



## **EMPLOYEE HANDBOOK**

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Dear Colleagues:

Each of you makes a special contribution to Tufts. I appreciate the talent and commitment that you bring to our University in support of teaching, scholarship and service, and I realize that we could not advance Tufts' mission without you. You and I share a common vision – to make Tufts the very best that it can be, and to give back to the world through our efforts. One of the great things about working at a university is knowing that we are part of something larger than our individual task. We touch the lives of many in support of Tufts' academic mission. We serve as mentors, advisors, friends and colleagues to students, parents, alumni, faculty members and staff. We model behaviors for our students to practice in their professional lives by embracing diversity in all of its dimensions, conducting business with integrity, believing in our mission and treating all with respect and understanding. Every employee of Tufts has a responsibility to teach through his or her actions and to serve as an ambassador to our global community. I am proud to work with you to achieve the goals of our university, and I thank you for all that you do – every day – to strengthen Tufts for our students today and those in generations to come.

Sincerely,

Anthony P. Monaco  
President

## **Statement from the Vice President for Human Resources**

Greetings to all new and existing employees. We are pleased you are part of the Tufts community. We hope that this will be a positive, productive, and rewarding experience for you. We pride ourselves on our spirit of teamwork – individuals working together to attain common goals. The values and vision of the University are reflected in the six Tufts Competencies, which are put into action every day we work at Tufts. Competencies are observable and applied knowledge, skills, and behaviors that are critical for achieving an organization's mission, values, and goals. The six Tufts Competencies are Expertise, Interaction with Others, Continuous Improvement, Customer Focus, Resourcefulness and Results, and Leadership.

I hope that you take pride in being associated with the University and take advantage of the opportunity to contribute to the University's success, while enjoying its many benefits. Please remember that this Handbook is a reference tool, and is not a substitute for communication with your manager. If you have any questions or would like more information, your supervisor is your most immediate resource. In addition, if you have questions regarding these and other policies and standards, please feel free to contact Human Resources on your campus.

Once again, I'm happy that you are a Tufts employee, and want to extend my best wishes for your success.

Sincerely,

Kathe Cronin  
Vice President, Human Resources

## INTRODUCTION

This Handbook provides key information regarding Tufts University's policies and workplace standards for employees. It is intended to be an internal reference tool for University staff and is presented for informational purposes only. The Handbook applies to employees of the University who regularly work a minimum per week of seventeen and a half (17.5) hours, and are not faculty members or covered by collective bargaining. All references to "employee" or "employees" in this Handbook relate expressly to non-academic, non-unionized, staff employees. There may be some policies or procedures unique to your specific work area that will be explained by your supervisor. In certain circumstances, a Handbook supplement for your work group, such as Dining Services, Postdoctoral Fellows, and overseas employees, may supersede this Employee Handbook. Additionally, some policies are modified for staff employed only during the academic year.

The content of this Handbook, and any other communication by Tufts University representatives, written or oral, is not intended to generate contractual obligations or rights between the University and its employees. This Handbook does not alter the at-will nature of an individual's employment with Tufts University, or in any way create a promise of continued employment. An employee or the University may terminate the employment relationship at any time, for any reason.

The policies stated herein are subject to change at any time at the sole discretion of the University. Detailed information on these policies is available on the Tufts University website and will reflect ongoing changes. In case of any differences, the online version will supersede any paper version.

Although comprehensive, this Handbook is intended to be a summary guide and cannot address every question that might develop during your employment. Your supervisor and the Human Resources staff welcome the opportunity to answer your questions.

This version of the Employee Handbook supersedes all prior versions issued by the University and is effective **October, 2010**.

### **EMPLOYMENT- AT-WILL STATEMENT**

This Handbook is not a contract guaranteeing employment for any specific duration. Although we hope that your employment relationship with us will be productive and satisfying, either you or Tufts may terminate this relationship at any time, for any reason, with or without cause or notice.

No one, other than a Human Resources Representative, has the authority to enter into any employment agreement with you for any specified period or to make any promises or commitments contrary to the foregoing. Further, any employment

agreement entered into by Human Resources shall not be enforceable unless it is in writing.

**DEPARTMENT OF HUMAN RESOURCES**

The Tufts Human Resources Department (HR) provides a number of service areas to support University employees.

Medford Human Resources	617.627.6272
Boston Human Resources	617.636.6600
Grafton Human Resources	508.839.7975

**HR/Employee Relations & Employment:** This area focuses on attracting and retaining the best workforce possible for the University. In the event that you or your staff experience any employment-related problems, the Human Resources Representative assigned to your school or work area is your primary resource.

Employee Assistance Program: The Tufts University Employee Assistance Program (EAP) is available to employees, their dependents, and household members. The purpose of an EAP is to offer help to those who may be experiencing problems related to life changes or personal stress. Services include counseling, legal and financial advice, and a vast referral network for various work/life situations, such as day care and elder care resources. Tufts has contracted with an outside organization, Health Resources, to provide free and confidential counseling on both personal and professional problems, work and family life, health and wellness, and other kinds of work/life issues. Licensed, multilingual representatives are available twenty-four hours a day, seven days a week.

The EAP program can be reached at 800.451.1834, or through the [Tufts EAP website](#).

**HR/Benefits:** The Benefits Office oversees Benefits programs for staff and faculty members and is based on the Medford Campus. A Benefits Representative visits each campus for orientation and also spends one day per week on the Boston and Grafton campuses. Employees may call the main Benefits number (617.627.3270) to set up an appointment with a Benefits Representative on their campus.

**HR/Compensation & Systems:** The Compensation Group, located in Medford, plans and administers pay policies and practices for non-faculty employees. Our compensation program is designed to keep Tufts' wages competitive with the external market so that we can hire and retain talented employees. We use a

variety of pay programs to encourage employee development and to reward employee contributions. The Compensation Specialists in Medford and Boston (serving both Boston and Grafton) can be reached at the campus office numbers above.

The HR Systems Group provides HR reports of employee data to University departments, in addition to their role of providing computer support to HR users.

**HR Service Center:** The Human Resources Service Center, located on the Medford campus, maintains the systems, processes, and information used to pay Tufts employees, including personal information, job-related data, tax information, and employee benefits deductions. They process the weekly and semi-monthly payrolls for faculty members, staff, students, and temporary employees. They also manage Tufts' Employee Self Service application and other electronic applications used to hire employees and record time worked. The Service Center can be reached at 617.627.3075.

**HR/Organizational Development & Training (HRODT):** The Tufts Organizational Development & Training Department offers a wide range of services to help administrative support staff and management staff develop managerial and professional skills to enhance individual and organizational success. OD&T provides organizational consulting as well as leadership, management, and professional development for individuals and work groups. All programs support the six Tufts organizational competencies and the six Tufts leadership competencies.

## DIVERSITY

One of the cornerstones of the educational mission of Tufts University is to create a community comprised of people from a wide variety of backgrounds and with a wide range of experiences that emphasizes inclusiveness and excellence. We are committed to ensuring that all members of our community – staff, faculty members, and students - are able to contribute productively in an increasingly heterogeneous, interconnected world. Thus, it is essential that we build a diverse community at Tufts so that we all have the opportunity to learn from each other. It is only through such diversity within our own community that we can gain the understanding of others that we will need in an increasingly global workplace. In this regard, diversity encompasses: race, color, national or ethnic origin, age, religion, disability, sex, sexual orientation, gender identity and expression, status as a veteran, language, socio-economic background, parental status, education, affiliations, and other qualities. As an institution, Tufts embraces diversity in its broadest forms and works to ensure that all members of the community develop a strong sense of the value and importance of diversity and its connectedness to excellence at Tufts.

## **OFFICE OF INSTITUTIONAL DIVERSITY**

The mission of the Office of Institutional Diversity (OID) is to lead a concerted and sustained institutional effort in the advancement, coordination, and development of diversity-related programs and policies at Tufts. OID works with the President and Provost as well as Deans, Vice-Presidents, and Managers across divisions and schools to infuse the campus community with an understanding of the centrality, importance, and complexity of diversity within all aspects of university life. OID's outreach and programmatic efforts underscore historical and emerging scholarship and research related to race, ethnicity, culture, sex, disability, sexual identity, gender identity, educational and socioeconomic status, age, religion, and national origin.

OID encompasses the Office of Equal Opportunity (OEO). The Director of OEO interprets and implements policy related to best practices in Affirmative Action and equal opportunity practices in employment and retention. The OEO staff monitors grievances and compliance-related issues. OEO also administers disability (ADA) services to staff and faculty members.

## **EQUAL EMPLOYMENT OPPORTUNITY**

Tufts University is committed to the fundamental principle of equal opportunity and equal treatment for every prospective and current employee and student. It is the policy of the University not to discriminate on the basis of race, color, national or ethnic origin, age, religion, disability, sex, sexual orientation, gender identity and expression, veteran status (special disabled veterans, disabled veterans and Vietnam-era veterans), or any other characteristic protected under applicable federal or state law.

Every member of the Tufts community is responsible for taking positive action to ensure that women, minority group members, and individuals with disabilities are given full opportunity for employment and advancement as well as for participation in University-sponsored programs, events, and social services.

Tufts complies with Federal Executive Orders 11246 and 11375, Massachusetts Executive Order 74, Sections 503 and 504 of the Rehabilitation Act of 1973, Age Discrimination in Employment Act (of 1967 as amended), Massachusetts General Law 151B, Section 402 of the Vietnam Era Veterans' Readjustment Assistance Act, Uniformed Services Employment and Reemployment Rights Act (USERRA), M.G.L.c. 151B, and the Americans With Disabilities Act.

Tufts encourages its employees to use the services of the Office of Institutional Diversity and their campus Human Resources Department if there are any questions about this policy.

## **AFFIRMATIVE ACTION POLICY**

Tufts University maintains an Affirmative Action Program wherein all managers and officials of the University directly bear the responsibility for making every effort to identify and alleviate underutilization of minorities, women, the disabled, and covered veterans so that they receive fair and equal treatment in all University programs.

Tufts University maintains an internal system of audit and reporting that shall assist in the implementation, monitoring, and evaluation of the Affirmative Action Programs to assure the effectiveness of the plan. Specifically, this system shall facilitate the identification and removal of inequities and deficiencies in employment and those policies and practices that could preclude fair and equal treatment.

Tufts University's Affirmative Action Program provides for the prompt and impartial consideration of all complaints of discrimination filed by its staff, faculty members, and students. Retaliation for filing a complaint is prohibited. Procedures for consideration of complaints and grievances are established and circulated throughout the University. Tufts University has an Office of Equal Opportunity, which monitors its Equal Opportunity and Affirmative Action efforts.

Tufts University is committed to Equal Opportunity and Affirmative Action, and as further demonstration of that commitment, Tufts requires that all current or prospective contractors or unions submit a statement in writing of their Equal Opportunity and Affirmative Action commitment; and that all solicitations or advertisements placed by or on behalf of Tufts shall indicate Tufts' policy of Equal Opportunity and Affirmative Action.

## **SEXUAL HARRASSMENT**

Sexual harassment violates the dignity of individuals. It is a form of discrimination that violates federal and state laws and is prohibited at Tufts University. Tufts is committed to providing an education and work environment that is free from sexual harassment. The University works to prevent and address sexual harassment through educational programs, training, and complaint resolution. Tufts encourages all members of the University community to report any concerns or complaints of sexual harassment.

Managers, supervisors, and other agents of the University are required to respond promptly and appropriately to allegations of sexual harassment that are brought to their attention. Sexual harassment can occur between any individuals associated with the University, whether between people of different sexes or the same sex. Sexual harassment can occur between people of unequal power or between peers. Examples of who could be involved in a sexual harassment allegation could include, but are not limited to, any combination of the following: supervisor and

subordinate, faculty and staff, coworkers, student and professor, student and staff, student and student, contractor or vendor and staff. A victim does not have to be the direct recipient of the conduct but could be anyone affected by the conduct.

Sexual harassment is a form of sex discrimination. It includes unwelcome sexual advances, requests for sexual favors, and other physical or verbal conduct of a sexual nature or conduct directed at a person because of his or her gender when:

- Submission to such conduct is made either explicitly or implicitly a term and condition of an individual's academic status or employment; or
- Submission to, or rejection of, such conduct by an individual is used as a basis for academic decisions or
- employment decisions; or
- Such conduct, whether verbal or
- physical, has the purpose or effect of unreasonably interfering with the individual's academic or work performance or
- of creating an intimidating, hostile, or offensive environment in which to work or to learn.

