well-being of members of the College community or the reputation or standing of the College. Following an incident that involves alleged serious misconduct, the immediate supervisor, the department director, and the Director of Human Resources will discuss the alleged misconduct and develop an appropriate action plan. The action plan should include an investigation and interview(s) with the appropriate personnel. All meetings, findings, and outcomes will be documented in the employee's personnel record that is maintained by Human Resources. Violation of these or similar rules may lead to discipline, up to and including immediate termination. Please refer to Discharge policy 12.3.

The employee will be given the opportunity to see any written notices reporting disciplinary actions or any evaluations in his/her personnel file. If the employee feels that the performance evaluation or disciplinary process is unfair, he/she may file a grievance. Please refer to Grievance process in chapter 3.

### 1.13.0 Termination of Employment

#### 1.13.1 Resignation

Resignations should be submitted in writing to the employee's supervisor with a copy to the Director of Human Resources in a timely fashion (normally at least two weeks prior to the last day of work) to permit the replacement process to be undertaken and to provide for an organized transition. A date for departure should be discussed with the supervisor and mutually agreed upon.

#### 1.13.2 Retirement

An employee who plans to retire is asked to notify his/her supervisor and the Director of Human Resources as soon as possible. It can require three to four months to plan for the commencement of retirement benefits.

### 1.13.3 Discharge

A supervisor or department head may discharge an employee after a recommendation for discharge and documentation of the reasons for recommended discharge have been reviewed and approved by the Director of Human Resources. Until the documentation and investigation is completed and approved, an employee may be placed on suspension with pay if the supervisor or department head considers the employee a threat to members of the College community, College property, or the effective operation of the College's programs or processes. The Department Head and Director of Human Resources or their designees will meet with the employee to inform the employee of the decision to terminate employment. The employee will be given an opportunity to respond and will be informed of the opportunity to file a written rebuttal with Human Resources. A discharged employee will be presented with a Discharge Letter identifying the reason(s) for discharge. The appropriate supervisor and/or department director and the Director of Human Resources will sign the Discharge Letter. If the employee is unavailable to receive the Discharge Letter, it will be mailed to the employee at the address on file with Human Resources.

An employee who disagrees with the grounds for termination may submit a written rebuttal to the Director of Human Resources within five days of the date of the Discharge Letter. The employee may also file a grievance with the Chief of Staff (as described in Chapter 4, Section 6.1)

### 1.13.4 Exit Process

At the time of voluntary or involuntary termination of employment, the employee should meet with both his/her supervisor, and followed by a meeting with Human Resources.

The supervisor will collect the employee's ID, keys and other College property and prepare an Exit Clearance Form for the employee to sign.

Last, Human Resources will conduct an exit interview that will include a discussion of any continuation of benefits options available to the employee.

An Exit Clearance Form must be submitted to Human Resources, all property must be returned to the College, the employee account must be cleared, and Human Resources must have completed the exit interview prior to the last day of work so that the final paycheck can be released on time.

### 1.13.5 Elimination of Positions

The College may eliminate a position if financial constraints or changes in the College's organizational structure require such action. Employees will be provided written notification from the College of the effective date of the change. An employee whose position is being eliminated will be given appropriate consideration for other vacant positions for which he/she may be qualified, but if no such position is available, employment with the College will be terminated.

### 1.14.0 Salary Administration

Washington College provides employees with a total compensation package, comprised of both salary and benefits, that recognizes and rewards performance and productivity while maintaining a competitive market position and internal equity. In support of the College's mission we endeavor to provide a level of compensation, both cash and benefits, to attract, motivate and retain the quality of workforce necessary for the achievement of the College's goals. The compensation program shall be consistent, responsive, transparent, and equitable.

The College is committed to a meritocracy. Our performance management program is designed to increase the personal and professional effectiveness of our staff including providing staff with clear performance expectations and developmental opportunities. We provide leaders with the tools and training to enable them to build effective teams and lead successfully including coaching performance and making sound compensation decisions.

The philosophy is accomplished by maintaining accurate job descriptions on all positions and benchmarking jobs against comparable positions in the market. Market data is defined as either CUPA HR data on comparable institutions or the local labor market depending on the position. Comparator college is defined as by Human Resources in correlation with Senior Staff.

Decisions regarding compensation programs and individual pay decisions will be made based on the above objectives as well as the College's financial situation.

Pay for individual positions is reviewed at least annually, following the completion of annual performance reviews. The adjustments reflect a number of factors including the employee performance as reflected in the annual performance review, changes in the cost of living, and efforts to compensate employees in a more competitive manner based on comparable positions in the job market. Employees who commence employment in a new position after March 31 will only be eligible for comparability adjustments.

