Please note: the pagination of the online version of the Staff Handbook differs slightly from the pagination in the printed version.
EMPLOYMENT AT HAVERFORD COLLEGE

The College

Founded in 1833 by the Religious Society of Friends (Quakers), Haverford College is an independent liberal arts college committed to providing an undergraduate education for men and women. This education is distinguished by a rich academic curriculum, a commitment to excellence, and a concern for individual growth. Though non-sectarian, Haverford still manifests its Quaker roots in the close relationship of faculty, staff, and students, the emphasis on integrity and freedom of conscience, and in the interaction of the individual and the community.

The 200-acre campus includes 90 buildings, woods, a pond, and an arboretum. A strong sense of community among students, faculty and staff is reinforced by the fact that almost all students and about half of the faculty live on campus. The College circle extends beyond the campus as well, with close academic and social ties to nearby Bryn Mawr College and Swarthmore College.

The role of non-faculty employees is to provide support for the basic teaching mission of the College. Each person’s support is essential to the success of the College and provides an important contribution to the Haverford community.

The Staff

The College work force includes faculty, administrative and professional employees, and staff employees. This Handbook applies only to staff employees, whose working conditions are protected by the Fair Labor Standards Act (FLSA) of 1938, as amended. This general “umbrella” act has established minimum wage, overtime pay, and equal pay requirements. All staff employees are “non-exempt,” that is, they are subject to these requirements of the FLSA. Faculty, administrative, and professional employees are “exempt,” that is, they are not covered by some parts of the FLSA. For example, “exempt” employees may have to work long and irregular hours but are not eligible for overtime pay.

Full-time staff employees work at least 35 hours per week for at least 39 weeks or the equivalent thereof (a total of at least 1,365 hours annually). Regular work weeks may be scheduled over 4, 5, or 6 days, depending on the requirements of the job assignment.

Part-time regular staff employees perform a specific ongoing task and work at least 17-1/2 hours per week for 52 weeks or the equivalent thereof (a total of at least 910 hours annually).

Full-time and part-time staff employees are eligible for benefits as discussed in the sections of this Handbook on Salary and Benefits.

Other employees are hired either for a specific assignment of limited duration or as a temporary replacement for an existing position, or they work less than 910
hours annually. Such employees are not entitled to benefits other than as required by law, such as Social Security payments and unemployment and workers’ compensation insurance coverage.

Affirmative Action Policy

In keeping with Haverford College’s long-standing policy of non-discrimination, the Board of Managers of Haverford College has established a program of affirmative action. The goal of this program is to attract and retain staff of high quality and diverse backgrounds and to do so without discrimination on the basis of sex, race, color, religion, age, sexual orientation, disability, genetic information, national origin, citizenship, veteran status, or any other protected characteristic. In accordance with the Affirmative Action Policy, the College recruits persons in these protected categories as candidates for Haverford positions that become available. The results of the hiring process are reviewed regularly by the Affirmative Action Officer (AAO) to make certain these goals are being met.

Hiring Process

Generally, all searches to fill vacancies are “open,” advertised on and off campus concurrently. Current employees (including temporary employees) may apply for any opening and will receive the same consideration as any other similarly situated applicant. The normal search and appointment process includes review or preparation of a job description, advertising the position off campus and announcing the position on campus, reviewing all applications received by the department, an interview for selected candidates, and review of the process and final selection by the AAO. Only the President, the Provost, or the Vice President for Finance and Administration may authorize internal promotions without an open search, after consultation with the AAO.

Orientation

During the first day of work, new employees will be directed to visit the staff in the Human Resources Office on the first floor of Stokes Hall, where all College benefits will be explained and Staff Handbooks distributed. Employees are encouraged to read this Handbook carefully and to return to the Human Resources Office at any time to ask questions about the policies and benefits explained in it. Supervisors will orient new employees to their department and to the campus at large, and will review key sections of the Staff Handbook.

The responsibilities of a position will be described in greater detail at the time of employment. Modifications of a job will be communicated directly to an employee. Should a position undergo a major modification, the employee will be given a revised job description. Changes in classification will be explained to any affected employee.

Supervisors will advise a new employee of the expectations and the criteria to be used in evaluating the employee’s performance. The evaluation at the conclusion of the initial review period, and the annual evaluation which takes place in the winter, are designed to afford the employee a candid analysis of his or her job performance.
90 Calendar Day Initial Review Period

All newly hired and rehired staff employees, as well as employees who change positions within the College, are subject to a 90-calendar day initial review period. This period is designed for orienting the new employee to the College community, job training, and allowing a reasonable amount of time for the College and the employee to evaluate the employee’s suitability for the job in question. During the introductory period, as throughout employment, a staff employee is employed at-will. This means that employees have the right to terminate their employment at any time, with or without cause or notice, and the College has the same right.

During the initial period, employees and supervisors are encouraged to discuss concerns or problems at any time. By no later than the 60th calendar day of this period, and earlier if appropriate, the employee will meet with the supervisor to review his/her performance to date. If problems are identified, the supervisor will communicate expectations for improvement in the time remaining in the Initial Review Period, both verbally and in writing, with a copy sent to the Director of Human Resources.

In the last week of the 90 calendar day initial review period, the supervisor will complete a written evaluation of the employee, review the assessment with the employee, and submit the evaluation to the Human Resources Office for placement in the employee’s personnel file.

The initial review period may be extended for up to an additional 90 calendar days in certain circumstances at the College’s discretion. The supervisor must first obtain the approval of the appropriate member of the senior administrative staff, and consult with the Director of Human Resources, before administering such an extension. A written record of the extension will be filed with the Human Resources Office.

During the initial review period, new employees will be credited with time toward the length of service requirements for the College’s vacation and paid sick time programs. Employees are not eligible to take paid vacation days, nor to be paid for sick days taken, until after completion of the initial review period. However, employees will be paid for any College holiday that occurs during the initial review period.

Performance Expectations

The College is committed to enhancing job satisfaction by creating a cooperative and productive work environment for all employees. In turn, all Haverford employees must meet certain performance expectations, including timely and regular attendance, dependable application of time while at work, and at least satisfactory completion of all duties. Supervisors are responsible for helping employees maintain high levels of performance and meet these expectations.

If an employee feels that he or she is being treated improperly when asked to meet performance expectations, the Formal Grievance Procedures, on page 33 of this
Handbook, should be followed.

Performance evaluations will be conducted annually, usually in January or February for the previous calendar year. The evaluation process will include: a written evaluation; the opportunity for a self-evaluation; a face-to-face meeting between the employee and supervisor; and a review by the department head. The written results will be placed in the employee’s personnel file. The Personnel Files Act (P.L. 1212, November 26, 1978), as amended, states that employees may inspect their own personnel file at least once a year. Please contact the Human Resources Office for further information.

Normal Work Day and Overtime

Staff employees in some departments (e.g., Dining Services, Facilities Management, and Safety and Security) work a 40-hour week. Most other staff personnel work a 35-hour week, and their daily schedule is normally 9 a.m. to 5 p.m. during the academic year and 8:30 a.m. to 4:30 p.m. during the summer, including an hour break for lunch. Hours may be adjusted to meet the needs of a particular office or department, after consultation with the Human Resources Office. Hours for part-time personnel are set by their immediate supervisor.

Lunch breaks will be scheduled by the supervisor and may be staggered so that offices are staffed during the day as appropriate. In addition to an unpaid lunch break, when conditions permit, supervisors may provide employees with up to two 15-minute breaks during the day. Breaks are not, however, guaranteed. Break time cannot be added to the lunchtime or subtracted from the working day. During all hours for which employees are paid, they will work only on College business.

Non-exempt staff employees will receive one and one-half times their regular hourly wage for all pay status hours in excess of forty hours in any given work week. An employee should consult with his/her supervisor concerning how the work week is defined for him/her for overtime purposes, as this may vary for some employees, although for most employees the workweek begins at 12:01 a.m. Monday and ends at midnight the following Sunday. “Pay status” refers to all hours worked, and to all hours/days that an employee does not work but for which he or she is paid by the College, e.g. holidays, vacation days, and sick days. While in limited circumstances employees may receive compensatory hours in lieu of overtime pay within a workweek, the FLSA does not permit non-exempt employees to actually accumulate compensatory time in lieu of statutory overtime. All overtime and any compensatory hours must have the prior approval of the appropriate supervisor.
**SALARY AND BENEFITS**

Descriptions of the College’s compensation policies and benefit programs follow. The amount and availability of certain benefits are governed by the law and also by legal documents pertaining to specific benefit plans, and not by this Handbook. Summary Plan Descriptions are available in the College’s Human Resources Office and are provided to all new employees to accompany this Handbook. The College reserves the right to add to, change, or delete benefit programs.

**Salary Policy and Compensation**

Haverford follows a policy of total compensation, as do most colleges and universities. Total compensation means that the College consciously considers the costs of benefits, as well as salaries and wages, in determining the financial remuneration of employees.

Job titles and pay scales are assigned to each staff position. Pay scales, as much as possible, reflect the compensation of similar positions at colleges, universities, and other non-profit institutions in geographic proximity to the College. Titles are designed to be descriptive.

Salary increases are recommended by each employee’s supervisor, take effect on July 1, and are related to job performance. The economic status of the College will affect the amount of salary increases, and annual increases cannot be guaranteed, even to employees who perform satisfactorily. Whenever possible, the College attempts to recognize meritorious service in making salary increases. All salaries are reviewed annually by the President and the Vice President for Finance and Administration.

Employees hired after February 28 normally are not considered for an increase on July 1 of the year in which they are hired.

**Payroll Periods**

Payday is every other Friday, and the payment covers the time worked for the two-week period ending on the preceding Sunday. If a payday falls on a holiday, pay will be distributed on the workday preceding the holiday. In order to be paid, an employee must fill out a time sheet, and the supervisor must submit the completed time sheet to the Business Office no later than the Monday noon preceding the Friday payroll. New staff employees who begin work after this Monday noon deadline will be paid for this time on the next payroll cycle, i.e., three Fridays later. Employees are responsible for completing their time sheet accurately; falsification of a time sheet may lead to disciplinary action, up to and including termination.

**Payroll Deductions**

As an employer, the College is required to make payroll deductions for federal, state, and Philadelphia or other local wage taxes (where applicable); federal Social Security taxes; and other federal, state, or local taxes which provide for payroll deduction. The College also must comply with court orders or other legal processes that stipulate payroll
deductions.

The College will deduct the employee’s share of any benefit costs. Employees may authorize additional payroll deductions for supplementary retirement programs, United Way contributions, the NBA Credit Union, or other purposes approved by, or provided by, the College.

Direct Deposit of Paycheck

Employees are encouraged to arrange to have their paychecks deposited directly to any bank participating in the Automated Clearing House. Forms are available from the Human Resources Office.

Reviewing Paychecks and Procedure for Correction of Problems/Errors

The College makes every effort to pay employees correctly. This includes providing correct gross pay and accurately calculating tax withholdings, garnishments/attachments, voluntary deductions requested by employees, overtime/minimum wages due staff and other non-exempt employees, and expense reimbursements, as well as ensuring that exempt employees are paid on a salary basis.

Each employee should check his/her paycheck regularly for any problem or error. If an employee believes there is a problem or error, he/she must promptly contact the Payroll Office.

The College will then investigate the matter. If no problem or error is found, the employee will receive a written explanation to that effect. Otherwise, the College will take appropriate corrective action (including providing reimbursement for an erroneous underpayment) and will make concerted efforts to ensure correct and proper payment going forward.

Flexible Benefits Plan

The Haverford College Flexible Benefits Plan consists of core benefits that are provided to every full-time employee, and options available under Section 125 of the Internal Revenue Code. These options generally allow employees to create a Spending Account to meet medical expenses not covered under other medical or dental programs, and to meet expenses for dependent care. Amounts contributed to Spending Accounts are on a pre-tax basis, that is, they are not included in taxable earnings reported to the IRS on form W-2.