You have the right to work, learn, and live in an environment free from sexual harassment.

### **The Following Behavior May Constitute Sexual Harassment**

The following are some examples of conduct, particularly when unwelcome, which may constitute sexual harassment:

- Direct proposition of a sexual nature and/or subtle pressure for sexual activity that is unwanted and unreasonably interferes with a person's work or academic environment; or
- gender harassment, including sexist statements and behavior that convey insulting, degrading, or sexist attitudes; or
- persistent and unwanted requests for dates, unwelcome and inappropriate letters, telephone calls, email, or other communications or gifts; or
- direct or implied threats that submission to sexual advances will be a condition of employment, work status, promotion, grades, or letters of recommendation; or
- subtle or overt pressure for sexual favors; or
- unwanted physical contact such as touching, hugging, brushing against a person's body, impeding or blocking movements; or

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- sexually explicit statements, questions, jokes, or anecdotes regardless of the means of communication (oral, written, email, text messages, etc.); or
- the display of inappropriate sexually oriented materials in a location where others can view them; or
- sexual assault, attempted rape, or rape. (For further information regarding sexual assault, please reference Tufts University Sexual Assault Policy at [oeo.tufts.edu](http://oeo.tufts.edu).)

### **Consequences of Sexual Harassment**

Sexual harassment affects the victim of harassment. The student or employee may suffer a diminished ability to work and study, which may have a lasting career impact or a loss of confidence in the University's ability to provide a comfortable and safe environment for work and learning. A student's educational goals may also be significantly affected if the student decides to avoid certain courses, change his or her area of study, or transfer to another institution. In addition, sexual harassment impacts the University and the department(s) involved. The University and the department(s) may experience an atmosphere of fear, intimidation, declining work productivity, and office morale. A person found responsible for sexual harassment may face:

- student disciplinary action; or
- letter of reprimand; or
- denial of promotion; or
- demotion; or
- suspension; or
- termination.

### **Retaliation is prohibited**

Any member of the University community has the right to raise concerns about or complaints of sexual harassment without fear of reprisal. It is unlawful and it is a violation of University policy to retaliate against an individual for filing a complaint of sexual harassment or for cooperating in a sexual harassment investigation. Any person who retaliates against an individual reporting sexual harassment, filing a sexual harassment complaint, or participating in a sexual harassment investigation is subject to disciplinary action up to and including expulsion or termination by the University.

### **Confidentiality**

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The University recognizes the importance of confidentiality and understands that some individuals filing complaints or involved in an investigation may want their identity to remain confidential. In some instances, the alleged harasser can be spoken to without the Complainant being identified. In other cases, issues of confidentiality must be balanced against the University's need to investigate and take appropriate action. The University will respect the privacy and confidentiality of individuals involved in a sexual harassment investigation to the fullest extent possible.

### **What can you do if you feel you are being sexually harassed?**

- If you feel comfortable enough, you may talk with the person, inform him or her of the unwelcome behavior, and ask that the behavior stop. Document the incident and the steps taken to resolve it.
- Staff/faculty: You may report it to any supervisor or manager; Student: You may report it to any university faculty member or university administrator.
- You may contact any of the Sexual Harassment Resource Persons listed in this brochure.
- You may call the Office of Equal Opportunity directly at 617.627.3298.
- You may file a confidential and anonymous complaint through EthicsPoint, Inc. ([https://secure.ethicspoint.com/domain/en/report\\_custom.asp?clientid=7182](https://secure.ethicspoint.com/domain/en/report_custom.asp?clientid=7182)) or by calling EthicsPoint, Inc. directly at 1.866.384.4277.

Note: Complaints that are submitted without identifying the Complainant make it difficult, if not impossible, to adequately investigate, respond, or take appropriate action. Employees with complaints are strongly encouraged to contact OEO directly if there are specific concerns about filing a complaint. For a detailed policy description, please refer to the [Office of Equal Opportunity and Affirmative Action's website](#).

Title IX regulations of the Education Amendments of 1972 require all university personnel to report any incident of sexual harassment whether resolved informally or formally through the grievance procedure to the University's Title IX coordinator. The director of the Office of Equal Opportunity serves as the Title IX coordinator. Reports should not include the names or identities of the persons involved. Reports should include a description of the complaint and the schools or administrative units with which the participants are affiliated. These reports allow the Title IX Coordinator to identify patterns of frequency in a particular area or location within the University and report these findings to the president on an annual basis and to coordinate compliance with federal regulations. For questions regarding Title IX, please call the Title IX Officer at 617.627.3298.

### **Where to Find Help with Sexual Harassment Concerns**

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Contact the Office of Equal Opportunity at 617-627-3298 or go to its [website](#).

### **CONSENSUAL RELATIONS**

It is essential that those in a position of authority not abuse, nor appear to abuse, the power with which they are entrusted. Administrators (including all staff who supervise other staff or students) and faculty members exercise power over subordinates and students. Therefore, amorous, dating, or sexual relationships between administrators or faculty members and subordinates or students are highly discouraged when these administrators or faculty members have professional responsibility over the subordinate or student. Relations of a sexual nature that may appear to be consensual are still suspect, given the fundamentally unequal nature of the relationship. Moreover, other employees or students may be affected by the relationship, because the administrator is in a position to favor or advance one person's interest to the potential detriment of others. Therefore, it is inappropriate for administrators or faculty members to engage in an amorous, dating, or sexual relationship with a subordinate or student where the administrator, or faculty member, will be required to make professional judgments about the subordinate's or student's work or academic performance. The University requires that the supervisory employee cease such conduct and/or divest himself or herself of the professional responsibility for supervision or oversight, should an intimate relationship develop.

A violation of this policy may result in disciplinary action.

### **PROTECTION FOR EMPLOYEES WITH DISABILITIES**

The University complies with all applicable state and federal laws protecting the rights of disabled workers. The Americans with Disabilities Act of 1990, as amended, protects qualified applicants and employees with disabilities from disability discrimination in hiring, promotion, discharge, pay, job training, fringe benefits, classification, referral, and other aspects of employment. Section 503 of the Rehabilitation Act of 1973, as amended, requires affirmative action to employ, and advance in employment, qualified persons with disabilities who, with reasonable accommodation, can perform the essential functions of a job. Section 504 of the Rehabilitation Act of 1973, as amended, bars employment discrimination in any program or activity that receives federal financial assistance. Massachusetts General Laws, Chapter 151B, also prohibits discrimination in employment based on disability and requires reasonable efforts to accommodate qualified employees with disabilities.

If you are unable, or find it difficult, to do all the functions of your job due to a disability, please inform your manager, the Office of Equal Opportunity, or your Human Resources Representative. Each inquiry will be handled individually, on a case-by-case basis.

# **EMPLOYMENT**

## **IMMIGRATION REFORM CONTROL ACT**

The Immigration Reform and Control Act of 1986 requires all employers to maintain records documenting the identity and eligibility to work of all regular and temporary employees hired after November 6, 1986.

As amended, effective April 3, 2009, as a condition of employment, all new employees must complete and sign Section 1 of the Employment Eligibility Verification (Form I-9) with their name, address, date of birth, Social Security Number, and immigration status (citizenship) in the presence of a Human Resources staff member on the first day of employment. Section 2 must be completed by a Human Resources staff member on the first day of employment or within three business days of the first day of employment, (up to two business days before or within two business days after the first day of employment). Former employees who are rehired must also complete a Form I-9 if they have not completed the form within the past three (3) years or their previous form is no longer retained or valid. All employees must also present evidence of identity and employment eligibility by providing one or more documents as outlined on the I-9 form. It is your obligation as an employee to update your information and visa status as needed.

Under current law, failure to provide the appropriate employment eligibility documentation or revoked or expired eligibility could result in termination of employment.

## **EMPLOYMENT CATEGORIES**

**Regular Full-Time:** Employees who regularly work thirty-five (35) or more hours per week. Regular full-time employees are eligible for University benefits.

**Regular Part-Time:** Employees who are scheduled to work fewer than thirty-five (35) hours per week. Regular part-time employees who work between seventeen and a half (17.5) and thirty-five (35) hours per week are eligible for benefits, unless precluded from eligibility by the terms of an insured benefits contract. Regular part-time employees who work fewer than 17.5 hours per week are not eligible to receive benefits.

### **Employee moving from benefits eligible to non-benefits eligible status:**

Employees who move from benefits eligible to non-benefits-eligible status are no longer eligible for University benefits, nor are they covered under the University Employee Handbook. At the time of the status change, the employee will be paid out all accrued but unused vacation time. All accrued sick time and personal time balances will be zeroed out as they cannot be carried over to a non-benefits

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eligible position. Any employee who is moving or thinking of moving to a non-benefits eligible position, should meet with their Human Resources Representative and a Benefits Specialist for further clarification prior to the change in jobs.

**Job-Sharing Team:** This arrangement permits two individuals to share one full-time position. Hours may be divided in various ways. Both members of a job-sharing team are eligible to receive benefits, unless precluded from doing so by an insured benefits contract. Benefits for these employees may be pro-rated.

**Academic Year Employees:** These employees may work full or part-time, but only during the months of the academic year (usually September through May). Benefits for these employees may be pro-rated.

**Temporary Employees:** Under certain circumstances, a manager may find it necessary to request temporary help for a specific period of time. Temporary workers are hired directly by a University department or through an outside agency and typically are not eligible for Tufts University benefits. Temporary workers who work in excess of one thousand (1,000) hours per year may be eligible for retirement contributions. For information, please contact the Human Resources Benefits Office.

**Exempt Employees:** These employees hold positions which fall within certain exempt categories defined by the Fair Labor Standards Act (FLSA), are paid on a salaried basis, and are not eligible for overtime pay.

**Non-exempt Employees:** These employees hold positions which do not fall into the FLSA's exempt categories, are paid on an hourly basis, and are eligible for overtime pay.

**Consultants:** These outside vendors are independent contractors, not employees, and are not eligible to receive university benefits. The relationship to the university is by contractual agreement. For more information, please see the [Finance website](#).

## **BACKGROUND CHECKS**

Tufts University is committed to providing a safe working and learning environment for its employees, students, and visitors. It also seeks to protect its assets; preserve its reputation; and comply with laws, regulations, and agreements. Depending upon the position and the duties within the University, employment and/or continued employment may be contingent upon a satisfactory background check.

Tufts University will consider the seriousness and extensiveness of adverse information in making a determination of eligibility for employment. Job applicants and/or current employees who are subject to background checks will be

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given an opportunity to explain any discrepancies between the job application and the results of the background check. Any material misrepresentation on the job application either by omission or falsification of information may be grounds for denial of employment, withdrawal of an employment offer, or dismissal of an employee.

All background check information will be kept confidential.

### **EMPLOYMENT OF RELATIVES**

The University wishes to ensure that its employees receive fair and equitable treatment. As such, to prevent any possible or perceived conflicts of interest and situations where a manager's judgment could be compromised, Tufts restricts the employment of relatives.

For the purposes of this policy, a "relative" is defined as a spouse, domestic partner, parent, child, sibling, grandparent, or grandchild of the employee or of the employee's spouse. Relatives also include relationships arising out of marriage, such as stepchild or stepparent.

The University welcomes the applications of employee relatives. However, relatives will only be considered for employment based on their job qualifications, and only for positions that are not under the direct supervision of a related employee, including employees not covered by this Handbook, such as faculty members or unionized staff.

If already employed, employees cannot be transferred into such a reporting relationship. If the relative relationship is established after employment, the individuals concerned will decide who will leave. If that decision is not made within thirty (30) working days, the University will decide appropriate action.

It is the obligation of the employees impacted by this policy to identify and bring any real or perceived conflict to the attention of their Human Resources Representative.

### **EMPLOYMENT OF MINORS**

As a general rule, federal and state laws prohibit the University from employing any minor younger than 14 years of age. Broadly speaking, minors age 16 or 17 may perform most non-hazardous jobs, whereas minors age 14 and 15 are subject to greater limitations. Restrictions are further defined according to the minor's age. In particular, minors, regardless of age, are prohibited from working in any occupation declared "hazardous" by the [Department of Labor](#). The Massachusetts Child Labor Law also restricts the types of jobs minors may perform. Of the occupations classified as "hazardous" by the DOL and therefore unavailable to

minors, only two are likely to implicate the potential employment of minors at Tufts: work involving driving a motor vehicle or being an outside helper on a motor vehicle and work involving exposure to radioactive substances.

