

Deans', Directors', and Department Chairpersons'

Questions and Answers Handbook

RUTGERS

Human Resources | Newark

Deans', Directors' and Department Chairpersons' Questions and Answer Handbook

Rutgers University – Newark

As Dean, Director or Department Chair, you are in a position crucial to the department and important to the University. You must be a leader, facilitator, mentor, manager, mediator, and agent of development for the departmental program as a whole and for the individuals in your department.

The purpose of this handbook is to help those of you with little previous administrative experience, learn about HR policies and practices as quickly as possible, and to also provide a handy reference for experienced Deans, Directors, and Chairs. This handbook is offered as a helpful supplement, in question and answer format, of several University policies and procedures. This handbook looks to answer your most frequently asked questions.

Our hope is that this handbook will assist you in building and maintaining a strong program in your department, the Campus and in the University.

As you use this handbook, if you find items that should be addressed, please let us know (973-353-5500).

Carol Martancik
Associate Provost

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Compensation

Q. *What are the primary payroll types for employee classifications?*

A. **Type 1 Employee: Regular salaried faculty and staff.** These employees are paid on a biweekly basis (every other Friday) for that biweekly period. For most employees, annual salary is established by the range and step or grade they occupy on the appropriate salary scale.

Type 4 Employee: Casual hourly employees. Paid on an hourly basis for hours worked in the biweekly pay period. These individuals are paid on alternate Fridays from the Employee Type 1 above and have a one week hold back. These individuals must not work more than 60 hours per biweekly pay period.

Type 5 Employee: Hourly employees who are University students. This pay type is to be used only for Rutgers full-time students. They are paid on an hourly basis for hours worked in the biweekly pay period. They are also paid on alternate Fridays from the employee type 1 and have a one week hold back. Employee type 5s are not eligible for any benefit coverage and do not have deductions taken for SUI and TDI.

Type 6 Employee: Salaried student employees, primarily teaching and graduate assistants. Teaching Assistants and Graduate Assistants are paid on a biweekly basis (every other Friday) for that biweekly pay period. An annual salary is determined by factors as set forth in the Rutgers/AAUP Agreement. Their biweekly salary is derived from the annual salary divided by the number of working days between the begin and end dates of their appointment.

Type 7 Employee: Part-Time Lecturer and certain non-teaching titles. Individuals who are hired to provide certain teaching, research, and non-teaching academic support duties for a full semester and who are not otherwise Rutgers employees. They are paid on the same Friday as pay type 1 and their biweekly check is calculated by dividing the

annual salary by the number of working days between the begin and end dates of their appointment.

Type 8 Employee: Coadjutant Casual, Summer Teaching, and Summer and Special Project Research.

Individuals who are hired to provide certain teaching, research, and non-teaching academic support duties in two circumstances: (a) where the individual is *not* otherwise a Rutgers employee and the appointment is less than a semester; (b) where the individual is otherwise a Rutgers employee.

Type 9 Employee: No employer/employee relationship exists and typically includes graduate and post-doctoral fellows.

They are paid on the same Friday as Type 1 employees and their biweekly salary is derived from the annual salary divided by the number of working days between the begin and end dates of their appointment.

<http://payroll.rutgers.edu/Part1/02general.pdf>

Q. What are the differences between in-grade adjustments, reclassifications, promotions and Pay-for-Performance increases?

A.

- 1. In-grade/range** adjustments provide increases to [A/P/S](#) employees not covered by a bargaining unit who either transfer to a different position within the same salary range/grade or who assume a demonstrable increase in job duties and outcomes within the same position.

Requests for in-grade/range salary adjustments should be based upon one of the following:

- Verifiable increase in level of duties and responsibilities
- Competitive market conditions

- Pay disparity not explained by level of education, experience or responsibility
- An employment offer or active recruitment from a source outside the University

In-grade/range salary adjustment requests will be reviewed and processed immediately if:

- The requested salary adjustment is 10% or less
- The resulting salary is less than the salary range/grade maximum
- The employee has not had another in-grade salary adjustment within the last 12 months

(Refer to HR policy 60.4.10)