The core benefits, described in greater detail below, are medical coverage, Clinical Dental Plan, Life Insurance, Long Term Disability Insurance and the Pension Plan. The medical coverage currently consists of a Clinical Medical Panel and the choice between Independence Blue Cross and Keystone Plans. The optional benefits are a Medical Spending Account, a Dependent Care Spending account, and Medical Opt-Out.

Medical Spending Account: Up to $3,000 per year currently can be set aside on a pre-tax
basis for expenses that are not covered by the insurance plans. These expenses can include the cost of glasses, dental work outside the Clinical Dental program, and deductibles and co-payments. Employees may also pay their portion of the premium expense for dependents with pre-tax dollars. It is important to note that elections are made for a year at a time, November 1 to October 31. If funds set aside in a Spending Account are not used during that time, under IRS regulations these unused funds must revert to the College, and are lost to the employee.

**Dependent Care Spending Account:** Up to $5,000 per year currently can be set aside on a pre-tax basis to cover expenses for dependent day care. The government allows employees to use this type of account to pay for day care costs they incur taking care of children under age 13, or anyone over age 13 who is physically or mentally disabled, provided they are claimed as dependents on employees’ federal income tax returns. This care qualifies for reimbursement only if it is necessary so that an employee (and his/her spouse/partner) can work. Again, under IRS regulations, funds set aside that are not used during the year are lost—“use it or lose it.”

**Medical Opt-Out:** If the spouse or domestic partner of an employee works, and the employee, although otherwise eligible for full medical coverage under the Haverford College plan, can provide documentation to the Human Resources Office that he/she already has adequate medical coverage, the College will make cash available, either as a pre-tax contribution to a spending account or as a taxable addition to the take-home pay.

Further information on the Flexible Benefits Plan, including enrollment forms and the Summary Plan Description, is available in the Human Resources Office.

**Definition of Dependents**

Generally, “dependents” eligible for College benefits are:

- a lawful husband or wife of an employee;
- a domestic partner in a long-term, committed, and financially interdependent relationship with an employee; and
- an unmarried child of an employee who, on October 31 of any year, is:
  (a) less than 19 years of age;
  (b) 19 years of age but under 23 years of age, enrolled full-time in a school, college, or university, and primarily supported by the employee; or
  (c) 19 years of age or older who is mentally and/or physically incapable of earning a living.
The term “child” will include:

- a child born to the employee;
- a child legally adopted by the employee; and
- a stepchild of the employee who is living in a normal parent-child relationship with, and dependent upon, the employee.

See the Human Resources Office for further details.

Health Insurance

**Full-time Staff:** Haverford College offers a choice of medical plans for which employees are eligible on the first of the following month after they begin employment. The College will contribute to the cost of both employee-only and dependent coverage, the percentage of contribution tiered based upon salary level. [These salary levels are reviewed annually.] As noted earlier, employees’ share of the premium cost may be paid on a pre-tax basis through the Flexible Benefits Plan.

Upon leaving College employment, employees are entitled to continued coverage under the College’s group plan, as defined by Federal law. This coverage extension, generally referred to as “COBRA,” is fully paid by the exiting employee and can continue for up to 18 months (up to 24 months for individuals absent for service in the U.S. military) and, in some cases, up to three years for dependents.

Vision coverage is a standard benefit in the Keystone plans. It is available as a voluntary addition to the Personal Choice plans for an additional premium, or as stand-alone coverage for those waiving other health insurance coverage from the College.

Due to increasing costs of health insurance, changes in the College’s coverage are possible in the future. Every effort will be made to provide employees prior notice of any such changes. Details of the coverages provided by the various medical insurance plans are available from the Human Resources Office. Plan documents describe the details of coverage and eligibility of dependents for insurance benefits, and those Plan documents will govern.

**Part-time Regular Staff:** Employees, and their dependents, are eligible to join the group plan on the first of the following month after they begin employment, but the College will only pay a portion of the single premium and dependents’ premium (depending on salary level).

**Clinical/Medical Plan**

**Full-time Staff:** After 90 days of employment, employees and their dependents are eligible for free visits to one of four participating physicians. Coverage includes office visits, physical examinations, pediatric care, and routine gynecological services. The
plan excludes home visits, laboratory services, expensive inoculations, and the services of a specialist. After selecting one of the following physicians, employees must notify the Human Resources Office prior to receiving services.

Dr. Vicki Berberian  
647 Ardmore Avenue  
Ardmore, PA 19003  (610-642-1835)

Dr. Andrew M. Fisher or  
Dr. Margaret McPherson  
447 Great Springs Road  
Bryn Mawr, PA 19010 (610-525-4547)

Dr. Joel R. Lowenthal  
Bryn Mawr Medical Building  
Bryn Mawr, PA 19010 (610-527-2231)

Part-time Regular Staff: Employees and their dependents are eligible for Clinical/Medical Plan coverage after they have been employed by the College for two years.

Dental Plan

Full-time Staff: After one year of service at Haverford, employees and their dependents are eligible for an extensive list of free dental services; orthodontics and crowns are not covered. The list of procedures covered by the plan is available in the Human Resources Office, and also may be found in Appendix B. Basic care (x-rays, cleanings, and fillings) is covered. After selecting one of the following dentists, employees must notify the Human Resources Office of their choice prior to receiving services.

Bryn Mawr Dental Associates  
Suite 200  
945 Haverford Road  
Bryn Mawr, PA 19010 (610-527-2469)

Bryn Mawr Dental Health Group  
19 Morris Ave  
Bryn Mawr, PA 19010 (610-525-4910)

Dr. Geoff Donoho  
54 Rittenhouse Place  
Ardmore, PA 19003 (610-649-7670)

Main Line Family Dentistry  
931 Haverford Road  
Bryn Mawr, PA 19010 (610-525-2311)
Part-time Regular Staff: Employees and their dependents are eligible for the Dental Plan coverage after they have been employed by the College for two years.

Life Insurance

The College provides full-time staff with a $15,000 term life insurance policy through The Standard. Such staff must be employed for at least six months to be eligible for the life insurance coverage. Application forms and information about the coverage are available in the Human Resources Office.

Part-time staff are ineligible for life insurance coverage.

Disability Insurance

After one year of employment, long-term disability insurance is provided through The Standard for full-time staff employees who are under 65 years of age. However, if a new full-time staff member was insured under a prior employer’s group disability policy, eligibility for disability coverage will be effective within the first month of employment at Haverford. Check with the Human Resources Office for details.

“Total disability” is currently defined as the complete inability during the first 24 months of disability—by reason of sickness or bodily injury—to engage in one’s regular occupation. Thereafter, it is defined as one’s complete inability to engage in any occupation for which one is reasonably fitted by education, training, or experience.

Benefits begin after the sixth month of disability, when claim forms have been approved by The Standard, and continue until normal retirement. Generally and unless otherwise required by applicable law, employment will terminate when long-term disability benefits begin. The coverage provided by the College is designed to supplement the disability benefit provided by Social Security. The combination of disability coverage by Social Security and that provided by the College will equal 60% of the monthly salary. A pension premium waiver continues contributions to the Pension Plan, including an annual inflation adjustment, and a similar disability waiver continues the Life Insurance coverage. Participation ends in Health Insurance and Clinical Medical and Dental programs, except as provided for in any conversion or continuation privileges of the individual programs. Individuals on disability usually can become eligible for the Medicare Disability program after 29 months of disability.

Any employee on disability insurance who is certified as being able to return to full-time employment will be reinstated by the College only if an appropriate opening exists at that
time (unless a Leave of Absence has been granted under the normal provisions of such leaves).

Part-time staff are ineligible for long-term disability insurance coverage.

Unemployment Compensation

Employees who leave the College may contact the Pennsylvania Employment Service to explore eligibility for benefits. Normally, employees who resign or are terminated for willful misconduct are not eligible for unemployment compensation.

Workers' Compensation

If an employee is injured or becomes ill in the course of employment, that individual is responsible for notifying the supervisor immediately, who will in turn notify the Human Resources Office as soon as possible. If necessary, the employee will be sent to a doctor or hospital for treatment. An employee must also advise the supervisor promptly if an accident occurs, whether or not it results in injury. The insurance carrier will be notified by the Human Resources Office and will help to coordinate care and make sure that appropriate follow-up care is given. This will include working with the supervisor and the physician, should the employee have to miss work or have a period of time with restricted duties. Haverford College has arranged for the payment of medical care through the Shared Services Consortium (SSC), administered by SISCO.

In accordance with Section 306(f) of the Pennsylvania Workers’ Compensation Act, the College exercises the right to require that an injured/ill employee initially visit one of the physicians designated on the College’s panel of physicians initially and for ninety days following the date of the employee’s first visit. The College posts a list of medical providers from which employees must select, and distributes notices required under the Act.

Haverford’s Workers' Compensation Insurance will pay all valid eligible doctor and hospital bills for any injury an employee incurs while working for the College. If an employee misses work because of his/her injury, he/she will be paid in accordance with the Pennsylvania Workers' Compensation Act. Haverford employees may apply their available sick and/or vacation leave to cover the first seven days of disability; workers’ compensation coverage will provide payment for each day of disability after the seventh day. If the period of disability is for fourteen days or more, however, workers’ compensation payments will be provided for the entire period of disability. In this case, since an employee would already have been paid for the first seven days out of his/her available sick and/or vacation leave, any check received from workers’ compensation for this same seven-day period must be signed over to the College to avoid a “double payment.”

Social Security

As required by federal law, the College currently deducts a portion of an employee’s salary and contributes an equal amount in the employee’s name to the Social Security
system. In 2009, employees will pay 7.65% of the first $106,800 [this amount is regularly increased by the federal government] and 1.45% of amounts above that level and the College will contribute an equal amount. Benefits and contribution rates are changed frequently by the Congress; current information about benefits may be obtained from either the Human Resources Office or the local Social Security Office.

Pension Plan and Tax Deferred Annuity

After employees have completed one year of service at Haverford as a full-time or part-time regular staff employee, the College will contribute an amount equal to 10% of their salary to a pension program. Employees can direct that this 10% contribution be invested through TIAA-CREF, or Fidelity Investments, or split between the two. Further, employees will be able to direct that the 10% be invested in a wide range of common stock and bond options offered by TIAA-CREF and Fidelity Investments.

In addition to the basic 10% retirement plan contribution, employees may at any time begin making voluntary, tax-deferred contributions under the Haverford College Tax-Deferred Annuity plan. These voluntary contributions can be invested with the same vendors to whom the College contributes under the basic plan.

Further details about these two programs are contained in the Summary Plan Descriptions, which, along with application forms and other, more detailed information, are available from the Human Resources Office. Employees must come to the Human Resources Office to initiate the sign-up process to participate in these programs.

Emeriti Retirement Health Solutions

Haverford participates in the Emeriti Retirement Health Solutions program to provide for post-retirement medical needs. Contributions will be made to the plan by the College for all benefit-eligible employees over age 40. Employees may make after-tax contributions. These contributions may be invested in mutual funds made available through Fidelity Investments in Fidelity’s Freedom Funds menu. After seven years of participation in the program, College-contributed funds become fully employee owned; these funds will be available after retirement to cover post-retirement medical expenses. Retirees from the College have access to several options for health coverage to supplement Medicare and provide for prescription medications through programs managed by Aetna. Full details and a Summary Plan description are available from the Human Resources Office.

Employee Tuition Benefit

Full-time employees may take one undergraduate course per semester for credit or for audit without charge, at Haverford College or Bryn Mawr College. Employees who wish to take a course for credit must obtain approval to do so from the supervisor and the Director of Admission, under the normal rules for admission to the College, and the instructor, under the usual rules for registration. For auditing a course, employees must seek the approval of the supervisor, the Dean of the College, and the course instructor,
under the usual rules for registration. Employees who take a course for credit or audit during normal working hours must arrange with their supervisor to make up the time spent in class. Part-time regular and other employees are not eligible for this benefit.