Persons responsible for running University laboratories or other environments containing radioactive materials should ensure that minors, regardless of age or occupational designation, are not improperly exposed to radioactive substances. The University, as a practice, does not encourage the use of minors in research laboratories. However, if a manager is seriously considering such employment, that person should contact his or her Human Resources Representative, who can provide a more detailed explanation of the federal and state laws and guidelines, and required training. Additionally the [Tufts Radiation Hazards Control Group](#) has issued a formal policy about minors.

### **IDENTIFICATION CARD AND UNIVERSITY PROPERTY**

All employees will be issued a University picture identification card from [Public Safety](#). Please keep your I.D. with you while you are on University premises, as admittance to some University buildings and departments requires proper University identification.

Depending on the responsibilities of your position, you may also be issued additional resources, such as a mobile phone, laptop, or University credit card (or P-card) to facilitate your job duties. You are required to handle these items with care and keep them secure. Any loss must be immediately reported to your supervisor.

These tools are intended for business use and remain University property. Inappropriate operation or use of any such tools is subject to disciplinary action, up to and including termination.

### **ORIENTATION**

At the start of employment, new staff members are expected to participate in Tufts' New Employee Orientation Program. The intent of the program is to introduce new hires to the mission, culture, and values of the University. University policies and procedures are also presented. During this orientation, employees will also learn more about the numerous benefits available to them.

### **PROBATIONARY PERIOD**

All new hires must successfully complete a probationary period before they are eligible for the University's paid time off day programs for vacation, sick, and personal days, or the University's job protection policy. During their probationary

periods, new hires are entitled to paid time off only for University-observed holidays. New hires terminated during their probationary periods may not contest their terminations through the internal grievance process.

The probationary period normally runs for three (3) months from the date of hire, but a supervisor, in consultation with the Human Resources Department, may extend an employee's probationary period for up to an additional three (3) months. If this occurs, the supervisor must notify the employee in writing. The total probationary period should not exceed six (6) months.

If an employee is promoted or transferred to another position, a new probationary period will commence, during which the employee will be eligible for sick, vacation and job protection benefits but may not contest termination through the internal grievance process.

Successful completion of the probationary period establishes the employee's rights to certain benefits and other rights under this Handbook but does not otherwise negate the at-will status of the employee.

## **PERFORMANCE DEVELOPMENT PROGRAM**

*@Work*, the Tufts University Performance Development Program, links Tufts strategies and goals to employees' individual jobs.

Ongoing performance-based communication is the key to the Tufts Performance Development Program. There are four (4) major components in this annual cycle to ensure that the employee and manager communicate regularly about job goals and performance: (1) Performance Planning, (2) Checkpoint Review, (3) Annual Performance Review, and (4) Merit Pay Communication. The Tufts University Competencies provide a standard framework for performance discussions. The six (6) competencies are: Expertise, Interaction with Others, Continuous Improvement, Customer Focus, Resourcefulness and Results, and Leadership.

To learn more about the Performance Development and Compensation Program, please visit the [Tufts University Human Resources website](#), or request an [@Work Guidebook](#) from your campus Human Resources Office.

## **TUITION REMISSION/TUITION REIMBURSEMENT**

As an institute of higher learning, Tufts University encourages employees to take advantage of the available opportunities to increase their knowledge through education. Tuition Remission and Tuition Reimbursement assist eligible Tufts employees with management of educational expenses.

The Tuition Remission program allows eligible employees to take classes in a number of Tufts' graduate and undergraduate programs. Regular employees who work at least seventeen and one-half (17.5) hours per week and who have been employed by the University for no less than three (3) months prior to the first day of the semester may participate in the program. Full-time employees may take up to two (2) classes per semester, and part-time employees may take one (1) course per semester. This benefit is also available to eligible dependents which include spouses, qualified same-sex domestic partners, and dependent children. Under federal and state law, some or all portions of this benefit may be subject to [taxes](#).

Tuition Reimbursement is available for full-time staff. The goal of the program is to support these employees in their efforts to improve skills necessary to perform their jobs. This program allows employees to take job-related courses outside of the University. Eligible employees must complete one (1) year of full-time service before the course begins.

Application forms and complete plan descriptions for these programs are available on the [Tufts website](#) or in the Human Resources Office of each campus. For more information, please visit the [Human Resources website](#).

## **JOB MOVEMENT WITHIN THE UNIVERSITY**

The University encourages employees to make full use of their talents, skills, and potential growth within the University. No employee will be adversely affected as a result of expressing an interest in another job opening. University employees are encouraged to complete one (1) year in their current position before pursuing other job opportunities at Tufts.

**Promotions:** A promotion is a change from one position to an open position at a higher band or pay zone and is normally accompanied by an increase in salary. The major criterion used in the promotion process is the demonstrated ability of the applicant to perform satisfactorily in the new job. The decision to promote will be made after considering factors such as competency, growth and development, demonstrated ability to take on new responsibility, experience, potential for growth, seniority, and affirmative action goals.

In some situations, the result of a promotion may not prove to be satisfactory to either the employee or the University. For this reason, there is a standard probationary period, during which time both the employee and the supervisor have the opportunity to evaluate the new situation. If expectations are not met, every reasonable effort will be made to find the employee a more suitable position within the University. Employees within the probationary period because of a promotion retain all their benefits including vacation, sick, and personal days.

**Transfers:** A transfer is a change of assignment from one position to another in the same band and pay zone, and may occur within the same department or

between departments. A transfer may result from a request made by either the University or an employee and may be initiated for various reasons. Such transfers may occur, for example, in order to develop the career of an employee, or to provide an employee with the opportunity to work in an area where the employee's full potential can be realized. Transfers may also be made when a position or job is to be phased out, as with the end of a sponsored research project.

**Movement to a Job of a Lower Band or Pay Zone:** An employee may be moved to a job at a lower band or zone based on a personal request, reorganization, inability to perform, or reevaluation. In some circumstances an employee's pay may be reduced to coincide with the new responsibilities, internal pay equity, or pay zone. Because the University is committed to fair and equitable treatment, the supervisor and employee must discuss any action of this nature with the campus Director of Human Resources.

Tufts encourages employees who are looking to advance their careers to apply for job opportunities within the University by visiting the [Tufts University Career Center](#). Employees should click on one of the two options below "Current Tufts Employees Only" so that employees are identified as internal candidates.

The process for internal applicants at Tufts is as follows:

- If an employee is interested in an internal position, the first step is to apply online at the [Tufts University Career Center](#).
- After applying on line, the employee should contact the Human Resources Office on the campus where the job is located and identify himself or herself as an internal candidate who has applied for a position on that campus.
- A Human Resources Representative will contact the employee to discuss the basic requirements for the job. The Human Resources Representative will answer any questions the employee may have and help the employee assess if he or she meets the appropriate qualifications for the position.
- If the employee meets the basic requirements, the employee will be invited to interview with the hiring manager.
- The employee is encouraged, but not required, to notify his or her current supervisor before interviewing with the hiring supervisor for the new position. If an employee is identified as a finalist for the position, the employee's current supervisor will be contacted for a reference. The employee will be given the opportunity to speak to the current supervisor prior to the reference check.

## **JOB ABANDONMENT**

Failure to notify a supervisor about any unscheduled absence may result in disciplinary action, up to and including termination. Tufts employees who fail to report for work without notifying their supervisor for three (3) or more consecutive workdays will be considered to have voluntarily resigned, and are not ordinarily eligible for rehire.

## **OUTSIDE EMPLOYMENT**

Employees are hired with the express understanding that their principal professional responsibility is to the University. Employees of the University who desire to work outside Tufts may do so as long as there is no conflict of interest, or the appearance of conflict of interest. If there is any possibility of a conflict of interest of working hours, outside employment should be discussed first with the immediate supervisor. Additionally, the second job cannot interfere with the employee's scheduled work hours and work performance.

## **PERSONNEL FILE/UPDATING YOUR PERSONAL INFORMATION**

Tufts University respects the privacy of its employees and strives to keep employee files confidential. The Human Resources Department maintains a personnel file for each employee. If you wish to review your file, submit a written request to your Human Resources Representative.

Changes to your personal information, benefits, and payroll deductions can be made online through [Employee Self Service](#).

It is your responsibility to notify the Benefits Office when any change occurs in your personal status or of a qualifying event in your family that could impact your benefits.

## **PROFESSIONAL REFERENCE/VERIFICATION OF EMPLOYMENT**

If in the course of your work, you are requested to provide a professional reference on behalf of an employee, you may only do so once you have obtained permission from the employee.

The Human Resources Service Center often receives calls from third parties regarding employment verification for the purposes of credit references, such as a mortgage. If the request is made by phone, we will verify current employment status, dates of employment, and salary, but only if such information is stated first by the caller. Additional information will not be released without express written permission.

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## **PROGRESSIVE DISCIPLINE**

The following steps cover the normal pattern of corrective action for non-exempt employees who have completed the probationary period. This policy does not apply to exempt employees. A Human Resources Representative should always be contacted prior to initiating the corrective action process.

From time to time, problems related to your job may develop. Such problems may include, but are not limited to: violation of or conflict with University policy, job performance, or other job-related situations. It is the University's intention that such issues be discussed openly and candidly, with the objective of improvement and prompt resolution. The University's @Work Program encourages timely, open, and candid discussion about performance, including coaching by supervisors and managers; this coaching should include specific feedback on necessary performance improvements, information on tools available to employees to improve performance, and clear timelines. If performance problems persist, a supervisor or manager may initiate the progressive discipline process. A Human Resources Representative will work with employees and supervisors during the progressive discipline process.

### **Steps in the Progressive Discipline Process:**

1. Verbal Warning: The supervisor discusses performance problems with the employee, the necessary improvements, and a date by which corrections should occur. The supervisor should document the date and content of the conversation.
2. First Written Warning: If problems persist, the supervisor should have another discussion with the employee. If warranted at this time, the employee may be issued a written warning. This warning will contain a statement of the problem(s), what corrections are necessary, and a date by which the improvement(s) should occur. The employee will be asked to sign the form indicating that he or she has read it. A copy should be placed in the employee's personnel file in Human Resources, and a copy should be given to the employee.
3. Second Written Warning: If problems persist, a second written warning may be issued adhering to the format outlined in step two above.
4. Termination: If problems persist after the second written warning, disciplinary action, up to and including termination, may occur.

Written warnings should be removed from the employee's file after two years of active employment if there have been no subsequent warnings. Warning from some serious infractions, as determined by the university, may remain in the file indefinitely.

Certain infractions may result in immediate suspension or immediate termination. Such infractions include, but are not limited to, stealing or other acts of dishonesty, intoxication, threatening actions or language, unprofessional behavior, creating or contributing to a hostile work environment, workplace violence, violation of the [University Drug and Alcohol Policy](#), insubordination, sexual harassment, discrimination, breach of confidentiality, fraud, or clear cases of conflict of interest. In such cases, the decision to terminate an employee must be discussed with the campus Director of Human Resources prior to any action being taken. When circumstances warrant it, as determined by the university, the University retains the right to omit steps in the disciplinary process.

### **GRIEVANCE PROCEDURE**

The University has established a grievance policy to ensure fairness and consistency in employee relations and to resolve certain specified contested actions as quickly as possible. This is an internal process and while an employee may seek legal advice, his/her counsel may not actively participate in the process.

You are assured that your status as an employee of the University will not be jeopardized merely for seeking assistance with a problem. Only employees who have completed their probationary period are covered by this policy.

Issues considered appropriate for the grievance process include matters such as:

- Disciplinary actions against the aggrieved employee, such as written warnings or termination.
- A violation, misinterpretation, or inequitable application of policy or procedure affecting the employee.
- Discrimination against an employee because of race, color, religion, national origin, sex, sexual orientation, age, disability, or covered veterans. Discrimination complaints will be investigated by the Office of Equal Opportunity.

The following issues are not subject to the grievance process:

- Termination resulting from a reduction in force, or termination for reasons stemming from grants or contracts.
- The content of published University personnel policies and procedures.
- Performance evaluations.