<http://uhr.rutgers.edu/comp/InGradeRangeSalaryAdjustments.htm>

2. **Job reclassification** is the formal change in an employee's position range or grade due to a substantive change in job content. Reclassification may be downward or upward with a corresponding change in compensation and possibly a change in title. (Refer to HR policy 60.4.10)
3. **Promotion** is the formal advancement of an individual from one position to a more responsible vacant position in a higher salary range or grade. Promotion results either when an employee is the successful applicant for such a position or when a department decides to promote an employee internally to such a position. All vacant positions that are to be filled must be reviewed by University Human Resources. When there is a recruitment, Affirmative Action procedures must be followed. (Refer to HR policy 60.4.10)
4. **Pay-for-Performance-** Administrative, professional, or supervisory and confidential clerical staff who are [Type 1](#) and not covered by a bargaining unit are formally appraised annually and are eligible to participate in the Pay-for-Performance Program (P4P). This program is a

merit-based compensation plan that fosters an environment of excellence and professional growth among staff, and provides for direct correlation between individual performance and individual reward.

The P4P program has two major components: performance management and appraisals, and compensation. The performance management component is critical in ensuring that the University's goals of excellence are maintained.

<http://uhr.rutgers.edu/comp/P4POverview.htm>

* Note- For increases to union eligible employees, always refer to the appropriate collective negotiations agreements for any variations or additional details.

Q. How do I create/design a position?

A. Job design refers to the way that a set of tasks, or an entire position, is organized. Good design incorporates the relationship between organizational goals and values and should be well understood in order to align and prioritize the job's responsibilities.

- The first step is to assess current work practices.
- The second step is to design the job. Identify the methods for doing the work, work schedules, interactions, training requirements, and equipment needed. For Administrative, Professional, or Supervisory positions the [Classification and Recruitment Form](#) may help you in organizing this information. Coordinate the different tasks and be careful not to either under or overload the job.
- The final step is to re-evaluate the job design on a regular basis, making necessary measures and adjustments.

<http://uhr.rutgers.edu/stf/HowToDesignAJob.htm>

Q. How are jobs evaluated?

A. Classification review committee exists for each of the A/P/S job families. The committees meet monthly during the year to review positions and the compensation specialist presents evaluation summaries to the appropriate classification committee. After the position is evaluated, the appropriate classification and grade is determined. You and/or your employee(s) may be contacted during the meeting to address questions from the committee.

The following committees exist:

- [Academic Support/Student Services](#)
- [Administrative](#)
- [Business/Accounting](#)
- [Central Administration](#)
- [External Affairs](#)
- [Information Technology](#)
- [Research/Technical](#)

If you have any questions about the classification review process or committees, call 973-353-5500.

Q. What are the guidelines for recruitment and hiring?

A. It is important to understand the process of identifying, interviewing, and attracting a candidate. Initially a department should ascertain the essential functions of the job through the use of a job analysis. A job analysis is a tool for gathering and analyzing information about a particular job. The analysis should include the knowledge, skills, abilities, and competencies for comparing the applicants' education, experience, and training with the job demands. After you have completed a job analysis you need to determine what competencies are required for the position.

Competencies are the person-based factors, such as problem solving, listening skills, decisiveness, and communication

skills that help distinguish superior performers. When interviewing candidates you should take into account and measure traits that include reliability, responsiveness, assurance, and empathy. These competencies provide guidance in assessing candidates.

The Hiring Toolkit below should assist you in your recruitment efforts.

1. Recruitment Tools

- [Position Description Toolkit](#)
- [Search Firm Guidelines](#)
- [Writing and Placing Recruitment Advertising](#)
- [Advertising a Position](#)
- [Recruiting on the Web](#)
- [Disabled and Covered Veterans](#)
- [Classification and Recruitment for Administrative, Professional, or Supervisory Positions](#)
- [Administrative, Professional, or Supervisory Recruitment Checklist](#)
- [Recruitment for COLT Positions](#)
- [Recruiting for Other Qualified Candidates/Non-Bidders](#)
- [Staff Recruitment Guidelines](#)
- [COLT/888 Recruitment Checklist](#)
- [Recruiting Service-Focused Employees](#)

2. Reference Checking Tools

- [Conducting Reference Checks](#)

3. Interview Tools

- [Preparing for the Interview](#)
- [Screening and Interviewing Administrative, Professional, or Supervisory Employees](#)
- [Screening and Interviewing Bidders](#)
- [Interview Question Guide](#)
- [Disability Accommodations](#)
- [Conducting the Interview](#)

4. Making the Offer

- [Making an Offer for an Administrative, Professional, or Supervisory Position](#)
- [Making an Offer and Appointment for COLT/888 Position](#)
- [Appointment of Administrative, Professional, or Supervisory Staff](#)
- [Probationary Period Guidelines](#)
- [New Employee Welcome and Benefits Orientation Enrollment](#)

<http://uhr.rutgers.edu/stf/hiringtk.htm>

In addition, please refer to the AA/EEO Guidelines for Recruitment and Selection of Administrative, Professional, or Supervisory Staff.