Full-time employees may also take a limited number of graduate courses, without charge, toward a graduate degree at Bryn Mawr College. Employees must first formally apply and gain admission to the Graduate School of Arts and Sciences (which has a limit of three units without charge) or the Graduate School of Social Work (limit of four units). Interested employees should contact the Office of Special Academic Programs at Bryn Mawr College for further information. At the present time the tuition for such courses is not considered taxable income by the IRS, but this section of the tax code is subject to change. Before enrolling in a course, employees should check with the Business Office concerning the tax status of this benefit.

College courses taken outside Haverford College and/or Bryn Mawr College are ineligible for the employee tuition benefit.

Tuition - Children of Employees

Full-time employees who have been employed by the College for seven years or longer may apply for payments of up to 50% of tuition for dependent children at Haverford, at other accredited colleges or universities, and at other institutions of post-secondary education [e.g., accredited technical and trade schools]. Payments are available for up to two children, under age 25, and may continue for up to four years of full-time education. Full details about the program are available from the Accounting Manager.

Part-time regular employees who have been employed by the College for seven years or longer may apply for a pro-rated benefit.

Regular, benefits-eligible employees, both full time and part time, who have been employed less than seven years with Haverford College at the time their children enter college are eligible for a modified benefit if their previous employer had a similar program and they were eligible for that employer’s program at the time they accepted employment with Haverford College. In such cases, the College will honor the lesser of the terms of the previous employer’s program, or the College’s own program, until the College’s seven-year eligibility requirement is achieved. This modified benefit will be prorated if the employee is part time.

Carebridge

Carebridge is an outside organization that contracts with Haverford College to provide a variety of services to and support for College employees.

Carebridge offers information and referrals for issues as diverse as dependent care, work-life problems, care for aging parents, summer camps, and travel planning. Carebridge can, for example, help employees locate day care services, including in-home care, day care centers, Nannies/Au pairs, emergency/back-up care, nursery schools/preschools, and kindergartens. Assistance is available to sort through health care options, nursing
facilities, home care, and other needs for dependent parents. Information and counseling are also available concerning such issues as:

- Parenting
- Personal financial management
- Child development
- Continuing education
- School guidance
- College planning
- Adoption planning
- Time & stress management.

As an employee assistance program (EAP) provider, Carebridge is equipped to help College employees with short-term counseling needs, typically by phone, and to serve as an excellent source for referrals to practitioners in the area when needs exist that require longer-term professional services.

Carebridge services are available to all full-time and part-time permanent College employees by calling 1-800-437-0911.

**Travel on College Business**

Employees who have been authorized by their supervisor to travel off campus on behalf of the College will be paid for all reasonable lodging, meals, and transportation expenses. Employees who use their own automobile for traveling will be reimbursed per mile of usage. Contact the Business Office for information about the current reimbursement rate per mile, and required documentation for reimbursement of expenses.

Those traveling on College business are also provided with Travel Accident insurance coverage. The coverage insures against accidental death and provides five times the annual base salary up to a maximum of $500,000. The coverage applies to all accidents, and includes riding as a passenger on any form of public transportation or driving a personal car. Further details are available from the Human Resources Office.

**Credit Union**

Haverford College participates in the multi-employer NBA Federal Credit Union. All employees are eligible to join the credit union, and deposits may be deducted directly from one’s paycheck. **As the College’s deposit to the Credit Union—on behalf of participating employees—is not presently done through electronic transfer, employees’ access to the funds credited to their individual account will generally be delayed a day or so.**

The Credit Union provides for regular savings at competitive interest rates and provides loans to members at attractive rates. Other services available to members of the Credit Union include Holiday and Vacation Savings Accounts, Individual Retirement Accounts, discount purchasing opportunities, and a travel service with discounted rates. Forms and further information are available from the College’s Human Resources Office.
TransitChek

TransitChek is a commuter benefit program that Haverford College offers employees to help with the cost of commuting on public transit. Under Section 132(f) of the US Internal Revenue Code, employees are eligible for $105 per month in pre-tax payroll deductions. TransitChecks are vouchers that can be redeemed to purchase tickets, tokens, and passes for every transit agency in the region – SEPTA, PATCO, NJ Transit, DART First State and Amtrak (monthly Commuter Tickets). Those who commute on public transportation find it convenient, as well as economical, to utilize this TransitChek benefit.

Employees interested in participating must complete the Payroll Deduction Authorization Form that is available in the Business Office.

Twenty-Five Year Recognition

The College greatly appreciates those whose dedication is represented by long service to the College. A cash award is presented annually by the President of the College to those who have completed 25 years of service.
TIME OFF

Paid Holidays

The College provides the following holidays:

- New Year’s Day
- Martin Luther King Day
- Spring Break (2 days)
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving
- Friday after Thanksgiving
- Christmas Eve
- Christmas Day
- Christmas Break (2 or 3 days)

If one of these holidays falls on a weekend, the College will be closed on an appropriate weekday.

The College may extend the Christmas break for the purpose of energy conservation, in which case Christmas shutdown will extend for six days - e.g. Christmas Eve, Christmas Day, three additional days and New Year's Eve. The Human Resources Office publishes a schedule of holiday dates annually.

If you are a full-time employee, you receive full pay for the above holidays that fall during your scheduled work year. If you work less than 52 weeks, you will not be paid for holidays that occur outside your work year. For example, if you work only during the academic year, you will not be paid for Memorial and Independence Days. If you are a part-time regular employee, you are only paid for the hours you normally would have worked on the day of the holiday. Other employees are not eligible for paid holidays.

Employees required to work on a holiday will be paid their normal hourly rate as well as their holiday pay, unless given a substitute day off in the same pay week. An overtime rate will be paid for hours worked on College holidays only if non-exempt employees are in a pay status in excess of 40 hours for that week.

Personal Days

After one year of service, full-time employees are allotted two personal days per calendar year. New employees hired between January 1 and June 30 will receive two personal days in the following calendar year; new employees hired between July 1 and December 31 will receive one personal day which may be taken in the second half of the following calendar year. Employees working only during the academic year receive 1 1/2 personal days. Part-time regular employees are entitled to one personal day that is proportional to their employment level per calendar year. For example, an employee who regularly works four hours per day may take a day off for which he or she will be paid four hours. Other employees are not eligible for personal days.

Personal days are designed to allow the employee to select paid days off which suit differing individual needs and preferences—for example, the employee’s birthday, Good Friday, or Rosh Hashanah. Personal days, like vacation days, should normally be
scheduled in advance with the approval of the employee’s supervisor. Personal days cannot be accumulated and carried over to the next calendar year, nor will unused personal days be paid upon termination.

Paid Vacation

Paid vacation days are provided based on an employee’s length of service with the College.

The timing of vacation is subject to the approval of the employee’s supervisor. Supervisors will endeavor to accommodate employees’ choice of vacation, but the work of the office or department may preclude an absence at certain times of the year. In the unlikely event that two employees in the same office or department opt for the same vacation period, and the supervisor obviously cannot approve both requests, the request of the employee with the longest period of College service will normally receive first consideration.

The annual vacation period is the calendar year—January 1 through December 31. The number of vacation days, or the length of a vacation, is based upon an employee’s anticipated length of service as of December 31 of that vacation period. Employees who leave College employment before December 31, and have not used all vacation days awarded for the year as of the date of their departure, will receive pay for these unused days in their last paycheck. Employees who leave College employment before December 31, but have taken vacation days in excess of those to which they are entitled as of the date of their departure, will have such excess days of vacation deducted from their final paycheck and agree to such deduction.

Vacation days must be taken in the year in which they are allotted, and may not be carried forward to the following calendar year without the express approval of the Director of Human Resources. Any vacation days not used or carried over with approval will be considered lost.

Paid vacation for full-time employees who work 12 months is:

<table>
<thead>
<tr>
<th>Length of Service</th>
<th>Paid Vacation as of January 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year as of December 31</td>
<td>One day/month of employment, up to 10 days</td>
</tr>
<tr>
<td>At least 1 full year as of Dec 31</td>
<td>10 days</td>
</tr>
<tr>
<td>At least 4 full years as of Dec 31</td>
<td>15 days</td>
</tr>
<tr>
<td>At least 10 full years as of Dec 31</td>
<td>20 days</td>
</tr>
<tr>
<td>At least 15 full years as of Dec 31</td>
<td>21 days</td>
</tr>
<tr>
<td>At least 20 full years as of Dec 31</td>
<td>22 days</td>
</tr>
<tr>
<td>At least 25 full years as of Dec 31</td>
<td>23 days.</td>
</tr>
</tbody>
</table>

Full-time employees who work less than a full year (e.g., the nine months of the academic year) will receive vacation days prorated to the work year. For example, employees who work a 39-week period are eligible for 75% (39/52) of the vacation days listed in the above schedule. Vacation days must be taken within an employee’s work “year,” such as the academic year.
Part-time regular employees who work part-time for the entire year (e.g., 4 hours per day for 52 weeks) will receive, on a pro rated basis, the same number of vacation days, based on length of service, as full-time employees. The pro rated vacation pay will be based upon the number of hours normally worked each day (e.g., 4 hours).

Employees who work part time for less than the full year—for example, the nine months of the academic year—will receive vacation days that are prorated to their work year. A work year of 39 weeks will provide eligibility for 75% (39/52) of the vacation days listed in the above schedule. As with full-time employees who work less than a full year, part-time regular employees must take their vacation days within their work “year,” such as the academic year).

Paid Sick Days

The following policy on paid sick days applies to all full-time and part-time regular non-exempt staff of the College. Initial review employees are not eligible to use paid sick days (although such sick days are accrued) but are covered by workers' compensation insurance if injured during the course of their duties.

Sick days are designed to provide employees with protection against loss of wages due to illness. Sick days are to be used for illness or scheduled appointments with doctors. Employees must notify their immediate supervisor within one hour of their scheduled starting time on any day that they are unable to report to work.

If the absence is caused by illness or injury, the supervisor may request a certificate from the attending physician, attesting to the medical reasons for the absence and providing a medical evaluation as to when the employee will be able to return to work. Certificates from attending physicians may be requested in the case of an illness/injury lasting three or more days. Certificates may be required, regardless of the length of illness/injury, when there has been extensive use of sick days, either in a single, extended episode or through a series of one-time absences. In the latter circumstances, an employee will normally be notified in writing that such documentation will be required. When an attending physician’s certificate has been requested, but has not been provided, the employee will not be paid for the absence. (Failure to provide a certification can also have implications respecting approval of leaves of absence, as noted in sections of this Handbook pertaining to leaves.)

The annual period for the allotment of sick days is January 1 through December 31. Employees are allotted sick days at the rate of 1 day per month of employment (12 days annually). One day is the equivalent of the normally scheduled workday. For example, if a part-time employee normally works four hours per day, he/she will be paid for four hours on a sick day.

Unused sick days are accumulated from one year to the next to a maximum of 130 days (6 months). It is important for employees to accumulate enough sick days to cover time away from work due to injury or illness until they are eligible to apply for short-term disability leave.
Employees with less than one year of service as of January 1 are eligible to be paid for sick days that have been allotted up to the time they are sick. Additional sick days taken will be unpaid.

Employees with at least one year of service as of January 1 are eligible to be paid for sick days that will be provided in the current year. For example, if an employee is sick for 5 days in February, and his/her unused, allotted sick days only total 3 days’ worth, he/she will be paid for the 2 additional sick days—even though those two additional days have not yet been allotted.

Employees who leave College employment and have been paid for sick days not yet been allotted at the time of their termination date will have those previously paid days deducted from their final paycheck and agree to such deduction. Unused sick days will not be paid when individuals leave College employment.