The University has a four (4) -step grievance procedure:

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### **Step I--Informal**

Most difficulties can be resolved by talking to someone. Employees are encouraged to discuss employment-related problems candidly with their supervisor. You should explore all possibilities for resolution before initiating the formal grievance procedure. You are encouraged to contact the campus Director of Human Resources for consultation and for details on the procedure.

### **Step II--Formal**

A written statement of your grievance should be submitted to your supervisor no later than thirty (30) days following the circumstance giving rise to your grievance. A copy of the grievance statement must be sent to the campus Director of Human Resources. If the grievance includes allegations of discrimination, it should be shared with the Office of Equal Opportunity and OEO may investigate those allegations. Statements submitted after thirty (30) days will be considered untimely and may not be processed.

### **Step III**

If you have not received a response to your written grievance within ten (10) working days, or if you are not satisfied with the written response, within the next five (5) working days, you may ask your supervisor to send a written statement of the grievance to the next level of management (e.g., Dean, Vice President, Chair or Department Head). The grievance will be investigated and every attempt made to resolve the situation. The investigation may involve a meeting between you, the Chair or Department Head, or other appropriate senior manager, and the campus Director of Human Resources. You can expect to receive a written response to your request within ten (10) working days unless a special extension is needed by the employer.

### **Step IV**

If you are dissatisfied with the outcome of the preceding steps, you may, within the next five (5) working days of receiving notice of the Step III outcome, contact the Vice President for Human Resources, or his or her designee, to request a hearing, which should be conducted by a committee.

The hearing committee should include three (3) University employees, one of whom will be selected by the employee grievant and one by the Dean, Vice President, Chair, or Department Head or other appropriate senior manager deemed so by the university. These two members will select a third member from a panel of employees named by the President or their designee.

The hearing committee should elect a Chairperson by majority vote. The Chairperson's responsibilities include determining whether a formal

hearing is required and how the investigation should be conducted. If it is determined that a formal hearing is necessary, the University should make provisions for employees to appear as witnesses without loss of pay. The investigation may last for approximately thirty (30) working days, except in extenuating circumstances deemed appropriate by the university. Within fifteen (15) working days after the end of the investigation, the findings of the hearing committee, along with its recommendations, will be communicated to the President or their designee. If a majority has not reached a consensus, the facts and recommendations, including minority opinions, should be communicated to the President or his/her designee by the Chairperson. The President or his/her designee should review the results of the proceedings and should notify the employee in writing of his or her decision within fifteen (15) working days.

Good faith effort to meet the deadlines will not invalidate an otherwise proper grievance process.

The decision of the President is final and not subject to appeal.

Members of the Human Resources staff will assist you in processing a grievance and will answer any questions that you might have.

### **RE-EMPLOYMENT**

Re-employment of former University employees who left in good standing is beneficial to both Tufts and the employee. The University not only gains an employee with prior knowledge of Tufts and therefore a shortened learning curve, but also enters re-employment with a clear understanding of the individual's capabilities and prior job performance.

Only those who left the University in good standing are eligible for re-employment. Past performance is considered when a former employee applies for rehire. A re-employed employee is subject to the probationary period in his or her new job and will not carry over any sick, vacation, or personal days from prior employment at the University.

Individuals rehired within one (1) year of their departure date will retain the original date of hire for the purpose of vacation accrual, retirement vesting, and other seniority issues, except reduction-in-force benefits. For all other benefits plans, please contact the Human Resources Benefits Office for the specific policy details.

# **COMPENSATION**

## **SALARY AND PAY POLICIES**

The @Work compensation and performance development programs link employees' individual jobs and goals to broader university or department goals. These programs facilitate communication between supervisors and employees. They also encourage employees to identify and develop the skills they need to reach their full potential in their position at the University.

The programs are designed to:

- Provide competitive total compensation packages, within defined markets, to attract and retain a high quality, diverse workforce;
- Promote communication between managers and employees to ensure that employees have a clear understanding of the link between their contributions and the mission, values, and goals of the University;
- Encourage development of skills and behaviors (competencies) necessary for success in our work environment; and
- Establish a consistent framework with flexibility in pay delivery and pay programs to recognize individual performance, teamwork, and competency development.

Please refer to your [@Work Guidebook](#) for more detailed information about these programs, or contact your campus Human Resources Office for a copy or additional information.

## **WORK HOURS**

**Customary Hours:** The customary work week at Tufts for full time employees is thirty-five (35) hours, seven (7) hours each day, Monday through Friday. The usual workday starts at 9:00 A.M. and ends at 5:00 P.M. This includes a fifteen (15) minute break during the day for non-exempt staff, and one (1) hour for unpaid lunch.

Specified work hours and work week may differ for certain employees depending on the needs of their department. Supervisors will inform employees of the hours they are expected to work.

Exempt employees frequently work beyond the confines of a 35-hour workweek, depending on the needs of their position.

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For payroll administration purposes the work week is considered to begin on Sunday at 12:01 A.M. and end Saturday at midnight.

**Recording Hours Worked:** The University is required by state and federal law to keep accurate records of hours worked by non-exempt employees. Departments are responsible for maintaining attendance records for non-exempt staff and time off records including sick, personal, and vacation time for all employees. Records for exempt staff vacation, sick, and personal time should also be maintained.

Each week, an authorized department staff member will enter the hours worked for non-exempt employees (staff, student workers, and temporary employees) in that department into the University's Time Entry System. Access to this system is obtained through completion of an application and approval of the supervisor.

### **OVERTIME**

There are occasions when a temporary workload or other compelling reason may require that you work more than your regularly scheduled number of hours. By definition of the Federal Fair Labor Standards Act, non-exempt employees are eligible for overtime pay. Any hours exceeding your normally scheduled hours must be pre-approved by your supervisor. Exempt employees are not covered by this Act and do not receive overtime pay.

Non-exempt employees are paid at their regular rate for up to forty (40) hours in one work week. Hours worked beyond forty (40) in one work week must be paid at one and one-half times the regular rate. Time paid for, but not actually worked, such as holidays, sick days, paid personal time, or vacation, is counted for the purpose of computing overtime pay.

### **PAY PERIODS**

Friday is payday for non-exempt employees paid weekly. Weekly pay covers the period Sunday through Saturday of the previous week. Exempt employees are paid semi-monthly on the fifteenth (15<sup>th</sup>) and thirtieth (30<sup>th</sup>) day of each month. As required by law, the University withholds federal and state income taxes from an employee's earnings. Tax deduction amounts are determined by the exemption schedule filed by each employee on the W-4 form. In addition, the University will make authorized deductions for health/life insurance premiums, parking fees, credit union, etc.

## **DIRECT DEPOSIT**

Direct deposit is a condition of hire for regular employees. Accordingly, all employees must maintain a checking or savings account with a banking institution. With direct deposit, the net pay is deposited into a bank of your choice. However, every new hire will receive a check, not direct deposit, for the first week on the payroll. This allows time for the bank to verify the accuracy of the direct deposit information.

## **EMPLOYEE SELF SERVICE WEBSITE**

Tufts University offers paperless transactions for changes to an employee's personal information and deduction elections through Tufts' Employee Self Service Web Site. Through Self Service, employees may view payroll, benefits, personal information, and time off records. Employees can log into the system to view their paychecks and direct deposit, change tax withholdings, or change a beneficiary. Additional services are continually being added.

Self Service is available through any computer with internet access. The site can be accessed through the [Human Resources website](#). You will be required to login with a secure password.

## **ALTERNATIVE WORK ARRANGEMENTS**

An alternative work arrangement is any arrangement that differs from the department norm which is implemented to accommodate the needs of the employee and the department. All alternative work arrangements require the approval of an employee's supervisor and job sharing may require following additional guidelines. Please contact your supervisor or manager and your Human Resources Representative for further information. There are a variety of options that may work for employees and supervisors. These may include flexible scheduling such as:

1. Working an alternate schedule (e.g., 8 A.M. - 4 P.M., instead of 9 A.M. - 5 P.M.)
2. Participating in job sharing or other special arrangements;
3. Working part-time (shorter daily work schedule, or fewer days a week); or
4. Telecommuting.

**Any alternative work schedules must meet the needs of the department and be approved by the supervisor. The decision approving an alternative schedule can be reversed at any time that the needs of the department require a change.**

### **JOB SHARING**

Job sharing allows two individual employees to share the responsibilities of one full-time position. If one member of the job-sharing team cannot cover his or her hours, the other member must assume responsibility. The supervisor of the position will determine if a job-sharing arrangement is appropriate for the position. Job sharers will receive a detailed set of guidelines and will be expected to sign a job-sharing agreement at the beginning of the job-sharing arrangement.

### **EARLY RELEASE**

Early releases are rare but may occur, for example, when poor weather creates hazardous traveling conditions or other problems. Early releases are declared by the Vice President for Operations. The decision may be University-wide or campus specific. A decision to announce an early release will be communicated to the appropriate individuals and areas of the University. Generally, even when early releases have been authorized, classes, clinics, scheduled events, and all related activities are expected to continue. Upon supervisory discretion, some employees may be released early from work. Staff members released early will be paid for their usual hours, but employees who are required to work will not be paid any additional wages.

### **EMERGENCY CLOSINGS**

Infrequently, the University may suspend operations for reasons such as national, state, or city emergencies; floods; fire; power failure; hazardous weather conditions; or severe transportation difficulties. Emergency closings are implemented by the Vice President of Operations on a campus-by-campus basis. Operations will serve as the central source of direction for emergency control activities and communications during a period of emergency. A decision to announce an emergency closing will be communicated to the appropriate individuals and areas of the University.

If you have reason to believe that an emergency situation may exist on campus, contact your supervisor immediately for further information or instructions. If you are at home or away from your work area, information concerning an emergency at Tufts will likely be broadcast over local television or radio stations that usually carry information such as WBZ (1030 AM), WHDH (850 AM), and WORC (1310 AM). Information is updated as early as 6AM. The Tufts Information Line

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is 617.627.INFO (4636) for Medford and Boston or 508.839.6124 for the Grafton Campus. In addition, campus closing information is available on the [Tufts website](#).

The nature of the University's activities and the complexity of its operation require that certain services be provided at all times. Essential service areas include: animal farms and hospitals, Facilities, Computer Services Operations, Dining Services, patient care areas, Public Safety, the Switchboard, and areas conducting critical research. Employees working in these essential service areas are excused from work only with the specific authorization of their supervisors, regardless of other announcements. Supervisors should instruct essential employees beforehand regarding their obligations during emergencies and establish procedures to inform them whether they will be needed to work.

Employees in essential service areas who do not report to work during emergencies will not receive any pay during the closing, and may be subject to disciplinary action. If you must work during an emergency closing and are a non-exempt employee, you will receive your regular pay in addition to either compensatory time off during the same work week, subject to work requirements, at the rate of 1 ½ hours for each hour worked or be paid at a rate of 1 ½ times your regular pay for each hour that you worked during the closing.

When an emergency closing is not in effect, all employees are expected to report to work. Employees unable to reach Tufts will not be paid, but may request use of a vacation or personal day. Those on vacation while an emergency closing is in effect will still have a vacation day deducted.

# WORKPLACE EXPECTATIONS

## **BUSINESS CONDUCT POLICY**

In conjunction with the policies set forth in this Handbook, the University has designed a [Business Conduct Policy](#) to serve as a guide to appropriate business behavior. It is the responsibility of each employee to familiarize himself or herself with, and to abide by, the Business Conduct Policy including the confidentiality of personal or business information. All employees are provided with a copy of this policy at the beginning of employment. If you have any questions or need an additional copy of the policy, contact Human Resources or the [Finance Division's website](#).

## **FRAUD INVESTIGATIONS**

It is the responsibility of Audit and Management Advisory Services (AMAS) to investigate financial-related fraud at Tufts University. In addition, AMAS will investigate cases of alleged theft, embezzlement, or misuse of University assets when a violation of policies or procedures may have occurred in order to determine how internal controls can be improved to reduce risk. Where appropriate, such investigations will be coordinated with University Counsel, the Department of Public Safety, and Human Resources.

As a member of the Tufts community, you are expected to report suspected fraud to the Director of AMAS. If the suspected fraud is initially reported to a supervisor, chairperson, director, dean, vice president, or other responsible person, that person must report the instance to the Director of AMAS.