<http://uhr.rutgers.edu/ee/recruitselectstaff-x.htm>

Q. When should an employee be compensated for overtime or given compensatory time?

A. 1. Overtime Provisions - The Fair Labor Standards Act

The Fair Labor Standards Act (FLSA) sets pay requirements, minimum wages, overtime pay requirements. The following is a guide for staff employees and managers.

The FLSA provides for certain jobs and employees to be exempt from, or eligible for, the overtime provisions of the act. FLSA guidelines determine which positions will be an NE or NL status.

- [Exempt \(NL\)](#) employees do not have a fixed workweek and are not eligible to receive overtime pay or compensatory time.
- [Non-exempt\(NE\)](#) employees are eligible to receive overtime pay and, under certain conditions, compensatory time in lieu of overtime pay. Non-

exempt employees have a fixed workweek of 37 ½, 35, or 40 hours.

2. Overtime Pay Provisions

The FLSA requires premium pay for hours, or part hours, worked by overtime-eligible employees in excess of 40 hours in any workweek. Certain employees are eligible for compensatory time off in lieu of overtime under certain conditions.

- Overtime for overtime-eligible employees who are in a bargaining unit is governed by the specific provisions of their respective contractual agreements.
- Non-aligned overtime-eligible [A/P/S](#) staff at the university receive premium pay or compensatory time off in lieu of overtime, for hours or part hours worked in excess of their designated workweek.

<http://uhr.rutgers.edu/comp/overtimeprovisionsandflsa.htm>

Q. How is overtime pay calculated?

- A.** Both premium and compensatory time are calculated at 1½ times the hours actually worked.

Q. What are the record keeping requirements?

A. The FLSA requires that unit managers/supervisors keep the following records for non-exempt (NE, 35 and 40 hour workweek designated employees) for at least the 2 year period specified by law:

- Time and day of the week when the employee's workweek begins
- Hours (in hours/partial hours) worked each day and total hours worked each workweek
- Time (in hours/partial hours) taken each day for:
 - Lunch
 - Vacation
 - Illness/FMLA (Family Medical Leave Act)
 - Compensatory time earned and taken
 - Other time off (paid and un-paid)

*Note- For union employee rest periods, always refer to the collective negotiations agreements for any variations or additional details.

University Human Resources determines whether a position is exempt as part of the classification process based on the specific salary basis and duties tests within the FLSA,

Department of Labor regulations and guidelines, and case law.

<http://uhr.rutgers.edu/comp/overtimeprovisionsandflsa.htm>

Q. How is an acting appointment defined?

A. For eligible [A/P/S](#) staff, an acting appointment to an administrative position at a higher grade may sometimes be made under circumstances such as the following: (a) when the position is vacant and it is determined to assign all or a preponderance of the

position's responsibilities on an interim basis to one individual; or (b) when there is no vacant position but, due to unusual circumstances, an individual is temporarily assigned to assume a higher level role than the employee's regular position (for example, when a department temporarily reorganizes or when a department's responsibilities change temporarily and one or more individuals are assigned to higher level roles).

The department may grant additional compensation when an employee is assigned such interim role for a period of time in which the employee is able to fully perform at the higher level and is held accountable for the satisfactory performance of the assignment. (Refer to HR policy 60.4.7)

Always refer to the appropriate collective negotiations agreements for any variations or additional details in the policy.

Employee/Labor Relations

Q. What are the differences between union and non-union positions?

A. Union: Employees whose positions are covered by a collective negotiations agreement. Employment terms for unionized employees are governed by the appropriate collective negotiation agreement.

For employees covered by collective negotiations agreements, always refer to the appropriate agreement for any variations or additional details

Non-Union: Non-union employees are those faculty and staff whose position are not represented by a labor union and whose terms of employment are not governed by a collective negotiation

agreement. This would include all A/P/S and Confidential employees.

<http://uhr.rutgers.edu/uhrdefinitions.htm>

Q. How do I handle disciplinary actions?

A. Because employee discipline is a difficult experience that managers and supervisors sometimes face, these guidelines are intended to review the most effective approach to managing performance and/or behavioral issues. Behavioral issues generally result in disruption to the work environment, for example, workplace misconduct and/or rules violations; performance issues result in a failure to meet goals and/or properly perform tasks, such as when an individual lacks the knowledge, skills or ability to perform the job, or where the work is consistently unacceptable in terms of quality or productivity.