Paid Sick Days: Dependent Care

The College recognizes that employees with dependents may need time to deal with illness of those dependents on an occasional basis. Employees may utilize their sick days to deal with such situations. In addition to those dependents defined as such on page 9 of the Staff Handbook, this use of sick days can also apply to the short-term care of a parent living in the home of the employee. Extended illness of a spouse or domestic partner, son, daughter, or parent is covered under the Family and Medical Leave policy of the College.

All other departmental or College rules apply to an attending physician's certificate concerning a dependent's illness. For instance, if an employee would be required to provide an attending physician's certificate for sick time used for himself/herself, such an employee would also be required to provide an attending physician's certificate concerning the illness of his/her dependent.

Short-term Disability Leave

The goal of the short-term disability leave program is to provide a “bridge” until the College’s long-term disability insurance coverage becomes effective. Only full-time employees are eligible for short-term disability leave which, when granted, will provide full salary and continuation of benefits until the start of the long-term disability leave. Additional vacation and other paid time off will not continue to accumulate during a short-term disability leave.

After one year of employment as a full-time employee, an employee whose absence has extended for longer than 8 weeks, due to illness or injury, may apply to the College for a short-term disability leave under the following conditions:

1) The employee has expended accumulated paid sick days and normal vacation days;
2) The employee submits the medical documentation requested by the College, including, if needed, a second opinion; and

3) The request for short-term disability leave is the result of one continuing condition, not a series of separate illnesses or injuries.

Short-term disability leave is not an entitlement. It is granted, at the College’s discretion, after the conditions of each case have been evaluated by the Vice President for Finance and Administration.

If an employee has accumulated enough sick days, there will be no break in salary between the end of paid time off and the start of the short-term disability leave program. Recently hired employees, as well as those who had previously expended all of their sick days, will experience a period of unpaid time before short-term disability leave can begin.

An employee on short-term disability leave must provide certification to the Human Resources Office from his or her physician if it should happen that the employee is able to resume his or her normal duties.

Unpaid Leave of Absence

An Unpaid Leave of Absence, which may be granted by the College at its discretion, is a formally authorized period away from the job. A department supervisor, with the approval of the Director of Human Resources, may grant a leave of absence without salary to any employee for a period of up to six months. A leave of absence generally will be for the purposes of study, travel, or otherwise engaging in professional growth or development. To be eligible for a leave of absence, an employee must have completed at least one year of continuous employment prior to the beginning of the leave. An additional three months of leave may be granted if circumstances warrant.

Employees wishing to take a Leave of Absence should inform the Human Resources Office in writing as far in advance as possible, and in any case at least twenty (20) working days prior to the start of the requested leave. The request must state the reason for the leave and the expected duration. Workload, the employee’s past performance, attendance record, length of service, reason for leave, and recommendation of the employee’s supervisor will be taken into account when the College considers whether to approve the employee’s request for a Leave of Absence. The employee will be notified in writing if the leave has been granted.

After the first four weeks of a leave of absence, the College will continue to carry an employee under its medical insurance plan only if the employee pays the full monthly premium. An employee may continue to participate in the clinical medical and dental programs. No contribution to the pension plan will be made by the College on the employee’s behalf, as this program is a function of salary earned. The College will not continue disability insurance coverage during the leave. No vacation or sick leave benefits are awarded during the leave, nor is leave time added to length of service.
An employee who fails to return at the end of an approved Unpaid Leave of Absence will be considered to have resigned.

Unpaid Leave for Military Service

The College grants leaves when employees are absent from work due to service in any of the U.S. Armed Forces, including reserve units and the National Guard. These leaves will be granted in full conformity with the Uniformed Services Employment and Reemployment Rights Act (“USERRA”) and analogous state law. Contact the Human Resources Office for more information about such leaves.

Child Birth Leave

Haverford’s childbirth leave is designed to support the mother who is giving birth to a child. Pregnant employees may work as close to the time of delivery as they wish. An expectant mother may elect to divide the three months of paid leave (including benefits) before and after the delivery. For employees who are unable, because of continued medical disability, to return to work after three months of paid leave, the provisions of the short-term disability leave and long-term disability policies will apply.

To be eligible for paid childbirth leave, employees must have completed one year of continuous employment, on either a full-time or part-time regular basis, prior to the beginning of the leave, and have requested and received approval of the leave at least three months in advance. The employee and her supervisor should plan out the details of the leave (e.g., the dates, additional unpaid leave if requested, how the position will be filled during the absence, etc.), and this proposed leave plan must then be approved by the Director of Human Resources.

The College may grant additional unpaid leave for up to a total of one year, subject to agreement between the employee and the department head. (See Family and Medical Leave Act below.)

Family and Medical Leave Act

The College grants unpaid leaves of absence in compliance with the federal Family and Medical Leave Act (FMLA). To be eligible, an employee must have worked for the College at least 12 months (not necessarily consecutive) as well as 1,250 hours in the 12 months prior to when the leave is to begin. Up to 12 weeks of FMLA leave during a 12-month period will be provided for:

1. The birth/adoption of the employee’s child, or placement of a child with the employee for foster care, in order to care for the child. The leave must be taken within 12 months of the birth/adoption/placement.

2. To care for the employee’s spouse, domestic partner, son, daughter, or parent with a serious health condition, or for the employee’s own serious health condition that renders him/her unable to perform his/her job functions.
3. Because of any qualifying exigency due to the employee’s spouse, son, daughter, or parent being notified of a call to or serving on covered active duty in the U.S. Armed Forces.

Finally, Haverford also will grant up to 26-workweeks of FMLA leave in a single 12-month period to an employee who is the spouse, son, daughter, parent or next of kin of a covered service member in the U.S. Armed Forces with serious injury or illness to care for the service member.

If both an employee and his/her spouse are employed by Haverford and eligible for leave, certain spousal combined limits on maximum FMLA leave entitlements will apply. Please contact Human Resources for details on the combined limits.

For leaves numbered 1 through 3 above, Haverford uses a rolling backward 12-month period. The single 12-month period for covered service member leave begins on the first day the eligible employee takes this type of leave, and during the period, an employee cannot receive more than 26 weeks of leave for all types of FMLA leave.

A supervisor aware of an absence that may qualify for FMLA leave is to contact Human Resources promptly. An employee must submit a written request for leave to the Human Resources Director not less than 30 days in advance, if the need for leave is foreseeable to that extent; if not, then as soon as practical and at least within two working days of learning of a need for leave. An employee’s failure to provide proper notice may result in the delay of the start of or denial of leave.

Once aware of an absence that may be FMLA-qualifying, the Human Resources Director will send the employee notices of general eligibility for leave and of rights and responsibilities under the FMLA, as well as various forms for completion. The employee will be required to support a leave request with appropriate documentation as follows:

1. Leave due to a serious health condition -- medical certification issued by a treating healthcare provider on a Certification of Healthcare Provider Form, and any subsequent re-certifications required by Haverford.

2. Qualifying exigency leave -- copy of the military member’s active duty orders or other similar documentation issued by the military, and certification on a Certification of Qualifying Exigency for Military Family Leave form.

3. Covered service member leave, -- certification completed by the employee/covered service member and the authorized health care provider on a Certification of Serious Injury or Illness of a Covered Service Member form.

4. Leave for the birth, adoption or foster care placement of a child, acceptable supporting documentation.

The employee must submit complete and sufficient supporting documentation to the Human Resources Director within 15 days after receiving the applicable request for information and form(s) from Haverford College. If he/she does not, the start of the
leave may be delayed until the documentation is submitted, or the leave may be denied. If denied, unexcused absences may result in discipline, up to and including termination.

At the College’s expense, an employee may be required to obtain a second medical opinion chosen by Haverford, and if the first two opinions differ, may also be required to obtain a third opinion by a healthcare provider chosen jointly by the employee and Haverford. Generally, the third opinion will be binding. Pending receipt of a second or third opinion, provisional FMLA will be extended. However, if a right to FMLA leave is not ultimately substantiated, the time away from work will not count as FMLA leave and any unexcused absences may result in discipline, up to and including termination.

Upon receipt by Haverford of documentation verifying that an employee’s requested leave is FMLA-qualifying, it will be formally designated. If need for leave extends beyond the initial period approved, a request for an extension must be made to the Human Resources Director.

In all cases, both paid and unpaid FMLA-qualifying absences will be counted as FMLA leave. Employees must first use any unused paid time off for leave appropriate to the reason for leave which he/she has available and/or has been approved by the College (sick, vacation, personal days, or other paid time off) before being placed in an unpaid status during the FMLA leave.

An employee will be directed to periodically report during his/her leave to the Human Resources Director, and failure to comply may affect the employee’s leave and/or employment status. During leave, the College will continue to provide the same level of insurance benefits as were available to the employee at the start of the leave—provided the employee remains in a paid status or, if in an unpaid status, the employee pays premiums he or she would otherwise have as an active employee. Failure to pay the benefit contributions may result in termination of program participation for that benefit.

Respecting eligibility to participate and/or for vesting in the College’s retirement plan, the FMLA leave period will be treated as continuous service. As during any unpaid leave, crediting of benefits will cease and will resume upon return to active employment in an eligible classification.

An employee must notify Haverford notice of his/her intent to return to work from FMLA leave as far in advance of the expected return date as possible. In the case of leave due to a serious health condition of a family member and/or serious injury or illness of a service member, the employee must promptly notify the Human Resources Director when the employee is no longer needed to provide care. An employee is expected to return to work from FMLA leave on the first scheduled workday after the end of the date through which the leave was approved. Failure to do so may result in corrective action, up to and including termination.

Prior to returning to work from a leave due to his/her own serious health condition, the employee will be required to submit a fitness for duty certification. His/her return to
work may be delayed until a satisfactory certification is received, and failure to provide such certification may result in discipline, up to and including termination.

If an employee fails to return to work at the end of the FMLA for reasons other than the continuation, recurrence or onset of a certified serious health condition or any other circumstances beyond the employee’s control, Haverford may recover its costs for maintaining group health coverage during the employee’s FMLA leave. However, if the failure to return is due to circumstances beyond the employee’s control, Haverford may not recover costs, provided the employee submits certification of the serious health condition within 30 days of the date requested. Failure to submit such certification within the 30 days may result in Haverford’s recovering its share of the costs of providing the employee coverage.

When an employee takes an FMLA leave for the intended purposes of the leave, returns from leave in a timely fashion, and provides all completed documentation required by Haverford, he/she will be reinstated to the position he/she held when the leave began or to an equivalent one. Reinstatement may be denied when allowed by law.

Generally and unless otherwise required by applicable law, an employee who has been absent from work on a leave or combination of leaves (approved, pending or denied) and who has exhausted both the time off (paid or unpaid) to which he/she is entitled under an applicable statute and Haverford-provided benefits for paid leave will be terminated from the payroll.

Questions about FMLA leave should be directed to Human Resources.

Funeral Leave

If an employee is full-time and someone in his or her immediate family dies, Haverford will grant a leave with pay for up to five days to attend the funeral. For these purposes, “immediate family” is considered to be one’s spouse or domestic partner, child, parent, sibling, or legal guardian. In addition, if a grandparent, grandchild, or father-/mother-in-law dies, an employee may take up to three days with pay to attend the funeral. If an aunt, uncle, nephew, niece, or brother-/sister-in-law dies, an employee will be granted one day with pay to attend the funeral. If a relative dies who is not in one of the aforementioned groups, or if an employee should need more time and has already expended available personal and/or vacation days, the College is willing to work out an appropriate unpaid leave of absence.

Continued assistance is also available to College employees through Carebridge.
Jury Duty

Employees who are selected for jury duty must notify their supervisor of the date before actual jury duty begins. Time spent on jury duty should be so indicated on the bi-weekly time sheet; employees will be paid their regular salary for this time. Employees may retain any payment they receive for jury duty from the federal government, state, or municipality.