It is the policy of Tufts University that any person is free to lawfully disclose whatever information supports a reasonable belief of suspected employee misconduct. The University is committed to protecting employees from interference when they make such disclosures.

Situations may exist where members of our community feel uncomfortable discussing these matters with their colleagues or supervisors. To assist with these particular situations, the University has an agreement with a third party reporting service, EthicsPoint, Inc., that allows employees to make anonymous complaints. This service maintains a Tufts University internet application and call center for individuals to report any concerns related to financial, regulatory, compliance, environmental health, and campus safety matters. You may access this service by clicking on the [Tufts University Anonymous Reporting Hotline](#) link. You may also access this reporting option by visiting the Finance Division, Office of Equal Opportunity, Environmental Health and Safety, or Audit & Management

Advisory Services websites and locating the links for anonymous reporting. Access is also available by dialing toll-free 1-866-384-4277.

Suspected research misconduct should be reported to the Associate Provost for Research. Any theft of physical assets should be reported to Tufts Police at 617.627.6911.

## **ALCOHOL, DRUGS, AND OTHER DANGEROUS SUBSTANCES**

Tufts University recognizes that the abuse of drugs and/or alcohol severely impairs the ability of employees to support our mission of providing the highest quality academic programs. The University supports constructive measures to deal with these problems, and strongly encourages employees with drug and alcohol problems to seek appropriate treatment. However, Tufts cannot and will not tolerate drug or alcohol abuse in the workplace.

In order to assure a safe and efficient work environment, Tufts University has adopted a formal policy. As a condition of employment with Tufts, employees must abide by the terms of this policy.

### **[Drug-Free Campus and Drug-Free Workplace Policy](#)**

Tufts University prohibits the unlawful manufacture, dispensation, distribution, sale, possession, and use of controlled substances, as well as reporting to work or conducting University business under the influence of a controlled substance. This policy applies on Tufts University property or to university activities off-campus, including university-sponsored field trips and study abroad programs. All faculty members, staff, and students are required to abide by the terms of this policy. In addition, Federal law requires that any employee notify the University if he or she is convicted of any criminal drug statute for a violation occurring in the workplace, no later than five (5) days after such a conviction. Tufts is required to notify the relevant funding agency, within the ten (10) days of receiving such notice, of any applicable conviction involving employees engaged in work on a federal grant or contract.

As a recipient of Federal program, the University must certify under the Drug-Free Workplace Act of 1988 and the Drug-Free Schools and Communities Act Amendments of 1989 that it has adopted and implemented a program to prevent the unlawful possession, use, or distribution of illicit drugs and alcohol by students and employees. The foregoing policy is one part of that program. Federal regulations implementing these statutes also require that this policy and information about the related program be distributed annually to all campus constituencies. A notice will be sent annually in the fall to all faculty members, students and staff of the internet location of the current version of the program. Paper copies can also be obtained at any Public Safety or Human Resources Department Office on each campus.

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This policy is hereby deemed incorporated into the Faculty Handbook and Student Handbook of each of the respective schools of the University, as well as the Employee Handbook of the University. Further changes to or clarifications of this policy may be made to all constituencies by electronic or paper notification.

Employees in need of assistance in dealing with substance abuse issues are strongly encouraged to utilize the confidential assistance and services offered through Tufts' Employee Assistance Program (EAP) provider. They can be reached at 1-800-451-1834.

### **WORKING WITH ONE ANOTHER**

Tufts University strives to provide all staff and faculty members with a work environment that is free of harassment or other unreasonable interference with the performance of their University duties. We aspire to be a community of colleagues in which mutual respect guides our day-to-day interactions. While the University respects an individual's right to self-expression, it expects that the rights and concerns of others who work at Tufts are respected as well. At Tufts, there is no place in the work environment for conduct that demeans or belittles another person. For these reasons, harassment of any kind is unacceptable.

For the complete policy please refer to the [Business Conduct Policy](#).

### **HOSTILE WORK ENVIRONMENT/WORKPLACE VIOLENCE**

Racial or ethnic slurs; offensive swearing or use of profanity; sexually harassing remarks; threats of violence; and any other offensive comments, language, actions, or violent physical behavior will not be tolerated. This includes acts such as, but not limited to, intimidating, threatening, or hostile behaviors; harassment (including sexual harassment); vandalism; arson; sabotage; the use of weapons; carrying of weapons onto University property; violent events; or any act that in management's opinion is inappropriate in the workplace. E-misconduct, conduct occurring on the Internet or through other electronic means, is subject to the same disciplinary action as conduct occurring in person or print.

These rules apply to all employees, students, contractors, and guests on University property. Every employee is required to report incidents, threats, or acts creating a dangerous or hostile work environment to his or her Human Resources Representative, his or her supervisor (or to another supervisory employee if his or her immediate supervisor is not available), and/or to the Tufts Police Department. As necessary, managers and supervisors will receive special training on violence prevention techniques to help them spot potential problems and minimize the occurrence of violent incidents.

Tufts University will promptly investigate any physical or verbal attack, threats of violence, or other conduct by employees that threatens the health or safety of other employees or the public. All incidents of physical or verbal attacks are treated as misconduct and may result in disciplinary action, up to and including termination of employment. Pending the results of an investigation, the University may suspend employees who are involved in physical or verbal altercations that result in injuries; create a significant risk of injury; or have an impact on productivity, safety, or morale.

## **PUBLIC SAFETY**

The Department of Public Safety represents a comprehensive approach to increased safety and security awareness by combining the University Police Department, the Office of Environmental Health and Safety, and the Office of Risk Management and Insurance.

Individuals on the Boston, Medford/Somerville, or Grafton campuses in need of emergency police, fire, or medical assistance should call **6-6911**. University Police assistance is available twenty-four hours a day. Individuals are encouraged to report any suspicious or emergency activity directly to the University Police.

Individuals needing information or non-emergency assistance regarding a safe work environment are encouraged to contact Environmental Health and Safety staff at 617.636.3615 on the Boston campus, 617.627.3502 on the Medford/Somerville campus and 508.839.5303 on the Grafton campus, to reach staff members during regular business hours. Additional information can be found on the [Public Safety website](#). In case of an emergency after regular business hours, contact the University police at **6.6911**.

## **CONFLICT OF INTEREST**

Tufts employees are responsible for performing their duties in good faith and in the best interests of the University. In particular, employees are expected to avoid activities, agreements, business investments or interests, or other situations that materially conflict or appear to conflict with the interests of the University or interfere with the individual's duty to loyally serve the University to the best of his or her ability. This policy applies to both faculty and staff, except as specifically otherwise noted. A conflict of interest exists when an employee or a family member is in a position to benefit personally, directly or indirectly, from his or her relationship with a person or entity conducting business with the University. All employees have an obligation to avoid conflict, or the appearance of conflict, between their personal interests and the interests of the University and to avoid any situation that affects, or potentially could affect, his or her independent, unbiased judgment in the discharge of his or her duties to the

University. An employee should recuse himself or herself from making any decision relating to University business when the employee is aware of circumstances that might reasonably cause his or her impartiality to be questioned.

To say that one has a conflict of interest does not necessarily mean that the individual involved acted or is expected to act inappropriately. However, if a competing interest exists that creates a conflict of interest concern, certain actions by the individual is required.

All employees are required to promptly report to his or her direct manager or senior manager any actual or perceived conflict of interest (as defined in accordance with the Business Conduct policy) which arises outside of the annual reporting period. The decision on whether to approve a reported conflict should be made by the Executive Vice President, after consulting with the employee's senior manager and such other University officials as the Executive Vice President may deem appropriate. Conflicts involving the Executive Vice President shall be reported to and approved or disapproved by the President. Additional information can be found in the [Business Conduct Policy](#).

## **USE OF UNIVERSITY SYSTEMS, RESOURCES, AND INFORMATION**

University employees are provided with the necessary resources to efficiently and effectively perform their job duties. The University expects employees to utilize these resources, responsibly, for University-related purposes, and in direct support of the institution. The [Tufts University Information Technology Responsible Use Policy](#), provides valuable legal and ethical constraints associated with using a University computer, computer system, or network. Some additional policies may apply to specific computers, computer systems, or networks provided or operated by specific units of the University.

When using any institutionally-provided resources, employees could legally be deemed to be acting as representatives of the University. Therefore, employees must conduct themselves appropriately when communicating internally and externally, i.e. blogging, MySpace, Facebook, etc. All communication, internal or external, utilizing Tufts resources is considered the property of the University and may be accessed, audited, and disclosed. Therefore, there is no expectation of privacy in emails, instant messaging, Internet searching, etc., exchanged on Tufts systems. They may also be used as a basis for disciplinary action.

Any use of University communication resources in conflict with the values of the University is unacceptable. It is the responsibility of all Tufts employees to respect the highest level of privacy for their colleagues and other members of the Tufts community. Employees deemed to have utilized systems or resources improperly, for example, in the case of on-line gambling or pornographic sexually

explicit materials not related to legitimate job functions, will be subject to disciplinary action, up to and including termination of employment.

### **ATTENDANCE AND PUNCTUALITY**

For anticipated absences, such as a scheduled doctor's appointment, you are expected to notify your supervisor with as much notice as possible. For unanticipated absences, such as illness, you must notify your supervisor no later than one hour after your usual work day begins (e.g., no later than 10 A.M. if your work day begins at 9 A.M.). Departments involving patient care and emergency services may have specific call-in procedures that override this procedure. If you are uncertain of the call-in procedure for your department, please check with your supervisor. Absences must be reported daily, unless you have reported a hospitalization, a leave of absence has been determined and approved, or the absence has otherwise been approved by your supervisor.

Unreported and/or repeated unauthorized absences may be considered job abandonment and could lead to disciplinary action, up to and including termination.

### **NO SMOKING POLICY**

Tufts University is committed to providing a healthy, smoke-free workplace for employees. In compliance with the Massachusetts Clean Indoor Air Law (1988), a comprehensive law based on the premise that there should be no smoking in certain public places, no smoking is allowed in University buildings. However, there are some designated smoking areas around the campuses. Designated areas do not allow for smoking in doorways or other areas leading immediately into or out of a University building. Failure to adhere to established "No Smoking" guidelines may lead to disciplinary action, up to and including termination of employment.

### **ACCIDENT OR INJURY AT WORK**

You must immediately report any accident or injury occurring while working. An Employers First Report of Injury Report form must be completed immediately so that the University may take appropriate action. The form must be signed by your supervisor and sent to the Office of Insurance and Risk Management on the Medford/Somerville campus. This report must be forwarded to the Massachusetts Industrial Accident Board within forty-eight (48) hours of the incident. Timely reporting is essential as failure to report an accident or injury in a timely fashion may result in a fine to the University and may affect the employee's ability to prove the nature of the injury.

## **WORKER'S COMPENSATION**

An employee who is injured while working may be entitled to benefits provided by Worker's Compensation Insurance. Details of this insurance, accident forms, and general information may be obtained from the [Office of Risk Management and Insurance website](#). If the injury results in the employee being absent for more than three (3) days, his or her Human Resources Representative should be contacted.

## **POLICY ON POLITICAL ACTIVITIES**

The University, which is committed to free and open discussion of ideas and opinions, encourages students, faculty members, and staff to exercise their civic rights to participate as individuals in the electoral process. However, because the University is a tax-exempt entity, it is prohibited by law from participating or intervening in campaigns for any elective office. Federal Election Commission regulations expressly restrict political activity of educational institutions. To comply with these and other related legal requirements, the University maintains the following Policy with respect to political activities on campus:

With regard to support of or opposition to candidates for election to public office, members of the University community are free to express their opinions and engage in political activities in their individual capacities but must avoid the appearance that they are speaking or acting on behalf, or with support, of the University.

No person may, on behalf of the University, engage in activity in support of or opposition to a candidate for elective public office (including giving or receiving funds or endorsements), nor shall University resources be used for such purposes. All employees must abide by the following rules in particular:

- The name, seal, insignia, marks, and letterhead of the University or of any of its schools, departments, or programs shall not be used on letters or other materials intended for partisan political purposes.
- No University office shall be used as a mailing address for partisan political mailings, nor shall telephone service that is paid by the University be used for partisan purpose.
- The University title of a faculty member or staff member or other person should be used for identification purposes only and, when there is any prospect that the use of the title could be mistaken as an endorsement by the University, should be accompanied by a statement that the person is speaking as an individual and not as a representative of the University.