Discipline should not generally come as a surprise to the employee. Occasionally employees are unaware of their supervisors' dissatisfaction until they suddenly receive a formal written reprimand or a letter of termination. Try to avoid this situation if possible and attempt to regularly communicate issues to employees rather than wait until the performance problems can no longer be tolerated or until annual performance reviews are conducted.

When it becomes necessary to discipline an employee, two principles apply:

- first, the employee must be clearly informed by the supervisor as to the source of dissatisfaction;
- second, except in limited circumstances, the employee should be given the opportunity to correct the problem.

In most cases, the purpose of discipline is to instruct and correct rather than to punish. It is your responsibility as a supervisor to explain to the employee those areas in which

he or she is expected to improve, to make suggestions about how to improve, and to allow time for the employee to make improvements. It is usually only in instances such as theft, physical violence or other serious misconduct that immediate termination may be the proper action. If you believe that you are confronted by such a case, please seek assistance from the [Office of Labor Relations](#).

Q. What is progressive discipline?

- A.** In most instances of **behavioral** problems, Rutgers' supervisors are encouraged to take a progressive approach to discipline as follows:
1. When you become aware of a problem, promptly speak to the employee, taking particular care to specify the deficiencies you wish to see corrected and how corrective action is to be undertaken. Have as many additional discussions with the employee as seems appropriate under the particular circumstances. Usually, at this early stage, the employee should be given advice and guidance rather than a reprimand. It is important to maintain, at a minimum, a log of all discussions of this nature with employees. If the employee seems uncertain of the advice being given, then a confirmation of the discussion(s) in writing is advisable.
 2. If, after a reasonable period of time, there is no improvement, or insufficient improvement, write formally to the employee explaining the reasons for your dissatisfaction with his or her conduct. Often it is helpful if such a letter makes reference to your earlier discussions with the employee. Ultimately it may be necessary to write to the employee to indicate that he or she will be suspended without pay or terminated if there is insufficient improvement in the conduct.
 3. If there continues to be insufficient improvement, a suspension without pay for a short period of time is appropriate. You should specifically state, in a suspension letter, that the employee will be subject to

further suspensions without pay or termination if there continues to be insufficient improvement. Please note that because of Fair Labor Standards Act regulations, a suspension for an [NL](#) employee generally must be for a full workweek; if you believe the offense does not warrant a full week of suspension without pay, please contact the Office of Labor Relations to discuss possible alternatives.

4. When it is apparent that a progressive disciplinary approach has failed and that the necessary change in behavior has not been achieved, you may decide to terminate the employee. Before terminating, however, you must give the employee written [notification](#) that you are scheduling him or her to attend a Pre-Termination Conference, and attach a [draft](#) copy of a letter specifying the reasons for termination. During the Pre-Termination Conference, give the employee an opportunity to respond to the reasons for termination, and consider what he or she says. After the meeting, you may investigate further if you so choose. Nonetheless, at the conclusion of the process, decide whether or not you will terminate or impose some lesser discipline. If you decide to terminate, simply finalize the initial draft letter and issue it to the employee.

The sequence outlined in 1, 2, and 3 above will not be appropriate in every circumstance. The appropriate number of discussions, letters, formal reprimands, and/or suspensions before termination, the repetition or exclusion of one or another of the steps, and the length of time between the steps taken may depend on many factors such as the length of service of the employee; the level, nature and responsibilities of the particular position concerned; the previous disciplinary record of the employee; the nature and seriousness of the problem; and any improvement made by the employee throughout this process.

Such a progressive disciplinary approach may not be necessary with **performance-based** problems (i.e., if an employee's deficiencies in performing the functions of the

position or meeting goals are such that they can not be corrected by coaching, training or disciplinary action, such as when an employee lacks a particular skill, aptitude or ability). In these instances, acknowledge the employee's lack of ability as soon as possible and provide consistent and regular performance assistance, evaluation, coaching and/or training. Then, after a reasonable period of time, if you conclude that the employee's performance still has not reached and will not reach a satisfactory level, termination may be appropriate. *Please note that this application of the disciplinary process is distinct from the Pay-for-Performance evaluation process.* In all instances where you believe that discipline may be appropriate for a performance-based issue, please contact the Office of Labor Relations for further consultation.