Periodic Physical Exams: A Day Off With Pay

To encourage and further support preventive medical care, the College will provide one day off with pay every two years for regular full-time and part-time regular employees who have two or more years of service and who are under age 40 in order to have a physical exam; for those over age 40, the paid day off for the physical exam is provided annually.

Employees must use the day off to obtain a complete physical examination from one of the College's medical panel physicians, their HMO primary care physician, or their Personal Choice primary care physician, to include all related lab work. In order to have the day off with pay, the employee must provide his/her supervisor with documentation (a note from the physician) of having had a complete physical and the lab work on that day.

Under this arrangement, the medical exam will be free of charge (or very low cost) to the employee, and the employee will be compensated with a day's pay. Personal Choice, HMO, or Point of Service subscribers may incur a copay for the office visit. All tests prescribed by the primary care physician will be fully covered.

All eligible employees should consult with their supervisors to determine an agreeable date to be away from their responsibilities to access this benefit. Questions about Personal Choice and HMO coverages should be directed to the Human Resources Office.
POLICIES AND PROCEDURES

Staff employees are expected to familiarize themselves with the policies and procedures of the College, as outlined in this Handbook, the Haverford Course Catalog, departmental Handbook and procedural manuals, and other distributed policy statements.

Weather Emergencies

Haverford College is a residential community that continues to operate as long as students are present. In snow storms or other severe weather, a decision on early dismissal or curtailment of services will be made by the Vice President for Finance and Administration, in consultation with the President. There are three types of response to weather emergencies.

1. Early Dismissal. When inclement weather arrives during a workday, a decision may be made to dismiss employees early. Individual offices may not release employees until they have received formal notification of an institution-wide decision. Once that decision is made, supervisors will be informed via e-mail and, if possible, by telephone, about the details, including the official time of dismissal.

When an institutional decision has been made to dismiss early because of weather conditions, employees who are at work that day will be paid for their normal workday. Those who are required to work beyond an official time of dismissal because of the nature of their work will be paid two times their normal earnings for the remainder of their normally scheduled hours. If an employee is required to work beyond normal work hours, such as for clearing roadways, the employee will receive two and 1/2 times his or her normal earnings for those additional hours worked.

Example: Employees are dismissed at 2 p.m. An employee who normally completes her work at 4 p.m. is required to remain at her post because of the nature of her work, and receives two times her normal pay for the additional two hours. She is then asked to continue to work until 5 p.m., and is paid two and 1/2 times her normal pay for the additional hour.

2. Late Arrival. Inclement weather that occurs overnight may delay the timely arrival of employees on campus. Employees who come to work under adverse weather conditions will be paid in full for that day, even though they may be delayed by the conditions and arrive late. Each employee ultimately must decide if road conditions make travel unsafe or unwise, i.e., employees are not asked to travel if they feel they are taking undue risk in doing so. Employees who are unable to get to work because of weather-related conditions—even though the College is open—may use personal days or vacation time, as available, or may elect to take the day without pay.

Example: An overnight snowstorm makes travel extremely difficult during the morning rush hour. Employees who do not reach campus at the time they normally begin work, but arrive later in the day, will be paid in full at their normal pay rate.
3. **Snow/Ice Day.** Since Haverford is a residential College and many faculty live on or near campus, classes will be suspended only in extraordinarily difficult weather conditions. Even in such unusual circumstances, the student body must be housed and fed, security must be provided, and efforts must be made to clear campus roads and paths.

Only the President of the College (or, in his absence, the Vice President for Finance and Administration, in consultation with the Provost) may declare a Snow/Ice Day, and will do so after discussion with officials of Bryn Mawr College. If at all possible, such a decision will be made no later than 6:00 a.m. Employees can obtain information about a Snow/Ice Day by calling a recorded message at (610) 896-4299. Employees may contact the Department of Safety and Security at (610) 896-1111.

All employees who were scheduled to work on a day that is declared a Snow/Ice Day will be paid in full for the hours they were to work. Employees who do work on a Snow/Ice Day will be paid two and a half times their normal earnings for all hours worked, regardless of their scheduled hours. Employees who are on a previously scheduled vacation or personal day will be paid for their vacation or personal pay as scheduled.

Example: The President declares a Snow/Ice Day. Most employees are not asked to report to the campus but will receive pay as though they had worked a normal day. An employee reports to work at 8:00 a.m. to provide services to the student body (e.g., food services) and works his/her normal eight-hour shift plus an additional two hours. The employee will be paid at two and a half times his/her normal hourly rate for all ten hours worked on the Snow/Ice Day.

Individual departments and offices may implement internal guidelines and schedules to ensure that critical staffing needs are met during times of extreme weather conditions.

---

**Smoking**

The demonstrated negative effects of cigarette smoke on smokers and non-smokers pose a significant health risk to employees, students, and visitors. In order to provide a healthful campus environment, it is the policy of the College that no smoking is permitted in any building on the campus with the exception of students in their own dormitory rooms, and the College’s risk management insurance carrier strongly discourages even this allowance.

The College provides reimbursement of up to $100 to those employees who participate in the smoking cessation program of their choice. In order to receive this reimbursement, employees should present a receipt, canceled check, or medical documentation to the Human Resources Office. For those who choose to use the nicotine patch, the $100 reimbursement must be coordinated with medical coverage, because this item requires a doctor’s prescription.

---

**Individual Liability**

As part of the College’s general liability insurance coverage, all employees are covered as “Named Insured.” This means that, subject to the terms of the policy, employees will
be defended in the case of lawsuit arising from actions taken in the normal course of employment, up to the appropriate limit maintained in the policy. Excluded from this coverage are willful negligence and other violations of the law. Other exclusions may apply as stated in the policy.

Reporting Changes

Changes in name, address, telephone number, marital status, and dependents can affect the administration of compensation and employee benefits, so prompt reporting of these changes to the Human Resources Office is important and expected.

Policy on Drugs and Alcohol

The College has instituted this policy, and implemented programs, in compliance with the federal Drug-Free Workplace Act of 1988, which has been in effect since March 18, 1989. The aim of this policy is to ensure a safe, drug and alcohol-free environment for the Haverford College community.

Health, safety, and well-being are jeopardized whenever an employee possesses, uses, or is under the influence of drugs or alcohol while on the College’s property, in its vehicles, or engaged in College activities. Both judgment and productivity can be adversely affected; a wide range of serious illnesses and injuries may result from use of drugs and/or alcohol.

In light of these facts, the College prohibits, while on College property or as part of any College activity:

- the unlawful use of alcohol;
- the unlawful use, possession, dispensation, distribution, or manufacture of controlled substances, as defined in federal statutes;
- being under the influence of a controlled substance, as defined in federal statutes.

Coming to work, working, or attempting to work under the influence of alcohol or a controlled substance is strictly prohibited. Engaging in any activity—whether on or off the job—that involves an unlawful controlled substance is contrary to the College’s emphasis on values, personal responsibility, and community, and is a violation of this policy.

Violations of this policy may result in discipline, up to and including termination of employment, even for a first offense. Violations may also be reported to appropriate legal authorities. Information about the legal sanctions associated with the unlawful use, possession, distribution, dispensation, and/or manufacture of a controlled substance is contained in summaries of federal and state law available in the Human Resources Office.
Individuals who voluntarily wish to seek referral for counseling concerning, or treatment of, substance abuse problems are encouraged to consult with the College’s Health Services or Psychological Services Offices, or to contact Carebridge or Independence Blue Cross for such assistance. Referrals are confidential; employees are encouraged to seek assistance if they believe they have a problem. An employee’s decision to seek counseling will not excuse appropriate disciplinary action for violation of this or other College policies. The Human Resources Office will consider requests for unpaid leave of absence of up to one month for employees who are seeking residential treatment for substance abuse problems.

Any supervisor who suspects that a violation of this policy has occurred should consult with the Human Resources Office to determine the appropriate action to be taken. Such action may include:

- directing the employee to the College’s Health Services or Psychological Services Offices, or to Carebridge, for counseling and subsequent referral and/or
- imposing discipline, up to and including termination, depending upon the relevant circumstances.

In cases where possession, dispensation, distribution, or manufacture is suspected, the Safety and Security Department should be contacted concerning the possible need for a formal investigation. The College also reserves the right to require that an employee submit to substance abuse/alcohol testing as a condition of continued employment.

Pursuant to federal law, the College will take one of the following actions within 30 days of receiving notice that an employee has been convicted under any criminal drug statute for a workplace violation:

- Appropriate personnel action, up to and including termination, or
- Require that such employee participate satisfactorily in a drug abuse assistance or rehabilitation program.

In addition, employees are required, as a condition of employment, to abide by this policy and inform the College within five days if they are convicted of a drug violation. Such convictions must be reported to any appropriate federal contractor or grantor within 10 days.

Security Inspections

The College endeavors to maintain a work environment free of drugs, alcohol, firearms, explosives, and other dangerous and problematic materials. To this end, the College prohibits the control, possession, transfer, sale, or use of such materials on its premises and requires the cooperation of all employees in administering this policy. The College reserves the right to conduct inspections to enforce this policy, and employees are required to cooperate with such inspections as a condition of continued employment. In
enforcing this policy, the College will endeavor to protect the privacy of individuals to the extent practical.

Non-Solicitation/Non-Distribution

The College intends for its employees to be free from unwarranted interruptions that distract them from concentrating on work priorities. Thus, the College does not permit an employee to distribute literature to or solicit other employees when either the employee doing the distributing or soliciting, or the employee receiving literature or being solicited, is on working time (i.e., is supposed to be performing his/her duties). Also, distribution of literature is prohibited at all times in all working areas of the College.

Otherwise, employees may solicit/distribute literature to other employees on College property for any lawful purpose as long as the activity does not interfere with College business. Non-employees are prohibited from engaging in solicitation or distribution of literature for any purpose on College property or grounds at any time.

Consensual Relations

The general aims of an educational institution and the particular values of Haverford College as a residential educational community of full-time undergraduate students are compromised by sexual relationships between employees of the College and students.

Educational mission: Sexual relationships between employees and students can have a negative effect upon students' free pursuit of their academic courses of study.

Power: Faculty, administrators, and other employees possess an authority over students, which, if inappropriately wielded, may be detrimental to the atmosphere of trust upon which the community and classroom rely. The asymmetry in power is not absolute, or invariable, but it always exists.

Consent: Given this power differential, sexual relationships between students and employees of the College are likely to call into question any assumed consent. It is often difficult for a student to be certain of the motives of a faculty or staff member; it is also difficult for a person in a position of authority to be certain that a student's consent is not motivated by an unspoken fear of the consequences of not consenting. In the case of instructors, coaches, and some administrators, the respect and trust accorded to them by students, as well as the power exercised by them over students in assigning grades, giving academic advice, providing evaluations and recommendations, and/or granting prominent positions in an organization or on a team, greatly diminish students’ actual freedom of choice concerning a sexual relationship.

Conflicts of interest and third party consequences: The possible harm can extend beyond the involved student to other students. Whether or not there is true consent (which may not be clear to others), knowledge of an intimate relationship may interfere with the ability of other students to work comfortably and effectively. Sexual relationships often create, or appear to create, general conflicts of interest, including the fear on the part of third parties of unfair treatment. Sexual relationships between College employees and
students can be detrimental to the ideals of a trust-based community—a community where favoritism and the appearance of favoritism are expected to be absent.

**Faculty and staff protection:** Students, too, have formal and informal powers that may affect the careers of College employees. Because of the power differential, persons in positions of authority, such as members of the faculty or staff, may find it difficult, should the relationship end acrimoniously, to prove that the relationship was fully consensual.

Therefore:

Sexual relationships between employees of Haverford College and undergraduate students in the Haverford/Bryn Mawr community are unacceptable because they interfere with the educational mission of the College and threaten the climate of trust, concern, and respect to which the Haverford College community has always been committed. Students and employees are expected to maintain professional, non-sexual relations. If it becomes known that an employee has violated this policy, the employee's accountability is not reduced—even if the relationship was begun consensually or was not initiated by the employee. It is the employee's institutional responsibility to deal in a professional manner with such situations when they arise. A violation of this policy may lead to disciplinary action, up to and including termination.