- University services, equipment such as copying machines, computers, telephones, and supplies shall not be used for partisan political purposes.
- No University employee, as part of his or her job, may perform or be asked to perform political tasks.
- Invitations, subject to the following principles, may be extended by departments, programs, or recognized organizations to persons who are candidates for elective public office (or their representatives) to speak on campus. Access to the University, if granted, shall be made available on an impartial, non-partisan basis, and:
  - (1) the invited speaker's appearance on campus shall have an educational or informational focus, and not be conducted as a campaign rally or similar event;
  - (2) no fundraising for the speaker/candidate shall occur in connection with the event; and
  - (3) the event must be conducted in a manner that avoids any unauthorized implication that it is sponsored, endorsed, or favored by the University.
- University facilities will not be rented to candidates (or their campaigns) for elective public office.
- Debates and forums may be conducted on campus only in accordance with pertinent legal standards, which require that the activity be conducted in a non-partisan manner, provide access to all qualified candidates, and state that the views expressed by the participants are their own and not those of the University, and that sponsorship of the forum is not intended as an endorsement of any particular candidate.
- The University reserves the right to cancel any appearances by a political candidate if it is determined that such appearance is inconsistent with this policy.

Questions concerning this policy should be directed to the Office of University Counsel or the Office of Community Relations.

### **SOLICITATION AND DISTRIBUTION POLICY**

In order to minimize distractions and interference with University business, these guidelines have been established regarding employees' solicitation of other

employees, the distribution by employees of literature and other materials in University workplaces, and solicitation and distribution by non-employees.

University employees may not use Tufts resources such as mail, email, supplies, or equipment to distribute materials or make solicitations unrelated to their job responsibilities. University employees may not post literature or other materials that are not job-related in University workplaces.

Employees may not solicit for any purpose nor distribute literature or materials within the university's buildings or on university property during the employee's working time or the working time of any employee being solicited or approached. "Working time" shall not include break periods, meal times, and other non-work periods during the day.

Employees may not distribute literature or materials within the working areas of the University at any time.

A violation of this policy by an employee may result in disciplinary action, up to and including termination of employment.

Tufts prohibits any solicitation or distribution in University workplaces by all non employees.

### **TRAVEL ON UNIVERSITY BUSINESS**

Employees who travel for the University on authorized business will be reimbursed for all necessary and reasonable expenses incurred while traveling, subject to department or project budget limitations.

All necessary travel approvals must be obtained from the traveler's supervisor, Chairperson, or Dean prior to the business trip.

Employees may not charge personal expenses to a Tufts University P-card. P-cards are for the exclusive use of business expenses. Any employee who misuses a P-card may be subject to disciplinary action, up to and including termination.

Employees are covered by travel accident insurance while away on approved University business trips.

Travel from an employee's home to Tufts and back is not reimbursable.

Additional information can be found on the [Finance Division's website](#).

## **TIME OFF**

### **BONUS DAYS**

Bonus days are earned by non-exempt employees for perfect or very good attendance. If the employee does not use any of his or her sick days in an anniversary year, he or she earns two (2) non-accruable bonus days for use as vacation or personal time. If the employee takes one (1) or two (2) sick days, he or she earns one (1) bonus day. Records of bonus time are kept in the department where the employee works.

### **HOLIDAYS**

The University observes the following paid holidays throughout the year:

New Year's Day	January 1*
Martin Luther King Day	3rd Monday in January
President's Day	3rd Monday in February
Patriots' Day	3rd Monday in April
Memorial Day	last Monday in May
Independence Day	July 4*
Labor Day	1st Monday in September
Columbus Day	2nd Monday in October
Veterans' Day	November 11*
Thanksgiving Day	4th Thursday in November
Day after Thanksgiving	4th Friday in November
Christmas Eve	December 24**
Christmas Day	December 25**

\* *When these days fall on a Sunday, the holiday will be observed on the following Monday; when they fall on a Saturday, the holiday will be observed on the previous Friday.*

\*\* *When Christmas Eve and Christmas Day both fall on a weekday, employees will receive both days as holidays.*

## **HOLIDAY PAY**

Regular, full-time employees receive pay for University holidays, without any waiting period. Regular, part-time employees will receive pay only for the holidays which occur on the days they are regularly scheduled to work.

Non-exempt employees who are required to work on a holiday will be compensated at time and one-half for hours worked on that day. In addition, such employees will receive either another day off or a day's pay at the normal rate.

The policy on holiday scheduling and holiday pay may not be applicable to departments that operate on a six- or seven-day work schedule. You should consult your Department Head if you are employed in a unit with such shift assignments.

If you take an unexcused absence the day before or the day after a holiday, you will not receive pay for that holiday. Exceptions may be made for approved absences.

The University recognizes the right of employees to observe the holidays of their religion. At the employee's discretion, time taken for this reason may be considered vacation time, personal days, or absence without pay. Employees should discuss religious holidays with their supervisors well ahead of time, so that the supervisor can prepare for the employee's absence from the workplace.

## **PERSONAL DAYS**

Full-time Tufts employees receive two (2) personal days (14 hours) per fiscal year, July 1-June 30. Part-time and part-year employees receive pro-rated personal days based on their regular work schedule. These days must be used each year and do not accrue. Unused personal days are not paid upon termination. When scheduling a personal day, employees are expected to give their supervisor sufficient notice.

During the first year of employment, employees hired between July 1 and December 31 will receive two (2) personal days (14 hours). Employees hired between January 1 and March 30 will receive one (1) personal day (7 hours). Personal days may not be utilized during the probationary period.

## **SYMPATHY DAYS**

You may be granted up to three (3) days (21 hours) of paid leave if there is a death in your immediate family or an individual living with you. Immediate family is defined as spouse, children (including stepchildren), daughter/son-in-

law, mother/father-in-law, parent (including stepparent), brother or sister (including stepbrother and stepsister), brother/sister-in-law, grandparent, and grandchildren. Upon request, employees may be given sympathy leave of up to three (3) days (21 hours) in the event of the death of a family member of an individual living with them.

## **VACATION**

During the first year of employment, employees must complete at least ninety (90) days before taking any accrued vacation time. Vacation can be taken in partial day, day, or week increments.

Full-time, non-exempt employees earn vacation at the rate of 1.25 days (8.75 hours) per month, which equates to an annual total of fifteen (15) days (105 hours). After completing ten (10) years of service a non-exempt employee's vacation accrual rate increases to 1.67 days (11.67 hours) per month, for an annual total of twenty (20) days (140 hours). Exempt employees earn 1.67 days (11.67 hours) of vacation per month, or twenty (20) days per year (140 hours). Those employees who have completed twenty-five (25) years of service begin to accumulate vacation at the rate of 2.08 days (14.58 hours) per month, or twenty-five (25) days per year (175 hours).

Academic year and full-time regular employees accrue vacation at the above rate during the months they work.

Part-time employees receive pro-rated vacation time based on their regular work schedule.

If an employee is hired, or returning to work from an unpaid leave, on or before the fifteenth (15<sup>th</sup>) day of the month, the employee will receive vacation credit for the month. If an employee is terminating, or going out on unpaid leave, on or after the fifteenth day of the month, the employee will receive vacation credit for the month. Upon completion of the probationary period, employees receive vacation accrual retroactive to their first day of employment. Vacation time may be utilized only after the employee has completed ninety (90) days at the University.

Vacation does not accrue during an unpaid leave of absence. Please consult your Human Resources Representative for additional information.

A vacation day is equal to the designated workweek hours for your position as stated in the HR records, divided by five (5). Employees receive their usual base pay during a scheduled vacation.

**Scheduling Vacation:** All vacation schedules must be approved by your supervisor. Whenever possible, vacation time should be requested at least three (3) weeks in advance. The work load in your department and, in some cases, your

length of service will be considered when setting up vacation schedules. When you take your vacation, you may request advance payment for earned vacation time if your paycheck is issued weekly or semi-monthly.

**Illness during Vacation:** If you become sick for more than three (3) days during your vacation, you may use your accrued sick time. In some cases, employees may be asked to obtain a written statement from their physician regarding the illness.

When a holiday occurs during a vacation, it is not counted as vacation time.

**Carryover:** Tufts provides a generous vacation policy and encourages employees to take vacation annually. Vacation provides employees with needed rest and relaxation and allows them to recharge so that they can continue performing at a high rate of productivity.

The University uses a centralized system to track vacation, personal and sick time and enforces a maximum vacation balance accrual. The maximum vacation time that an employee can accrue is equal to the amount of time the employee accrues in two years based on his/her eligibility. Once the maximum accrual is reached; vacation time will stop accruing until the balance drops below the maximum allowed.

## **SICK DAYS**

Following the completion of three (3) months probation, non-exempt employees are eligible for thirteen (13) sick days per year (91 hours). Every year on the anniversary of your date of hire, thirteen (13) additional days (91 hours) are added to your sick time accumulation. Exempt employees are eligible for up to six months (130 days or 910 hours) of sick time; sick time used is replenished based on a rolling calendar year, i.e., one year from the time used.

For both non-exempt and exempt employees, the maximum sick time balance an employee can accumulate is six months (130 days or 910 hours). Sick time is pro-rated for part-time and/or academic year employees based on the hours/months they are normally scheduled to work.

After a non-exempt or exempt employee has been sick for three (3) consecutive work days, he or she may be required to provide a doctor's note and be formally placed on a medical leave that may, in some cases, fall under FMLA. The employee's Human Resources Representative should be contacted when an employee is out for more than three (3) consecutive work days. Under certain circumstances, a non-exempt or exempt employee may be required to provide a doctor's note for illnesses of less than three (3) consecutive work days.

### Pay During Medical Leave - Extended Illness Pay (EIP)

All regular, full-time non-exempt employees who have been employed full-time by Tufts for at least one (1) continuous year are eligible for Extended Illness Pay (EIP), at no cost to the employee. Full-time employees who work for Tufts only during the academic year are also eligible for EIP, but they can receive EIP only during the academic year.

EIP supplements the full-time, non-exempt sick pay policy during an approved medical leave of absence. EIP may not be used to supplement Workers' Compensation benefits.

EIP is equal to 60% of the employee's base salary (base salary excludes overtime, shift differential, and supplemental pay), and it applies to scheduled work days and University holidays. Employees may choose to apply accumulated vacation, bonus, and personal days to receive up to 100% of their salary.

EIP commences after a waiting period of twenty (20) continuous work days, or after all accumulated sick days beyond twenty (20) are exhausted. Should the employee's sick time be exhausted during the waiting period, an employee may choose to use available vacation and personal time. Any portion of the waiting period not covered by sick, vacation, or personal time will be unpaid. If an employee has more than twenty (20) sick days accumulated, all sick time must be taken/used prior to the commencement of EIP. All sick leave pay (regular and extended) will cease at the end of the employee's medical leave. Employees seeking to participate in the University's Long Term Disability Plan (LTD) may apply for benefits under that plan while receiving EIP. Contact the Benefits Office for more information about the coordination of these two benefits.

### **FAMILY SICK DAYS**

In order to help employees balance their family responsibilities, Tufts employees may apply up to ten (10) sick days (70 hours) annually from their accrued sick time to care for a relative or an individual residing with the employee. Family days are pro-rated for part time employees.

For the purposes of this policy, a "relative" is defined as a spouse, qualified same-sex domestic partner, parent, child, sibling, grandparent, or grandchild of the employee or of the employee's spouse. Relatives also include "step" relationships such as stepchild and stepparent and in-law relationships, such as brother/sister-in-law, and mother/father-in-law.

# **LEAVES OF ABSENCE**

## **SECTION I: GENERAL INFORMATION**

A leave of absence may be granted for a specified, limited period of time. Depending on the nature of the leave and your employment situation, a leave may be covered under the Family Medical Leave Act (FMLA) or other state or federal statutes governing employee leaves of absence. Some leaves may run concurrently. In some cases, such as leaves covered by the FMLA and the Massachusetts Maternity Leave Act (MMLA), the leave may depend upon successful completion of the probationary period. Examples of leaves include medical, parental, military, and personal leave. For more details, please see the relevant sections below or contact a Human Resources Representative. A leave of absence presupposes that you will return to work. Normally under this policy, no leave of absence should exceed twenty-six (26) weeks. Any employee planning a leave of absence should consult with a Human Resources Representative to understand how state and federal requirements and University policies apply to his/her planned leave of absence. An employee should discuss all aspects of the leave, including eligibility for continuation of benefits and other pertinent details, with the employee's immediate supervisor and with a Human Resources Representative. An employee on a leave of absence from Tufts may not work at another job.