The College has a relatively small staff, and employees may need to fill-in for other employees who have left or are on leave. Normally, an employee working temporarily in a position with a higher pay is not provided a salary adjustment nor entitled to acting pay. If the out-of-pay grade assignment continues for a significant duration and the duties are substantially greater, the Director of Human Resources may authorize acting pay which may take the form of an increase in the authorized pay rate or one or more "bonus" type payments.

Pay adjustments outside the normal annual review process are authorized only in exceptional circumstances and must be reviewed and approved in advance by the Director of Human Resources.

In general, all full-time (12 month) College employees are paid bi-weekly (26 or 27 pay periods per year). Payday is every other Friday. For an hourly employee, the gross amount of the check should normally be equal to the hours worked during the pay period multiplied by the employee's hourly rate. Any premium time adjustments are added to the normal gross amount. For an exempt salaried employee, the gross amount of the check will be  $1/26^{\text{th}}$  or  $1/27^{\text{th}}$  of the employee's annual salary.

The College is required by law to make payroll deductions for social security, Medicare, and federal and state income taxes. The College is also required to deduct any court-ordered garnishments. In addition, the College deducts the employee's portion of any elected benefits with the written authorization of the employee.

#### 1.15.0 Hours of Work

Normal work hours are 35 or 40 hours per week. Full-time office and clerical personnel generally work 35 hours per week from 8:30 a.m. to 4:30 p.m., Monday through Friday, with one hour for lunch. Most maintenance and dining services employees and some other classifications work a 40-hour week, the schedule of which is determined by the department. The operation of certain departments may necessitate a variation from the normal schedule; any variation from the normal schedule must be approved by the Director of Human Resources. The supervisor or director will inform staff members, upon hiring, of the specific work schedule for that non-exempt position. College policy allows two fifteen minute breaks per full day, normally one in the morning and one in the afternoon.

Work schedules for exempt employees may vary because of coordination with academic needs, special events, or the needs of individual departments. Exempt employees are expected to meet

the responsibilities of their work assignments within the framework of the College's normal work schedule, with reasonable latitude for irregular workloads or special demands.

Non-exempt employees are required to submit a time sheet noting all hours worked and any leave taken to their supervisor on a bi-weekly basis or to use the time clocks provided by the department. Time sheets for service workers are due to Payroll by noon on the Monday prior to the Pay Friday; time sheets for all other employees are due the Monday following the Pay Friday. A time sheet is not valid unless it is signed by both the employee and the employee's supervisor.

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#### 1.16.0 Overtime

During certain peak periods, additional work may be required during a normal workweek. Only non-exempt employees are eligible for overtime compensation; exempt employees are not eligible for overtime compensation. All overtime must be directed and approved by the employee's supervisor in advance. Supervisors should seek approval of substantial overtime commitments from the appropriate management prior to assigning overtime work. For the purpose of computing overtime, a workweek is defined as Saturday through Friday. Hours worked up to 40 hours are paid at the employee's regular hourly rate of pay. Overtime wages at one and a half times the employee's normal hourly rate will be paid for work in excess of 40 hours per week. Leave time will not count as hours worked.

#### 1.17.0 Performance Reviews

The performance review is designed to promote discussion between employees and their supervisors regarding current job responsibilities, performance of assigned duties, concerns that may have arisen on the job or any other pertinent topics. The annual review covers performance in the fiscal year under review, expectations in the following year, and the employee's own personal assessment of his or her performance. Refer to performance review forms.

In general, regular employees are evaluated on an annual basis. The annual review is one factor used as a basis for an employee's annual increase. Performance reviews also take place after an employee successfully completes his/her introductory training period. Please refer to Introductory Period policy.

#### 1.18.0 Secondary Employment

An employee should disclose to his/her supervisor or department director any arrangements for secondary employment. Certain positions may be ineligible for secondary employment or types of secondary employment because of the nature of the duties performed for the College. An employee accepting outside employment must understand that any resulting conflicts must be resolved in favor of Washington College.

An employee holding secondary employment which conflicts with employment at the College or results in a decline in job performance at the College may be asked to leave his/her secondary positions or face discipline up to and including discharge. Employees on a leave of absence from the College generally may not hold other employment.

A regular full-time employee may not accept secondary employment with the College except for the following: 1) participation in the TEAM program, 2) an instructional assignment offered by

the Dean and Provost, 3) employees whose primary assignment is an assistant coach or an assistant athletic trainer position, or 4) an assignment approved by the Director of Human Resources after consultation with the Vice President for Finance and Management.