Additional Considerations

It can be very difficult to advise an employee that you have concerns with his/her behavior or performance, but honesty, frankness, and precision about the sources of your dissatisfaction and about your future expectations for the employee are very important to the employee's understanding of the problem and his/her ability to improve. Vagueness and generalities or glossing over the situation are likely to leave the employee uneasy and feeling that something is wrong; however, without information and direction, the employee is unlikely to be able to improve. Keep your criticisms free of non-work related matters and be as unemotional as possible, even though the situation is often stressful to you as a supervisor as well as to the employee.

There are also some procedural items to keep in mind. First, ask the employee to sign the disciplinary letter in order to acknowledge that he or she has read it; if the employee refuses to sign, that should be noted on the letter. Second, provide one copy of the disciplinary letter to the employee and one copy to University Human Resources for placement into the official University personnel file. Third, if the employee is covered by a collective negotiations agreement, you should refer to the applicable collective negotiations agreement to ascertain the requirements for notification of

the union. Both union and nonunion staff employees may grieve discipline or termination in accordance with the procedures applicable to them, but that fact should not deter you as a supervisor from taking appropriate action when necessary.

<http://uhr.rutgers.edu/lr/stfempdisciplinaryaction.htm#overview>

Q. What is the difference between a termination and a layoff?

- A.** In general, a **layoff** is defined as a temporary/permanent termination of employees or the elimination of jobs during periods of economic downturn or organizational restructuring. A **termination** is defined as a separation from employment due to a voluntary resignation, layoff, retirement, or dismissal.

Q. What is the process for terminating an employee?

- A.** When preparing for an employee's termination, you need to keep in mind there are two types of termination:
- Employee-Initiated Resignation: Voluntary termination for any reason other than formal retirement.
 - Supervisor-Initiated Termination: [Termination](#) requested by the supervisor.

1. Before The Employee Leaves:

Taking the following steps prior to separation (time and circumstances permitting) will help facilitate a smooth transition.

- Employee should notify you of the separation date as soon as possible so that you can submit the terminating Personnel Data Record (PDR) to [Payroll Services](#).
- Direct your employee to consult the [Termination of Employment](#) Life Event web page or contact the UHR [Benefits Office](#) for information about benefits at Termination.
- Inform your employee to contact [Parking and Transportation Services](#) regarding reimbursement for time remaining on a University parking permit.
- Inform your employee to contact [Payroll Services](#) if their home address will change before W2 forms are mailed.

2. When The Employee Leaves:

Ensure the following steps are taken to facilitate an orderly transition of functions.

Your employee should turn into you:

- All keys and access cards
- Their RU Connection Card
- One-time password tokens (for example, Secure ID, SAFEWORD)

The following are additional steps that should be taken if have specific access to University property and financial resources.

Your employee should:

- Return University equipment (pagers, cell phones, computers, tools, etc.) to you
- Return petty cash funds to your departmental budget manager
- Check with you to ensure all cash advances are cleared.

- Update the documentation of work processes for which the employee had primary responsibility.

3. Special Materials:

If the employee works directly with Hazardous or Controlled Materials, these additional steps may be required.

- Ensure all chemicals, radioactive materials, and other hazardous materials or samples are properly labeled, stored, and/or disposed.
- Visually inspect the employee's work area prior to separation for any hazardous or controlled materials that are not stored properly. Secure all hazardous materials. Contact [Rutgers Environmental Health and Safety](#) (REHS) if you have specific questions.
- Require employee to turn in any radiation dose monitoring badges to [REHS](#).

http://uhr.rutgers.edu/ben/wheneeleavesterminationdeans_mgr.htm

Q. What is the process for laying off an employee?

- A.** The following guidelines are intended to ensure that the University acts both wisely in protecting institutional priorities and responsibly towards those individuals whose separation from the University is a direct result of budgetary constraints.

Forms

- [Status of Benefits During Layoff](#)
- [Type 1 Staff Layoff Information Form](#)

Resources for You and Your Employees

The [Faculty and Staff Assistance Program](#) (FSAP) can be utilized by managers seeking guidance on how to compassionately handle the layoff process, as well as how to deal with the aftermath. There are [changes](#) due to restructuring, remaining employees dealing with survivor's guilt, and of course, the issues of loss, grief and anxiety that face the laid off employee. UHR is ready to help with any of these processes. FSAP counselors can help all affected employees and their families navigate through the transition by providing direct counseling and resource information.