Any member of the Haverford College community who has reason to believe a sexual relationship exists between an employee of the College and an undergraduate student in the bi-college community should contact the Equal Employment Opportunity Officer (EEOO) directly, or may contact the Dean of the College, or the Provost, who will refer the matter to the EEOO. The EEOO will make informal and confidential inquiries about the report, and, if it appears well grounded, will attempt to resolve the matter directly with the individual(s) involved.

Should the problem not be resolved informally, the EEOO will, after seeking the assistance and advice of a second officer, the Provost, or the Dean, report the matter to the President. The President will convene a panel using a procedure modeled on that used for handling allegations of sexual harassment, as outlined in the faculty, administrative/professional, and staff handbooks.

**Exceptions and classifications:** At present, recent graduates who are employed by the College are counseled in a number of areas about their interaction with students. While recent graduates will not be required to terminate an existing relationship with a student, they will be made aware of this policy, advised to observe its spirit in their conduct, and be expected not to initiate any new relationship.

**Privacy of Records and Confidentiality**

As a matter of College policy, information about an employee is not released upon outside inquiry without the employee’s written authorization. General inquiries from media outlets should be referred to the Director of College Communications, while
specific requests concerning salary, length of service, and such related data should be referred to the Human Resources Office. Exceptions to this policy will be made to comply with requests for information from governmental agencies or to comply with legal process.

The release of information about students is governed by the Family Educational Rights and Privacy Act of 1974 (FERPA), also known as the Buckley Amendment. This Act was designed to allow student access to any College records which touch and concern them personally, if such records may be released to outsiders (agencies, employers, graduate schools, etc.) or to insiders at the College who are not in the department or office where the records are maintained. The Act applies to both currently enrolled students and alumni.

Many offices on campus maintain confidential information. These offices keep a list of the kinds of confidential material; a list by category or title of those having access to the material; and a list of persons, including date and reason(s) for actually seeking the information, who have been granted access. Following appropriate safeguards and full compliance with FERPA are requirements of College policy. Questions concerning the applicability of this policy to a specific situation should be addressed to the Dean’s Office.

In keeping with these policies, anyone who handles personal information about employees or students has the obligation to maintain strict confidentiality.

Conflict of Interest Policy

Employees have a duty to carry out their responsibilities in good faith and with due regard for the best interests of the College. A conflict of interest or possible conflict of interest may arise between the personal/business interests of an employee and the responsibilities he/she has to the College. A conflict may exist, for example, if an employee’s judgment is adversely influenced with respect to his/her job responsibilities, or if a decision he/she makes leads to his/her personal financial gain, or potential financial gain, or to that of a member of his/her family.

Employees are encouraged to avoid any conflict between their personal/business interests and the interests of the College, even the appearance of such. However, when a conflict or possible conflict of interest exists, the employee shall promptly make full disclosure to his/her department head and/or the appropriate senior staff member. Faculty members shall report to the Provost.

With any conflict of interest, the employee shall not initiate any related contract or transaction to which the College is a party, and shall otherwise refrain from acting, until written approval is received from the appropriate senior staff member.
Employees may not accept gifts or any payments from vendors or potential vendors to the College, except for the occasional nominal gift, such as a meal, ticket to a sporting event, or a book.

Unauthorized use of College resources or property is also unacceptable.

The Disciplinary Process

On occasion, situations occur in the work environment that challenge the spirit of cooperation or result in an unacceptable level of job performance. The following infractions are examples of behaviors that will typically warrant disciplinary action being taken by the College. This list does not include all possible examples of behaviors that may lead to discipline:

- failure to perform assigned duties; non-compliance with instructions;
- leaving the work site during working hours without the supervisor’s permission;
- interfering with the work performance of another employee;
- habitual tardiness; failure to report to work without proper notice to the supervisor;
- insubordination; insolent, obscene or rude speech;
- theft, misappropriation, destruction or unauthorized possession or use of College property;
- falsification or destruction of College records;
- sexual harassment of another employee or student
- violation of the College’s policies on Non-Discrimination/Non-Harassment or Consensual Relations;
- possession or use of alcoholic beverages on the work site; reporting to work under the influence of alcohol; furnishing alcohol to minors;
- gambling or the possession of gambling devices on College property;
- possession, use or sale of controlled substances; reporting to work under the influence of controlled substances;
• possession or use of firearms, dangerous weapons, or explosives;
• threatening, intimidating, or coercing another employee or student;
• threats or acts of physical violence or fighting;
• any incident of misconduct which could threaten the physical or mental well being of members of the College community or the reputation, standing or assets of the College.

The steps of Haverford's progressive disciplinary process are listed below. Note: When a situation is serious, the College may initiate immediate action at step 3 or step 4, as it deems appropriate. The College may also skip or repeat steps in the process, depending on the facts and circumstances. In addition, employees who receive less than satisfactory performance evaluations may be given specific objectives and time periods within which to improve performance. An employee’s failure to meet these objectives may lead to termination of employment without regard to the disciplinary steps.

1) Verbal Warning
2) Written Warning
3) Suspension Without Pay
4) Termination

Progressive disciplinary action is intended to provide an opportunity to correct areas of misunderstanding, eliminate deficiencies in conduct and/or performance, and resolve workplace conflicts. To ensure that disciplinary action is appropriate and is properly documented, supervisors must consult with the Director of Human Resources.

A detailed explanation of each step in the progressive disciplinary process is set forth below.

**Verbal Warning.** Verbal warnings may be given to correct areas of unsatisfactory work performance, address conduct problems, and clarify work rules and policy. Such verbal warnings should be administered in private, with the supervisor clearly stating the reason for the warning and the employee given the opportunity to speak to the matter or incident that has prompted the warning. The supervisor must state clearly his/her expectations for change on the part of the employee. The supervisor should maintain within the department an informal record of this meeting, including date, time, matters discussed, and stated expectations for change, and inform the Director of Human Resources.

**Written Warning.** A written warning may be issued for a repeated infraction, despite an earlier verbal warning, or for a more serious first incident. The written warning is a formal, detailed record of what occurred, and it must include a reference to
the earlier verbal warning, if applicable, and the supervisor's stated expectations for improvement. The employee must be given a copy of the warning, be provided the opportunity to speak to the matter or incident that has prompted it, and be informed that a copy is to be placed in his/her official personnel file in Human Resources.

The employee should be asked to sign the original warning as an acknowledgement of having read and understood the document. An employee's signature does not necessarily indicate agreement with the warning, but acknowledges receipt of it. In the event that the employee refuses to sign the warning, the supervisor should note this refusal on the document. The employee may attach his/her written comments to the warning, which will be placed in his/her personnel file with the warning. The supervisor is responsible for maintaining this documentation at the departmental level and providing a copy to the Director of Human Resources.

**Suspension Without Pay.** In some situations, termination will follow the Written Warning. In other situations, the supervisor may choose to underscore the seriousness of a problem and, at the same time, provide the employee with a final opportunity for re-evaluation of his/her conduct and/or work performance when the only other alternative is termination. In such cases, the supervisor should review all the salient facts from the prior warning(s) and present the situation to the Director of Human Resources. If the Director of Human Resources agrees that suspension without pay could be helpful in bringing about an appropriate change in conduct and/or work performance, the employee will be suspended for a period of one (1) to five (5) days.

The employee should be informed of his or her suspension without pay at a private meeting in which the supervisor explains the reason(s) for the suspension. The supervisor should explain that, although the suspension is “without pay,” the employee's medical and other benefits not dependent on salary will continue during the suspension period as an indication of the College's desire for the employee to return to a mutually productive working relationship.

A suspension *with* pay may be used when there is a need to investigate a workplace incident, often involving two or more employees, and it is prudent to remove those employees from the workplace while the investigation is in process. Following the investigation of the incident, disciplinary action may be taken, if appropriate.

**Termination.** Disciplinary termination may follow from any of the following:

1) A written warning for repeated infractions, continued misconduct, or persistently unsatisfactory work performance;

2) A suspension;

3) Any incident of serious misconduct which could threaten the physical or mental well being of members of the College community, or the reputation, standing, or assets of the College; in such a case, termination may be the only appropriate disciplinary option;
4) Failure to meet performance objectives imposed following a less than satisfactory performance evaluation.
INFORMAL RESOLUTION OF CONFLICTS

Interpersonal or job-related problems should be resolved within an employee’s department or office, if at all possible. Such problems should be discussed promptly with the employee’s immediate supervisor. If the employee and the supervisor are unable to resolve the problem, it may be necessary to take up the matter with the person to whom the immediate supervisor reports.

The College encourages the use of informal approaches to working through conflicts, and provides additional resources to assist employees. In cases of job-related difficulties, employees may wish to consult with the Director of Human Resources, whose office is located in Stokes Hall.

If the conflict is one that concerns sexual harassment or other discrimination—including harassment or discrimination based upon race, color, religion, sex, sexual orientation, national origin, citizenship, age, disability, and veteran status, or other characteristics protected by law—employees should seek the assistance of the Equal Employment Opportunity Officer (EEOO), whose office is located in Founders Hall. The College’s Non-Discrimination/Non-Harassment Policy should be consulted and will apply in such cases.

Both the Director of Human Resources and the EEOO will confidentially discuss with an employee his/her concerns; these officers are also empowered by the College to address those concerns through mediation or conciliation, either individually or, if appropriate, in a group setting.

While the right to use the more formal grievance procedures is clearly available to an employee, the nature of the employee’s concern will be considered carefully and, if appropriate, an informal resolution will be attempted first.
FORMAL GRIEVANCE PROCEDURES

An employee who is unable to resolve a problem by using all available informal procedures may file a formal grievance. The first step is to present the grievance in writing to the Director of Human Resources, which should describe the policy or practice that has been violated or unfairly enforced, and the remedy that is being sought.

Following receipt of the grievance, the Director will assist in assembling an Appeal Committee, consisting of three full-time employees who have worked at least one year at the College. The employee who has filed the grievance will select the first member of this committee, and the person against whom the grievance is addressed will select the second member. These two committee members will choose a third member, and the three will then choose a chair from among themselves. All members of the Appeal Committee must work in an area of the College unrelated to the grievance.

The major functions of the Appeal Committee are fact-finding and presenting recommendations concerning the grievance to the Vice President for Finance and Administration, or his/her designee, which may include in appropriate cases the College’s Provost or Director of Human Resources. The committee will begin by meeting with the Vice President (or his/her designee) to review the matter and to discuss appropriate ways to approach its fact-finding function. The committee will then meet with the employee who has filed the grievance, giving him/her the opportunity to elaborate on his/her reasons for doing so. The committee will also meet with the person against whom the grievance is addressed, as well as any other individuals who can provide relevant information. The committee may also review documents relevant to the grievance.

The fact-finding process is intended to be informal, and no attorneys will be permitted to participate in the process. Confidentiality is expected to be maintained by all who are involved in the process consistent with the committee’s need to engage in fact-finding.

The committee will endeavor to present its recommendations in writing to the Vice President for Finance and Administration (or his/her designee) within thirty (30) days after it receives the grievance; more complex cases, or cases where appeal committee members’ schedules are difficult to coordinate, may necessitate additional time for the committee to be able to prepare its recommendations. The Vice President (or his/her designee), who is free to accept, reject or modify these recommendations, will make the final decision as promptly as possible and will notify in writing all parties involved of the decision which has been made along with a summary of the reasons for the decision.