### **Applying for a Leave**

An employee requesting a leave of absence should notify both his/her supervisor and a Human Resources representative. Human Resources will provide the employee with the documentation the employee must complete in order to initiate the request for a leave of absence. Human Resources will collect and review all necessary documentation before determining whether the employee is eligible for the type of leave requested. The employee is responsible for providing Human Resources with all required documentation in support of the leave request. Based on the type of leave at issue, Human Resources will inform the employee how such leave will impact pay and benefits as well as job protection.

If the need for leave is not foreseeable, the employee is still required to notify his/her supervisor or the Human Resources department of his/her request for leave as soon as practical and generally must comply with Tufts' normal call-in procedures. Any other leave request should be made with as much notice as possible.

Typically, when an employee is out more than three (3) consecutive days, the employee (or in the employee's absence, the manager) should contact Human Resources to discuss any potential need for a leave.

### University Job Protection

The University will protect the position of employees who are on authorized leaves of absence. Employees are eligible for two (2) weeks of University job protection for every year of service, with a minimum of four (4) weeks and a maximum of twenty-six (26) weeks. University job protection may run concurrently with or separately from state and federal requirements. The University cannot guarantee job protection for an employee whose leave of absence exceeds the employee's job protection period.

### Returning to Work

An employee out on a leave of absence is responsible for notifying Human Resources as soon as possible of the employee's intent or ability to return to work, or any change in the employee's intended date of return. In most cases of extended leave, Tufts will expect at least two (2) weeks' advance notice. Human Resources will inform the employee regarding what documentation the employee must submit to Tufts before the employee will be permitted to return to work. If the employee's leave of absence was due to the employee's own health condition, the employee may be required to provide a "fitness for duty" certification form from the employee's health care provider, verifying the employee's ability to return to work, with or without restrictions.

Upon returning to work, during the applicable job protection period, the employee typically will be reinstated to the position the employee held just prior to the leave of absence. If the employee returns to work after the applicable job protection period, and the employee's previous position is no longer available, Tufts may offer the employee a similar position for which the employee is qualified, if any such positions are available. If there are no such positions available, the employee may be discharged from employment, and benefits will end as they would for any employee ending employment with the University.

If an employee is medically released to return to work and fails either to return to work or to provide the University with a timely and satisfactory explanation, the University will treat the employee's conduct as a voluntary resignation.

## **SECTION II: FAMILY MEDICAL LEAVE ACT (FMLA)**

### Eligibility for the Family Medical Leave Act (FMLA)

To be eligible for FMLA leave, an employee must have worked for Tufts for at least twelve (12) months and at least one thousand two hundred and fifty (1250) hours in the year preceding a requested leave, and must have worked at a worksite within seventy five (75) miles of a Tufts worksite that employs at least fifty (50) employees

### Basic Leave Entitlement Under FMLA

FMLA provides up to twelve (12) weeks of unpaid, job-protected leave to eligible employees for any of the following reasons:

- Incapacity of the employee due to pregnancy, prenatal medical care, or childbirth;
- To care for the employee's child after birth, or placement for adoption or foster care;
- To care for the employee's spouse, son, daughter, or parent who has a serious health condition; or
- A serious health condition that renders the employee unable to perform the employee's job.

### Definition of Serious Health Condition

A serious health condition includes an illness, injury, impairment, or physical or mental condition that involves either an overnight stay in a medical care facility, or continuing treatment by a health care provider for a condition that either prevents the employee from performing the functions of the employee's job, or prevents a qualified family member from participating in school or other daily activities.

Subject to certain conditions, the continuing treatment requirement may be met by a period of incapacity of more than three (3) consecutive calendar days combined with at least two (2) visits to a health care provider or one (1) visit and a regimen of continuing treatment, or incapacity due to pregnancy or a chronic medical condition. Other conditions may also meet the definition of continuing treatment.

### Military Family Leave Under the FMLA

Eligible employees with a spouse, son, daughter, or parent in the Armed Forces, including the National Guard or Reserves, on covered active duty, or who has been notified of an impending call or order to covered active duty, may use their twelve (12) week leave entitlement to address certain qualifying exigencies. "Active duty" for members of the regular Armed Forces means duty during deployment with the Armed Forces to a foreign country. For members of the National Guard or Reserves, it means duty during deployment with the Armed Forces to a foreign country under an authorized call or order to active duty. Qualifying exigencies may include attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.

FMLA provides twenty-six (26) weeks of leave during a single twelve (12) month period to care for a covered service member. A covered service member is (i) a current member of the Armed Forces, including the National Guard or Reserves, who is undergoing medical treatment, recuperation, or therapy; is otherwise in outpatient status; or is otherwise on the temporary disability retired list, for a serious injury or illness; and (ii) a veteran who is undergoing medical treatment, recuperation, or therapy for a serious injury or illness and who was a member of

the Armed Forces, including National Guard or Reserves, at any time during the preceding five (5) years. A "serious injury or illness" for a current member of the Armed Forces, including National Guard or Reserves, means an injury or illness that was incurred or aggravated in the line of duty while the service member was on active duty in the Armed Forces and that may render the service member medically unfit to perform the duties of the service member's office, grade, rank or rating. For veterans, the term refers to a qualifying injury or illness incurred or aggravated in the line of duty while the service member was on active duty in the Armed Forces and that manifested itself before or after the member became a veteran.

### FMLA Process

Human Resources will provide employees with information on employee eligibility, rights, and responsibilities, including the necessary documentation required to be completed and approved in order for leaves of absence to be designated as FMLA leave. Human Resources will review employee requests for leave under the FMLA and any supporting documentation provided. Human Resources will notify employees in writing: whether the leave is approved, whether the leave qualifies under the FMLA, whether the leave will run concurrently with other time clocks associated with state and federal requirements and University policies governing leaves of absence, whether additional information is required, the amount of leave that will count against the employee's leave entitlement, whether the leave will be designated as paid or unpaid, and whether the employee must provide a "fitness for duty" certificate before returning to work.

Employees must provide sufficient information for Human Resources to determine if the leave qualifies for FMLA job protection, as well as the anticipated timing and duration of the leave. This may include information sufficient for Human Resources to determine whether the employee is unable to perform job functions, whether a qualified family member is unable to perform daily activities, the employee's need for hospitalization or continuing treatment by a health care provider, or circumstances supporting the need for military family leave. Employees must inform Human Resources if the requested leave is for a reason for which FMLA leave was previously taken or approved. Employees also may be required to provide a certification and periodic recertification supporting the need for leave. Failure to provide the required information may delay or prevent authorization of a requested leave of absence.

### Intermittent FMLA Leave

An employee may take leave intermittently or on a reduced-leave schedule when medically necessary. Employees must make reasonable efforts to schedule leave for planned medical treatment so as not to unduly disrupt Tufts' operations. Leave due to qualifying exigencies may also be taken on an intermittent basis.

### Benefits

During FMLA leave, Tufts will continue the employee's participation in Tufts' health and dental insurance plans and will continue to make its usual premium contributions to the costs of the plans, provided the employee pays his or her share of the cost. The employee may continue to participate in or make contributions to other Tufts benefit plans, to the extent permitted under the terms of the applicable plans. If the employee fails to return to work at the conclusion of an FMLA leave, the employee will owe Tufts for any insurance payments made on his or her behalf during any unpaid portion of an FMLA leave.

### Returning to Work

Upon return from FMLA leave, most employees will be restored to their original or equivalent positions with equivalent pay and benefits.

Upon returning from FMLA leave that has not exceeded twelve (12) weeks, or twenty-six (26) weeks in the case of military caregiver leave or military caregiver leave combined with leave for any other purpose under the FMLA, the employee will be returned to the same position that he or she left when the leave began or to an equivalent position with equivalent pay, benefits, and other terms and conditions of employment, in accordance with the conditions provided for such reinstatement under the FMLA. The employee will be reinstated without loss of employment rights or benefits that the employee had earned or accrued prior to the beginning of the leave, except to the extent such benefits were used or paid during the leave.

If the employee is returning from medical leave or from parental leave taken in conjunction with pregnancy or childbirth, the employee may be required to provide medical certification of his or her ability to return to work.

If the employee decides not to return to Tufts following an FMLA leave, the employee is requested to inform Tufts of that decision as soon as the employee is able to do so. Tufts may then end the leave and employment will terminate. If the employee fails to return to work at the end of an approved leave, Tufts may discharge the employee.

### Duration of FMLA Leave

For all leaves under the FMLA, except military caregiver leave, the employee is entitled to a maximum of twelve (12) weeks of leave per year, calculated on a "rolling" twelve (12)-month period measured from the date the employee first uses any such leave. With respect to military caregiver leave only, the maximum duration of such leave is twenty-six (26) weeks during a single twelve (12) month period, measured from the first day the employee takes leave for this reason and ending twelve (12) months later, including the time spent on leave taken for any other reason(s) under the FMLA.

### Limitations on FMLA Leave

Use of FMLA leave for purposes other than as set forth by the FMLA is strictly prohibited and may result in disciplinary action, up to and including termination of employment. Employees on a leave of absence from Tufts may not work at any other job.

### Key Employees

Certain key employees may not be eligible to return to the same or similar position upon returning from FMLA leave, if such denial is necessary to prevent substantial and grievous economic injury to Tufts. A key employee is a salaried employee who is among the highest paid ten percent (10%) of the employees employed by Tufts within seventy-five (75) miles of the facility at which the employee works.

### Additional Leave

Additional leave may be available in certain circumstances. Please refer to the other leave policies in this Handbook and contact a Human Resources representative.

### Retaliation and Discrimination is Prohibited

Tufts prohibits retaliation or discrimination against an employee for having exercised his or her rights under the FMLA. Moreover, the FMLA makes it unlawful for an employer to interfere with, restrain, or deny the exercise of any right provided under the FMLA; or to discharge or discriminate against any person for opposing any practice made unlawful by the FMLA or for involvement in any proceeding under or relating to the FMLA.

### Enforcement of the FMLA

An employee may file a complaint with the U.S. Department of Labor or may bring a private lawsuit against an employer for claimed violations of the FMLA. The FMLA does not affect any federal or state law prohibiting discrimination or supersede any state or local law or collective bargaining agreement which provides greater family or medical leave rights.

### Overlap between FMLA and Other Leaves

FMLA leaves may run concurrently with or separately from other state and federal laws requiring leaves of absence and University leaves of absence policies. Employees should refer to Section III: University Leaves of Absence for specific information on such overlap. Employees planning a leave of absence also should consult with a Human Resources Representative, to understand how state and federal requirements, and University policies apply to his/her situation.

## **SECTION III: UNIVERSITY LEAVES OF ABSENCE**

University leaves of absence may run concurrently with or separately from state and federal requirements governing employee leaves of absence. Any employee

planning a leave of absence should consult with a Human Resources Representative to understand how state and federal requirements, as well as University policies, apply to his/her situation.

### Medical Leave

Employees with a medical condition are eligible to take a medical leave of absence. Accumulated sick time may be applied and an approved medical leave will be paid up to the amount of the employee's available sick time. An employee may choose to use available vacation and personal time after sick time is exhausted. In addition, Extended Illness Pay (EIP) may apply to a non-exempt employee's non-work related illness, injury, or medical condition. Non-exempt employees should refer to the Extended Illness Pay (EIP) section of the time off policy for more information.

### Parental Leave

Employees who are primary caregivers and who have completed at least one (1) year of service prior to the first day of taking Parental Leave may take a leave of absence of up to twelve (12) weeks for the purpose of giving birth; preparing for or participating in the birth, adoption, or foster care of their child; and for caring for their newborn or newly adopted or foster care child. Employees may choose to apply available paid sick time. If the employee's sick time has been exhausted, the University will continue to pay the employee's salary for the duration of the leave. Employees who use available sick time will be allowed to retain up to three (3) sick days for future use upon returning to work.