The [Professional Development Program](#) and the [Center for Organizational Development & Leadership](#), and other offices within University Human Resources are available to assist with organizational issues. Your HR Consultant will help link you to the various services that you need.

<http://uhr.rutgers.edu/lr/2006layoffinformation.htm>

Q. How do I get a temporary replacement while I search for a regular employee?

A. Rutgers Newark Human Resources will assist departments in filling temporary employment* needs when the following circumstances occur:

- Temporary absences of regular employees due to vacation or leaves
- During the recruitment of vacant positions
- When additional help is needed during peak or seasonal time periods

**As a general rule, the duration of a temporary position is not to exceed 16 months or 60 hours biweekly. More hours may be worked for short term assignments.*

To initiate the temporary hiring process, the hiring authority should complete a [Temporary Job Order Form](#) and contact the Newark Human Resources at 973-353-5500.

Q. How are harassment issues handled?

- A.** Rutgers University policy prohibits harassment based upon enumerated protected categories or traits. These categories or traits are race, religion, color, national origin, ancestry, age, sex, sexual orientation, disability, and marital or veteran status. Harassment compromises the integrity of the University and unfairly interferes with the opportunity for all persons to fully participate in the academic, work and living environment of the University. The University will respond to instances of harassment in accordance with its Harassment Complaint Process (for employees and student employees) or with the University Code of Student Conduct (for students) and will respond appropriately to those who violate this policy. (Refer to HR policy 60.1.12)

Harassment advisors are available to University employees who request guidance in the harassment complaint process. These advisers are University employees who have volunteered to participate in training to assist those who believe they have been harassed. The adviser will listen to you, tell you about the resources that are available, and discuss your options with you. <http://uhr.rutgers.edu/ee/harassadvisersmain1.htm>

Q. How is workplace violence handled?

- A.** Rutgers University prohibits workplace violence. Specifically, the University will respond promptly and in accordance with this policy to violence, threats of violence, harassment, intimidation, or disruptive behavior of a threatening nature towards people or property. Complaints involving workplace violence will be given the serious attention they deserve. Individuals who violate this policy may be removed from Rutgers property and are subject to disciplinary and/or personnel action up to, and including, termination and/or criminal prosecution. (Refer to HR policy 60.1.13)

Benefits

Q. Who is eligible to receive medical benefits?

A. Full-time regularly employed (Type 1) faculty and staff hired for one academic year or longer have the option to participate in a health insurance plan, either individually or including eligible dependents (including same-sex domestic partners). Also eligible are full-time teaching and graduate assistants whose appointments are for at least one academic year.

Q. Are health benefits available for part-time faculty and staff?

A. Part-time faculty and staff have the option to participate in the State Health Benefits Program's Point-of-Service medical plan and prescription drug plan either individually or including eligible dependents (including same-sex domestic partners). To be eligible, the part-time faculty or staff employee must be a member of a state-administered pension plan. (Refer to HR Policy 60.2.5)

Q. How is vacation and sick time accrued?

A. Regularly appointed staff members accrue vacation days for each full calendar month worked; the number of days accrued depends on the employee's status at the time of accrual. Vacation days are accrued in one fiscal year for use the following fiscal year. Employees who are on leaves of absence without salary do not earn vacation time during each full calendar month of absence, except that employees who are on leaves of absence due to injuries occurring in the course of and arising out of employment at Rutgers will continue to earn vacation until workers' compensation payments cease. Full-time 10-month staff employees accrue vacation on the same per-month- worked basis as full-time

12-month employees. Part-time staff accrue vacation on the same basis as full-time staff except that it is prorated according to the percentage of time appointed.

Always refer to the appropriate collective negotiations agreements for any variations or additional details in the policy. (Refer to HR Policy 60.3.10)

There are two components of Sick Time – sick time and sick leave.

Sick Time

Sick time with pay is defined as a necessary period of absence because of illness or exposure to contagious disease for oneself. The illness of an employee should be recorded in the Absence Reporting System as "S" for sick. Sick time should not be taken for attending planned, routine medical or dental appointments. (Refer to HR Policy 60.3.5)

Sick Leave

Sick leave with pay is defined as emergency absence to attend to a member of the immediate family (i.e., mother, father, spouse, child, foster child, sister, brother, grandmother, or grandfather) who is seriously ill. An employee may qualify for the use of sick leave on a limited basis up to five days within a fiscal year. An emergency is defined as a medical situation which is unforeseen and unplanned. A serious illness is defined as a condition which indicated probable dangerous consequences. In these emergent instances, the employee's absence should be recorded in the Absence Reporting System as "SL" for sick leave. Always refer to the appropriate collective negotiations agreements for any variations or additional details in the policy.