Formal grievances are limited to the interpretation and application of the College’s established policies and practices. For example, an employee may file a grievance claiming inconsistent or improper application of College policy, or that proper procedures were not followed. Performance evaluations are not grievable. This formal grievance procedure may only be used by current employees, or by former employees during the 30-day period immediately following their termination.
The College will not retaliate against anyone who makes good faith use of the grievance procedure nor permit any employee to do so. Any claim of retaliation should be reported to the Director of Human Resources or Vice President for Finance and Administration.
NON-DISCRIMINATION/NON-HARASSMENT POLICY

Haverford College is committed to providing a work environment free from all forms of unlawful discrimination because of race, color, gender, religion, age, national origin, citizenship, disability, sexual orientation, veteran status or any other characteristic protected by law. This policy applies to all aspects of the employment relationship, such as recruitment, selection, training, promotion, salaries, benefits, discipline, terminations, and all other terms and conditions of employment.

This policy also includes a prohibition against sexual harassment and harassment on account of any protected category. It applies to all discrimination and/or harassment arising out of the College’s work environment, whether on campus, outside work assignments, or elsewhere. It applies to all members of the College community, including interactions among current and potential employees of the College, as well as interactions among employees and students, and vendors and other business relationships. It governs all activity and forms of communication, including the use of telecommunications and computer devices and systems.

For purposes of this policy, sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct when:

- submission to such verbal or physical conduct is made either explicitly or implicitly a term or condition of an individual’s employment; or

- submission to or rejection of such verbal or physical conduct is used as the basis for employment decisions affecting the individual; or

- such verbal or physical conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile or offensive working environment.

Some examples of what may constitute sexual harassment are: threatening or taking adverse employment actions if sexual favors are not granted; demands for sexual favors in exchange for favorable or preferential treatment; unwelcome flirtations or advances; unwelcome physical contact; whistling, leering, improper gestures, or offensive remarks, including unwelcome comments about appearance; sexual jokes or other inappropriate use of sexually explicit or offensive language; the display in the workplace of sexually suggestive objects or pictures; using any telecommunications or computer system to send, receive, or exhibit unwelcome discriminatory and/or sexual displays, etc.

For purposes of this policy, other discriminatory harassment is defined as verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of his/her race, color, gender, religion, age, national origin, citizenship, disability, sexual orientation, veteran status or other characteristic protected by law, or that of his/her relatives, friends or associates, and that:
has the purpose or effect of creating an intimidating, hostile, or offensive work environment, or unreasonably interfering with the individual’s work performance; or

otherwise adversely affects an individual’s employment opportunities.

Some examples of such harassment are: using epithets, slurs, negative stereotypes, or threatening, intimidating or engaging in hostile acts that relate to a protected characteristic; purported jokes or pranks; placing on walls, bulletin boards or elsewhere on the College’s premises, or circulating in the workplace verbal or written graphic material that denigrates or shows hostility or aversion toward a person or group because of a protected characteristic.

The College strongly encourages prompt reporting of all incidents of alleged discrimination/harassment. All employees are responsible for conducting themselves in accordance with this policy and for reporting possible problems to their supervisors, or to one of the College’s Equal Employment Opportunity (EEO) Officers, or to the Director of Human Resources.

Any supervisor or manager who knows or suspects that an employee is being subjected to treatment that may violate this policy is to report the matter to the Director of Human Resources. If the problem is identified as such, the Director of Human Resources will promptly contact an EEO Officer.

When a report of a possible violation is received by the Director of Human Resources or one of the EEO Officers, the College will take prompt and appropriate action as it deems necessary to resolve the matter. Options for resolution include use of the College’s Informal Resolution of Conflict procedure or the appointment of a Presidential Committee. A potentially aggrieved individual may wish to use the Informal Resolution of Conflict procedure, consulting an EEO Officer to register his/her complaint. At this time, the EEO Officer will advise the aggrieved employee of his/her options, which include:

- the EEO Officer’s reviewing the facts and circumstances and conducting a mediated discussion between the aggrieved employee and the person accused of alleged discrimination/harassment; or

- after the EEO Officer has reviewed facts and circumstances, having the EEO Officer mediate on behalf of the aggrieved employee, with the EEO Officer holding discussions with the person accused of alleged discrimination/harassment, bringing the complaint to his/her attention in an effort to bring successful closure to the problem.

If the Informal Resolution of Conflict process fails or is inappropriate for the situation, the EEO Officer will notify the President of the College. The President then will decide if appropriate action can be taken based on the information already gathered, or whether a Presidential Committee is needed to further investigate the facts of the alleged discrimination or harassment. The Presidential Committee members will be chosen from
any of three previously elected panels (one of staff employees, a second of administrative/professional employees, a third of faculty employees). One person will be chosen from these panels by the aggrieved individual, and one will be chosen by the accused person. The President will choose the other three persons from employees elected to these three panels, naming one of them to chair the committee.

During the investigation, involved individuals are expected to cooperate and provide truthful information. The steps taken will vary depending on the nature of the allegations. Confidentiality is expected to be maintained by all who are involved in the process consistent with the College’s need to investigate fully. During the process, an EEO Officer will accompany the aggrieved individual as a support person; the accused individual also may choose to be accompanied by another College employee serving as a support person. The process is intended to be informal, and no attorneys will be permitted to participate in the process.

When the investigation is completed, the Committee will make a recommendation to the President, who can accept, modify, or reject the recommendation and will make the final decision. Upon completion of the process, the outcome will be communicated in writing to the aggrieved person and the person about whom the allegations were made.

In the event it finds that unacceptable conduct occurred, the College will take prompt corrective action. Anyone found to have engaged in misconduct constituting discrimination/harassment will be disciplined, up to and including discharge. Discipline may include, but is not limited to, a written reprimand; referral to counseling; withholding a promotion, reassignment, or pay increase or supplement; suspension; or, discharge. This policy relates to the College’s goal of promoting an environment free of discrimination and harassment. However, it is neither designed nor intended to limit the College’s authority to take disciplinary or remedial action for conduct deemed unacceptable, regardless of whether it satisfies the legal definition of discrimination or harassment.

The College will not retaliate against anyone who makes a report in good faith under this policy, nor permit any employee to do so. The reporting and investigation of allegations of retaliation will follow the procedures detailed above. Any person found to have retaliated against an individual in violation of this policy will be subject to appropriate disciplinary action as described above.
LEAVING EMPLOYMENT AT THE COLLEGE

Employees are employed at-will throughout their employment at the College. This means that you have the right to terminate your employment at any time, with or without cause or notice, and the College has the same right. Nothing will have the effect of changing the at-will status of your employment other than a written agreement signed by you and the President specifically changing the at-will status.

Resignation

If you plan to leave the College, you are requested to notify your immediate supervisor and the Human Resources Office at least two weeks in advance of the proposed date of departure. The two-week period will allow the College to plan for an orderly transition and will enable the Payroll Department to provide your final paycheck (including any accumulated vacation pay due) on your last day of employment. Participation in insured benefit programs normally ends on the last day of the month of termination of service.

Job Elimination

If the position to which you are assigned is eliminated for budgetary reasons, because the work is no longer required, or for any other reason, and if your performance has been satisfactory, the College will attempt but does not guarantee to relocate you. If the College deems relocation not feasible you will receive severance pay based on your years of completed service to Haverford in accordance with the following schedule. The receipt of severance pay is conditioned on your signing a general release in a form satisfactory to the College.

<table>
<thead>
<tr>
<th>Years of Service</th>
<th>Severance Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5</td>
<td>4 weeks</td>
</tr>
<tr>
<td>6-10</td>
<td>9 weeks</td>
</tr>
<tr>
<td>11-15</td>
<td>13 weeks</td>
</tr>
<tr>
<td>16 and over</td>
<td>18 weeks</td>
</tr>
</tbody>
</table>

Retirement Policy

Under the Haverford College Retirement Plan, normal retirement is at age 65. The timing of an employee decision to retire is up to the employee and is not restricted by the College’s retirement plan. When ready to retire, an employee should notify his or her supervisor and the Human Resources Office at least six months in advance so that arrangements for retirement income can be made in a timely fashion.

Termination

It is the College’s intention to administer disciplinary decisions evenhandedly and, when feasible, to help employees correct problems which interfere with their effectiveness. Consequently, the College has developed flexible steps for dealing with problems. The
College’s Disciplinary Process is described previously in this Handbook. As explained in that section, the College may use progressive discipline or may dismiss an employee immediately, depending on the nature of the offense or problem, and relevant facts and circumstances.

Although the College intends to follow the above guidelines for discipline and termination, nothing contained in this section will have the effect of altering the at-will status of your employment.

Exit Interview

The Human Resources Office will attempt to arrange a meeting with departing employees before they leave the College, usually during the last two weeks of employment. This meeting will include a discussion of the reasons for leaving, a review of fringe benefits, a return of keys and other College property/documents, as well as an attempt to answer any personal questions the departing employees may have.
CAMPUS SERVICES AND FACILITIES

**Academic Computing Center:** The Academic Computing Center offices and Help Desk are located on the second floor of Stokes Hall (Suite 204). There is a computer classroom in Hall Building 9, and public clusters are maintained in Magill Library, Roberts Hall 9-11, and the Haverford College Apartments (HCA Bldg. 30). The Academic Computing Center, along with the Networking and Systems group, supports desktop computers (Apple Macintoshes, Windows PCs); central UNIX, NT, and Mac servers; and a campus-wide network connecting the campus to the Internet.

**Administrative Computing Center:** The Administrative Computing Center is located in Stokes Hall, Suite 204. Applications for administrative offices such as Admission, Business, Human Resources, Registrar, Dean of the College, Health Services, Housing, Institutional Advancement, and Facilities Management are developed by and/or supported by this department. The Administrative Computer Center supports desktop PCs and a centralized database for administrative applications. Questions concerning computer training programs should be addressed to the Center.

**Arboretum Association:** The Arboretum Office is located in the Facilities Management Building. Brochures, horticultural books, and Campus Arboretum Association membership information are available in this office. Central campus trees are labeled for educational purposes. Other areas of interest include the Nature Trail, Japanese Garden, and the Duck Pond.

**Athletics Facilities:** In addition to outdoor facilities, indoor athletic facilities, which consist of a 200-meter track, basketball courts, tennis courts, volleyball courts, squash courts, and a fitness room are available for use upon presentation of a College ID card. A usage schedule, which lists facility availability, is posted at the entrance to the Gardner Integrated Athletic Center. Information on faculty/staff intramurals, clinics, aerobics and other activities, and family passes may be obtained by calling (610) 896-1117. Bryn Mawr College facilities are also available for use by Haverford College employees.

**Bookstore:** The Haverford College Bookstore, located in the Whitehead Campus Center, carries, in addition to textbooks, a wide variety of general books for pleasure reading, office supplies, snacks, greeting cards, CDs, videos & DVDs, and Haverford clothing and gifts. Full-time employees may charge items to their employee account. The Bookstore has an annual Calendar Sale, a Holiday Party and Sale, and a Spring Sale.

**Business Office and Human Resources Office:** The Business Office is located on the second floor of Stokes Hall. All new employees should visit the Human Resources Office, which is located adjacent to the Business Office, to complete required payroll and benefit forms. These and other forms are available in the Human Resources Office’s reception area. Employees may contact the Business Office for additional information about payroll, telephone services, purchasing cards, College travel, and various accounting matters, and may contact the Human Resources Office for information concerning personnel policies, benefits, employee relations assistance, and staff training opportunities.
**Campus Center:** The Whitehead Campus Center offers a wide variety of services to employees for College-related programs and functions, and for some personal uses. Three conference rooms are available for College-related functions at no charge. There is also an Alumni Meeting room for receptions and other small gatherings. If departments have a guest speaker or lecturer visiting the campus, five guestrooms are available for reservation at no charge. Guestrooms can also be reserved for non-College-related visitors at the regular fee. Reservations for personal use can be made no earlier than ten days prior to expected use. Other services offered by the Campus Center are a MAC (money access center) machine, the Bookstore, the mailroom, an art gallery, the COOP (the on-campus snack bar/cafe), and the Women’s Center. For questions about Campus Center facilities or to reserve a room, contact the information desk at (610) 896-4923, or email <rmreserv@haverford.edu). Information desk hours are Monday through Friday, 9 a.m. to 5 p.m.