(Refer to HR Policy 60.3.5)

Regarding faculty members, please refer to the AAUP agreement.

<http://academicaffairs.rutgers.edu/Facultylaborcontracts.shtml>

Q. *What types of University leaves are available to staff employees?*

A. **Administrative Leave-** Regularly appointed staff members may be granted up to three days of administrative leave in a fiscal year in accordance with the policy's regulations. (Refer to HR Policy 60.2.5)

Bereavement Leave- An employee who is absent from work due to death in the immediate family. Always refer to the appropriate collective negotiations agreements for any variations or additional details in the policy. (Refer to HR Policy 60.3.4)

Family Leave- Federal and state laws entitle eligible Rutgers employees to unpaid family leave for purposes covered by the acts and provided certain conditions are met. (Refer to HR Policy 60.3.8)

Leave of Absence for Personal Reasons- The University does not normally grant an extended leave of absence for personal reasons to a staff member. If a staff member is confronted with a situation of very unusual circumstances, a request for a leave of absence without salary will be considered by the University. A request for such a leave must be submitted in writing to the administrative supervisor or department head concerned. Always refer to the appropriate collective negotiations agreements for any variations or additional details in the policy. (Refer to HR Policy 60.3.6)

Medical Leave of Absence without Salary- When a staff employee is unable to perform the duties of his or her job because of illness or injury and has used all accumulated sick time, the University, at its discretion, may grant a medical leave of absence without salary. The University may extend such leave for an additional period if the employee presents medical justification. Normally any medical leave without salary will not exceed a total of one year. Leave taken as medical leave of absence without salary must be charged concurrently against any available

entitlement under the Federal Family & Medical Leave Act. For employees covered by collective negotiations agreements, always refer to the appropriate agreement for any variations or additional details in the policy. (Refer to HR Policy 60.3.7)

Military Leave- Employees serving in the Military Reserve or National Guard may be recalled to active duty status for extended periods of time. Employees who have been involuntarily recalled to active military duty, aside from their regular annual training obligations, may be entitled to a paid leave of absence and/or supplementary salary differential.

<http://uhr.rutgers.edu/ben/militaryleavemanagerschecklist.htm> (Refer to HR policy 60.3.13)

Pregnancy Leave- Disabilities caused by pregnancy and/or childbirth are treated in the same manner as any other disability. That is, a woman who is unable to work due to a pregnancy related disability may use accrued sick time. If accrued sick time is not available, she may request a medical leave of absence without salary as provided in Policy Section 60.3.7, Medical Leave of Absence without Salary. Leave without pay will be charged concurrently against any available entitlement under the Federal Family and Medical Leave Act (See Policy Section 60.3.8). Employees on leave without pay shall have health benefits continued for a period of up to three months for such medical leave of absence provided the employee continues to pay any premiums which she normally would be required to pay. The employee may be eligible for New Jersey Temporary Disability Insurance (TDI), or may use accrued Vacation, Administrative Leave, or Personal Holiday during the leave. A pregnant woman may work as long as her health and her physician allow. She should discuss her anticipated period of absence fully with her supervisor so that the department is properly able to plan to cover her leave. (Refer to HR policy 60.3.9)

*Please note, as a general rule, faculty pregnancy leave is covered by closing ranks.

Q. What is the Absence Reporting System (ARS) and the Time Report System (TRS)?

A. **ARS-**The Absence Reporting System (ARS) is a web-based application giving authorized users at Rutgers University the ability to electronically keep track of absence information, including days remaining, as well as create hard copies of absence records without manual intervention.
<http://uhr.rutgers.edu/documents/ars.pdf>

TRS- Authorized administrators in New Brunswick, Camden and Newark can enter departmental timesheets for hourly and salaried employees for input into the Payroll System. The timesheets can be electronically approved by designated personnel and input into the weekly Payroll cycle. For more information regarding this application, refer to the DEMO <http://payroll.rutgers.edu/trs.html> or contact Payroll at (732) 445-2112.

Q. What are the available retirement plans?

A. All eligible regularly appointed Type 1 faculty and staff, both full and part time, must be enrolled in a retirement system as a condition of employment. Also enrolled are eligible visiting faculty hired for less than one academic year. Under certain circumstances, Part-Time Lecturers (Type 7) must be enrolled in the Public Employees' Retirement System (PERS) after the completion of two consecutive semesters in the academic year.

There are three state administered retirement programs at Rutgers:

1. Alternate Benefit Program (ABP)
2. Police and Firemen's Retirement System (PFRS)
3. Public Employees' Retirement System (PERS)

(Refer to HR policy 60.2.5)

Glossary of Terms

A/P/S- Administrative, Professional, or Supervisory staff positions. When these positions become vacant, they are available to Rutgers employees and the public simultaneously.

ARS- Absence Reporting System provides employees with secure access to view their absence records and determine remaining leave allowances.

ATS- Applicant Tracking System streamlines the process by which you request classifications and/or postings of new, vacant or encumbered positions. It allows you to submit the required forms and obtain all the necessary approvals, even from the budget office, electronically. You are able to monitor the progress of you requests online.

CARE- Classification and Recruitment Form is a form used to request the classification and/or recruitment of all new, vacant, and encumbered staff positions. It captures the key responsibilities related to a position under review.

COLT- Local 1761 of the American Federation of State, County, and Municipal Employees. A labor union representing clerical, secretarial, office, laboratory, and technical staff.

Exempt- Applies to positions that are not eligible to receive overtime compensation according to the rules and regulations of the Fair Labor Standards Act (FLSA). The workweek for exempt positions is not fixed.

FASP- Faculty and Staff Assistance Program will support university departments or groups of staff upon request when facing a shared crisis such as the death of a

coworker, serious illness, inappropriate behavior in the workplace, crime, or workplace transition.

FMLA- Family & Medical Leave Act is a federal statute, which entitles eligible employees to take leave from work in order to attend to certain personal and/or medical needs of themselves or their families.

FSLA- The Fair Labor Standards Act sets pay requirements, minimum wages, child labor standards, overtime pay requirements, and record keeping requirements for covered employees.

NE- This is a fixed workweek, non-exempt position that is eligible to receive overtime compensation for hours worked beyond 37 ½ hours in the workweek.

NL- This workweek is not fixed. The designation applies to exempt positions that are not eligible for overtime compensation.

Non Exempt- Applies to positions that are eligible to receive overtime compensation according to the rules and regulation of the Fair Labor Standards Act (FLSA). Non exempt positions have a fixed workweek (NE- 37 1/2, 35, 40) and are eligible to receive compensation for hours worked beyond the maximum hours in the workweek. Consult university policy 60.3.14 and/or the Staff Labor Agreements for additional information.

P4P- Eligible administrative, professional, supervisory, and confidential (non-aligned) staff members participate in the **Pay-for-Performance program (P4P)** and are formally appraised annually. This program is a merit-based compensation plan that fosters an environment of excellence and professional growth among eligible staff, and provides for direct correlation between individual performance and individual reward.

TDI- Under the **New Jersey Temporary Disability Benefits Law**, cash benefits are payable when an individual cannot work because of sickness or injury **NOT** caused by their job.

TRS- Time Report System provides administrators the ability to enter and approve departmental time sheets on-line for hourly and salaried employees. Approved TRS entries are directly submitted to the weekly Payroll cycle.

DRAFT

Frequently Used Contact Numbers

| | |
|------------------------------------|---------------------------------|
| Human Resources Newark | (973) 353-5500 |
| DeAnna Adams | (973) 353-5501 |
| Judith Crespo | (973) 353-5234 |
| Irma Mendoza | (973) 353-5500 |
| Elena Serra | (973) 353-5596 |
| Rosanne Wesley | (973) 353-5502 |
| | |
| Campus Communications | (973) 353-5262 |
| Campus Information Hotline | (973) 353-1766 |
| Counseling Center-Nwk | (973) 353-5805 |
| Newark Computing Services | (973) 353-1731 |
| Newark Grants Office | (973) 353-1335 |
| Office of Employment Equity | (732)932-3020 ext. 4030 |
| Office of Labor Relations | (732) 932-3020 ext. 4040 |
| Physical Plant-Nwk | (973) 353-5441 |
| Police Dept.-Nwk | (973) 353-5111 |

***From a Campus Phone Line -Dial 80**

| | |
|------------------------------------|-----------------------|
| Purchasing-Nwk | (973) 353-5338 |
| Student Health Services-Nwk | (973) 353-5231 |