**Career Development:** Employees of the College are invited to use most of the services offered by this bi-college office, and may browse available services in person as well as at http://www.haverford.edu/cdo. Career Development is located in Stokes 301 at Haverford and Thomas 116 at Bryn Mawr. Contact the Haverford office at (610) 896-1181 and/or the Bryn Mawr office at (610) 526-5174.

**College Events and Activities:** Members of the College community are welcome to attend events sponsored by the College. Calendars of events are distributed weekly (via the Founders Bell) to all offices and departments.

**College Identification Cards:** All new employees can obtain College identification cards from the Security Office located in the Gardner Integrated Athletic Center. ID cards can be used to check out library materials, access athletic department facilities, and to attend certain special events on campus.

**Dining Services:** The Dining Center is located at the north end of campus and serves meals daily Monday - Friday 7:00 am to 7:30 pm. The Coop (snack bar/cafe) is located at the Whitehead Campus Center and serves breakfast and lunch Monday - Friday from 8:00 am to 3:00 pm. Employees are welcome to purchase meals at any of the Dining Services facilities.

**Library:** Employees and their spouses or domestic partners are welcome to use the services and facilities of the Haverford libraries, including: access to TRIPOD, the online catalog of the Haverford, Bryn Mawr, and Swarthmore College libraries, together with its associated databases and other electronic resources; borrowing privileges for materials from the Haverford, Bryn Mawr, and Swarthmore libraries; van delivery to Haverford of items requested from Bryn Mawr or Swarthmore; interlibrary loan of materials not available from the three colleges. Employees are also invited to attend library-sponsored cultural programs, such as Faculty Book Talks.

**Morris Infirmary Health Services:** Employees are welcome to use the self-care Cold Center when Health Services is open, and to have blood pressure screenings on Wednesdays from 8 am to 12 noon. Employees are also able to get their annual flu
vaccine (for a modest fee) and some employees who are high risk for hepatitis can get their hepatitis B vaccine (contact the College Safety Officer for more details). Other services are for students only. The Infirmary is open during the academic year from 8:30 am to 8:30 pm Monday through Friday.

**Notary Public:** The College has two notaries public available on campus during business hours, one of which is located in the Human Resources Office on the second floor of Stokes Hall, and the other in the Office of the Vice President for Finance and Administration in Founders 114.

**Parking:** Those who drive to work must register their car with the Safety and Security Department. Parking areas for staff members are available on Walton Road and Carter Road, and in Lloyd Lot and South Lot. Cars parked in prohibited areas may be towed away at the owner’s expense. Short-term parking privileges at Bryn Mawr and Swarthmore are available to those with a Haverford College permit as long as other parking regulations are met. All employees operating a vehicle are responsible for reviewing the motor vehicle regulations and parking information booklet provided by the Safety and Security Department. Employees needing special parking considerations should discuss their needs with their supervisor and special requests for such accommodations should be made by the supervisor to the Director of Safety and Security.

**Psychological Counseling Center:** This office is located in Founders 319, and the contact telephone number is (610) 896-1290. Counselors are available for consultation on matters related to students or to staff for referral or brief consultation on personal matters. Confidentiality is maintained in all contacts with the Center.

**Safety and Security:** It is the goal of the College to maintain a safe and healthy environment for students, employees, and visitors to the campus. Any unsafe condition should be reported immediately to the Security Office, so that corrective measures can be taken. Any accident on the campus must also be reported immediately to the Security Office for investigation, whether or not it resulted in injury or illness to anyone. In addition, any employee injury or illness must be reported to supervisors and the Human Resources Office so that, where appropriate, a Workers’ Compensation and/or other relevant reports can be made.

In accordance with Pennsylvania’s College and University Security Information Act 73 of 1988 and with the Federal Crime Awareness and Campus Security Act of 1990, Haverford College provides information relating to crime statistics and security measures to prospective students, matriculated students, and employees. The College’s Safety and Security Department submits an annual Uniform Crime Report to the Pennsylvania State Police. Crime statistics for the most recent three-year period, which reflect incidents reported to the state police, are available upon request.

The offices of the Safety and Security Department are located in the Gardner Integrated Athletic Center. The department provides 24-hour, 7 days a week service and protection for the College community.
The Safety and Security Department reports directly to the Vice President for Finance and Administration, and works closely with the Dean’s Office and Students’ Council, and maintains liaison with the police departments of Haverford and Lower Merion townships, to create a safe and secure campus environment.

All Department personnel regularly attend mandatory in-service training programs aimed at keeping their skills and knowledge of new laws and regulations current. Members of the department receive training in emergency medical procedures, first aid, and cardiopulmonary resuscitation. Additionally, security staff provide transportation to Bryn Mawr Hospital when appropriate.

Crimes involving violence, major property loss, or felony charges are reported immediately by the department to the appropriate township or state agencies. Crime statistics are compiled according to Pennsylvania State Police requirements, using the FBI’s Uniform Crime Reporting methods. In the event of an emergency, or when a serious criminal incident has occurred, the department will use appropriate channels to notify the Haverford community.

Swim Club: Haverford and Bryn Mawr College employees are welcome to become members of the Haverford Faculty Swim Club, a self-supporting facility located on the Haverford campus. Run by faculty/staff volunteers, this pool offers afternoon swim hours supervised by a professional lifeguard during the summer season. Membership information (applications and fee information) is circulated prior to the start of each swimming season.

Telephone Services: Telephone service at Haverford includes Voice Mail capabilities. Directions for using the Voice Mail system, as well as other telephone features, are available on the College web site at http://www.haverford.edu/telephone. For additional questions about telephone services provided to staff or students, contact the Business Office in Stokes Hall.

Use of Campus Mail: Employees are invited to use the service, which gathers and distributes mail among the various offices and departments on campus. Any item distributed via campus mail must bear the sender’s name and the name and department of the addressee on it. Campus mail may not be used to advertise non-Haverford commercial or political ventures. If in doubt, check beforehand with the Business Office.

Use of College Facilities – Non academic or personal: For use of College facilities for an event, please contact the Director of Non-Academic Scheduling and Summer Programs, by phone at (610) 896-4923, or by e-mail at rmreserv@haverford.edu. Academic classroom areas are not available for use during the academic day. A policy statement entitled “Policy on Personal Use of College Facilities by Faculty and Staff” is available for review.
STAFF ASSOCIATION

The Haverford College Staff Association was formed in 1971 to provide an opportunity for the staff to share information and ideas pertaining to campus business and social life. At that time a representative body was established to provide a means for communicating with the College’s administration.

Membership in the Staff Association is open to all employees, except faculty members and administrators.

The organization of the Staff Association took various forms until 1982, when formal by-laws were drawn up and adopted.

The Staff Association now has an elected Executive Committee, made up of members chosen to represent all segments of the campus. Some of its stated objectives are: “to share a concern for the community life of the College... to develop effective channels of communication to afford staff fuller participation in the life of the College... to develop an effective mechanism through which staff members may participate in decisions that affect them... to develop procedures through which staff may voice concerns and seek action on specific problems as needs may dictate.” Regular meetings are held each month during the academic year. Some of these meetings feature outside speakers on topics of interest to staff members. The Staff Association currently has representatives on several College committees to help maintain contact with the College administration. These include representatives to the Board of Managers, the Administrative Advisory Committee, the Faculty and Staff Policies Committee, and the Property Committee. Appointments are made to ad hoc committees.

Social events sponsored by the Staff Association provide an opportunity to get to know fellow workers in an informal setting. The Staff Association provides support for its members and makes it possible for the staff to participate more actively in the Haverford College community as a whole.

It is important for all employees to realize that these committees are elected to represent the Staff Association, not to run it. Employees should make a point of discussing with their representatives any matter that they think should be raised with the administration for correction or clarification. Raising questions ultimately benefits both the staff and the College.

Any questions about College policies, even after reading this Handbook, may be raised with the Director of Human Resources.
The Whitehead Campus Center (42) houses the admission office, bookstore, mailroom, central receiving, conference office, the Cantor Fitzgerald Gallery, distinguished visitors office, and café.

The James P. Magill Library (2) with about 600,000 volumes, including a preeminent collection in Quaker history and thought.

Founders Hall (1) houses the offices of the president, provost, vice president for finance and administration, and vice president for institutional advancement.

Stokes Hall (18) houses the academic and administrative computing centers, the language learning center, the business office, an auditorium, the Center for Peace and Global Citizenship and café, and the Hurford Humanities Center.

The Strawbridge Memorial Observatory (12) houses telescopes and other astronomical instruments as well as classrooms and a library.

Fine Arts Center (40), contains photography darkrooms (both black-and-white and color), classrooms, studios for painting and sculpting, storage areas, student exhibition space, and faculty offices.

The Douglas B. Gardner Integrated Athletic Center (31) provides state-of-the-art fitness, exercise, and training facilities.

The Gest Center for the Cross Cultural Study of Religion (17) houses offices and classrooms of the philosophy, religion, and sociology departments.

The Strawbridge Memorial Observatory (12) houses telescopes and other astronomical instruments as well as classrooms and a library.

Campus Map

Haverford College
Haverford, Pennsylvania

Founders Hall

2. Magill Library
3. Hall Building
4. Ryan Gymnasium
5. Marian E. Koshland Integrated Natural Sciences Center
6. Sharpless Hall
7. Hilles Hall
8. Storage Building
9. Alumni Field House
10. Leeds Hall
11. Haverford College Apartments
12. Strawbridge Observatory
13. Morris Infirmary (Health Services)
14. Chase Hall
15. Stokes Hall
16. Dining Center
17. Gest Center
18. Foundry
19. Barclay Hall
20. Roberts Hall
21. Union Building
22. Jones Hall
23. Lunt Hall
24. Comfort Hall
25. Lloyd Hall
26. Cadbury House
27. Duck Pond
28. Skating House
29. President’s House
30. Ira DeA. Reid House
31. Douglas B. Gardner Integrated Athletic Center
32. Yarnall House
33. La Casa Hispánica
34. Friends Meeting House
35. Woodside Cottage
36. Facilities Management Complex
37. John Silver Greenhouse
38. 10 Old Railroad Avenue
39. 9 Old Railroad Avenue
40. 710 College Avenue
41. Ryan Pincourt
42. Whitehead Campus Center
43. Merion Field
44. Cope Field
45. Orchard Field Parking Lot
46. Class of 1995 Field
47. Featherbed Fields
48. Class of 1916 Field
49. Walton Field/Johnson Track
50. Bramall & Marshall Tennis Courts
51. Swan Field
52. Class of 1888 Field
53. South Parking Lot (visitors)
54. John A. Lester Cricket Pavilion
55. Phoebe Anna Thorne School
56. I. Featherbed Lane
57. James House

Marian E. Koshland Integrated Natural Sciences Center (5) encompasses Sharpless and Hilles Halls and houses the departments of biology, chemistry, computer science, mathematics, physics, and psychology.

The Gest Center for the Cross Cultural Study of Religion (17) houses offices and classrooms of the philosophy, religion, and sociology departments.

Union Building (21) contains the music library, classrooms, practice rooms, and Mac-Crate Recital Hall.

Roberts Hall (20) contains faculty offices and the 750-seat Marshall Auditorium.

Lloyd Hall (28) has mostly suites for six.

Leeds Hall (8) accommodates students in singles, doubles, and suites for five.

Gummere Hall (9) has single rooms and suites for three and four.

The Haverford College Apartments (11) a 168-unit complex which adjoins the campus. The two-bedroom apartments include a living room, kitchen, and bathroom.

La Casa Hispánica (33) is a faculty apartment and housing for students.

Yarnall House (32) contains single and double rooms for students.

Drinker House (10) 710 College Avenue (30) and Ira DeA. Reid House (Black Cultural Center) (38) also offer housing for students.