Primary care givers with less than one (1) year of service prior to the first day of the leave may take Parental Leave of up to eight (8) weeks for the purpose of giving birth; preparing for or participating in the birth, adoption, or foster care of their child; and for caring for their newborn or newly adopted or foster care child. Employees may choose to use available sick, vacation, and/or personal time. If the employee's sick time is exhausted during the first two (2) weeks of leave, the University will continue to pay the employee's salary for the duration of the first two (2) weeks. Any portion of the leave not covered by sick, vacation, or personal time will be unpaid. Please refer to different types of parental leave for more details.

Only one parent may be designated as the primary caregiver at any one time during a parental leave of absence. Employees are required to sign an affidavit certifying that the employee taking the leave of absence is the primary caregiver.

If both parents are employed by the University, the two employees are allowed to take combined parental leaves totaling eight (8) or twelve (12) leave weeks, depending on the employees' length of University service.

Employees not covered by the above Parental Leave policy may be eligible to take a leave of up to two (2) weeks for the purpose of preparing for or

participating in the birth, adoption, or foster care of their child and for caring for their newborn or newly adopted or foster care child. Employees may choose to apply available paid sick time. Should employees' sick time be exhausted, the University will continue salary payment for the duration of the two (2) week leave. Please contact your Human Resources Representative for more information.

Parental leave runs concurrently with applicable disability and FMLA leave arising from pregnancy, birth, adoption, or foster care placement.

### **TYPES OF PARENTAL LEAVES/ DEFINITIONS:**

**Pregnancy related disability:** Employees may take a Parental Leave of up to eight (8) or twelve (12) leave weeks depending on length of University service for the purpose of giving birth and subsequently caring for their newborn. Prior to the birth of their child, Parental Leave may be taken intermittently or on reduced leave schedule when medically necessary. Employees are required to provide health care certification.

**To care for the employee's child after birth:** Employees may take a Parental Leave of up to eight (8) or twelve (12) leave weeks depending on length of University service for the purpose of participating in the birth and caring for their newborn. Employees are required to use this paid leave consecutively.

**Placement for adoption or foster care:** Employees may take a Parental Leave of up to eight (8) or twelve (12) leave weeks depending on length of University service for the purpose of preparing for or participating in adoption or foster care and caring for their newly adopted or foster care child under the age of 18 or under the age of 23 if the child is mentally or physically disabled. Prior to the placement of their child, leave may be taken intermittently or on reduced leave schedule.

### **PAY DURING MEDICAL LEAVE – EXTENDED ILLNESS PAY:**

All regular, full-time non-exempt employees who have been employed full-time by Tufts for at least one (1) continuous year are eligible for Extended Illness Pay (EIP), at no cost to the employee. Full-time employees who work for Tufts only during the academic year are also eligible for EIP, but they can receive EIP only during the academic year.

EIP supplements the full-time, non-exempt sick pay policy during an approved medical leave of absence. EIP may not be used to supplement Workers' Compensation benefits.

EIP is equal to 60% of the employee's base salary (base salary excludes overtime, shift differential, and supplemental pay) and it applies to scheduled work days and

University holidays. Employees may choose to apply accumulated vacation, bonus, and personal days to receive up to 100% of their salary.

EIP commences after a waiting period of twenty (20) continuous work days, or after all accumulated sick days beyond twenty (20) are exhausted. Should the employee's sick time be exhausted during the waiting period, an employee may choose to use available vacation and personal time. Any portion of the waiting period not covered by sick, vacation, or personal time will be unpaid. If an employee has more than twenty (20) sick days accumulated, all sick time must be taken/used prior to the commencement of EIP. All sick leave pay (regular and extended) will cease at the end of the employee's medical leave.

Employees seeking to participate in the University's Long Term Disability Plan (LTD) may apply for benefits under that plan while receiving EIP. Contact the Benefits Office for more information about the coordination of these two benefits.

### **Other Leaves of Absence**

#### **Personal Leave**

A Personal Leave may be granted for reasons of compelling personal circumstance that makes it impossible or difficult for an employee to be at work. Requests for personal leave will be considered subject to the needs of the department on a case-by-case basis and must be approved in advance by your supervisor and Human Resources. Personal leaves are arranged in conjunction with Human Resources and normally cannot exceed six (6) months. Exceptions to this policy will be considered by management, on a case-by-case basis, in consultation with Human Resources.

#### **Jury Duty**

The University will pay the difference between the employee's regular University pay and jury duty pay for as long as the employee is required to serve, pursuant to a lawful jury summons.

#### **Reserve Military Duty**

The University will pay the difference between an employee's regular University pay and Uniformed Services (USERRA/FMLA) pay for up to two weeks per year. Employees should contact Human Resources for information if an extended military leave is needed.

### **SECTION IV: MILITARY LEAVE UNDER USERRA**

In accordance with federal law, including the Uniformed Services Employment and Reemployment Rights Act (USERRA), and applicable state law, a leave of absence will be granted to employees to attend scheduled drills or training or if

called to active duty with the U.S. Uniformed Services. “Uniformed Services” means the Armed Forces, the Army National Guard, and the Air National Guard when engaged in active duty for training, inactive duty training, or full-time National Guard duty, the commissioned corps of the Public Health Service, and any other category of persons designated by the President in time of war or national emergency.

Retaliation or discrimination based on Uniformed Service is strictly prohibited.

Advance notice of military service is required, unless military necessity prevents such notice or it is otherwise impossible or unreasonable.

Military Leave under USERRA will be unpaid. However, full- or part-time employees may use any available paid vacation or sick days during the absence. Faculty are expected to fulfill military reserve duty during vacation time, unless necessity prevents such notice or it is otherwise impossible or unreasonable.

Continuation of health insurance benefits is available as required by USERRA based on the length of the leave and subject to the terms, conditions, and limitations of the applicable plans for which the employee otherwise is eligible. Please see the Human Resources Department for more information about USERRA’s requirements.

Benefit accruals, such as vacation, sick leave, or holiday benefits will be suspended during the leave and will resume upon the employee’s return to active employment.

#### Returning from Military Service

With certain exceptions, employees returning from military service must either report to work or apply for reinstatement as follows:

Military Service of 1 to 30 days or Absence for a Fitness for Duty Exam:  
The employee must report to work by the beginning of the first regularly scheduled work period that begins on the next calendar day following completion of service, after allowance for safe travel home from the military duty location and an 8-hour rest period. If, due to no fault of the employee, timely reporting back to work would be impossible or unreasonable, the employee must report back to work as soon as possible.

Military Service of 31 to 180 days: An application for reemployment must be submitted no later than 14 days after completion of the employee’s military service. If submission of a timely application is impossible or unreasonable through no fault of the employee, the application must be submitted as soon as possible.

Military Service of 181 or more days: An application for reemployment must be submitted no later than 90 days after completion of the employee's military service.

If they are still qualified, employees returning from military leave will be reemployed in the same or similar job that they would have attained had they not been absent for military service, with the same seniority, status, and pay, as well as other rights and benefits determined by seniority. Tufts will make reasonable efforts to enable employees to refresh or upgrade their skills to help them qualify for reemployment. If a returning employee is not qualified for the position to which they otherwise would have been entitled, Tufts will work with that employee to identify and place the employee into an available alternative position.

Reemployment may not occur if Tufts' circumstances have so changed as to make such reemployment impossible or unreasonable; would impose an undue hardship on the University; or an employee's prior employment with Tufts was for a brief, non-recurrent period (e.g., a temporary employee) and there was no reasonable expectation that such employment would continue indefinitely or for a significant period. In addition, reemployment cannot be guaranteed if an employee's total cumulative military leave exceeds 5 years.

Contact the Human Resources Department for more information or questions about military leave.

## **SECTION V: SMALL NECESSITIES LEAVE ACT**

The Small Necessities Leave Act (SNLA) provides eligible employees with twenty-four (24) hours of unpaid time off during any twelve (12) month period to:

1. Participate in school activities directly related to the educational advancement of the employee's son or daughter, such as parent-teacher conferences or interviewing for a new school;
2. Accompany the employee's son or daughter to routine medical or dental appointments such as checkups or vaccinations; or
3. Accompany an elderly relative to routine medical or dental appointments or appointments for other professional services related to the elder's care, such as interviewing at nursing or group homes.

The term "elderly relative" is defined as an individual at least sixty (60) years of age who is related by blood or marriage to the employee. This policy will also covers the same-sex "domestic partner" of an employee who has submitted the required affidavit for same sex domestic partnership.

The term “school” is defined as a public or private elementary or secondary institution, a Head Start Program under the Head Start Act, or a state-licensed children’s daycare facility. Thus, an unlicensed daycare arrangement would not qualify. Likewise, accompanying an older child to visit colleges would not be covered.

If the need for this time off is foreseeable, an employee should submit a request to his or her supervisor no less than seven (7) days in advance; if the time off is not foreseeable, the employee must notify the supervisor as soon as practical under the particular circumstances. Employees may choose to use accrued vacation, personal, or bonus days, or may make up the missed time, with the permission of the supervisor.

# LEAVING THE UNIVERSITY

## REDUCTION IN FORCE

A reduction in force is the elimination of a position such as a change in a University program, department reorganization, budgetary restriction, or the expiration of a grant or contract. Reduction in force proposals are reviewed by the appropriate Dean or Director as well as by the campus Director of Human Resources, to ensure that the reduction is implemented according to University policy. This policy does not apply to temporary lay-offs.

This policy covers regular employees who work an average of 17.5 hours per week or more. Special provisions apply to employees working under externally funded grants or contracts and to employees who have worked for the University for ten (10) years or more. These provisions are outlined below:

### Employees under Grants or Contracts

Persons employed under grants or contracts at the time a reduction in force is implemented are not eligible for severance pay but are covered by the remainder of this policy.

### Notice of Reduction in Force

An employee whose position is being eliminated will ordinarily receive at least six (6) weeks written notice of the action. Employees receiving such notices are encouraged to contact a Human Resources Representative, who can further explain the policy and assist the employee in applying for other positions.

### Consideration for Other Employment

An employee whose position has been eliminated will receive primary consideration for employment in other positions at the University for which he or she is qualified and which are at the same or similar level. Primary consideration means that when an individual covered under this policy applies for an open position, he or she will be granted an interview by a Human Resources Representative. If the qualifications of the individual are deemed to be an appropriate match with the position requirements, a referral to the hiring supervisor may be made. The ultimate hiring decision is left to the hiring supervisor. This consideration remains in effect for one (1) full year from the separation date of the employee. If a reduction is due to the University's decision to purchase the services previously performed by University employees from an outside contractor, the new supplier will be encouraged to employ individuals affected.

Rehired employees are eligible for reduction in force benefits, including six weeks' notice and severance pay as of the date of rehire. Reduction in force benefits are based on full or partial years of service beginning with the date of rehire in the current position.

#### Severance Pay (excluding positions that are grant-funded)

Persons not employed under grants or contracts are eligible for severance pay. If another suitable position is not found prior to expiration of the notice period, eligible employees will receive one (1) week of salary for each full or partial year of service, with a minimum of two (2) and a maximum of sixteen (16) weeks. Unused vacation time accrued up to the day of separation will also be paid.

An employee who has received notice of a reduction in force may leave the University prior to the expiration of the notice period. For the purposes of salary and record keeping, the date of departure will then become the termination date.

If an employee selected for reduction is offered a comparable job within the University or with a subcontractor or lessee of the University, he or she will not receive severance pay or other benefits under this policy. A comparable job is defined as one at or near the same salary, benefits, and level of responsibility.

#### Review Procedure for Long-term Service Employees

The University has established a policy that long-term service employees may request a review at the highest level of the administration whenever a position held by a long-term service employee is eliminated due to a reduction in the work force, unless such a reduction results from the expiration of a grant or contract.

For purposes of this procedure, a long-term service employee is defined as a non-exempt employee who has completed ten (10) or more years of continuous service at Tufts.

Prior to requesting a formal review under the procedures outlined below, employees should discuss with their supervisor and the campus Director of Human Resources whether comparable jobs are available within the University. If the outcome of these discussions does not meet the employee's satisfaction, he or she may pursue the two-step review procedure which follows.

#### **Step I**

Within ten (10) working days of written notification of a reduction in force, the employee must submit a written statement of the reasons for requesting a formal review of the decision to eliminate the position to the Executive Vice President.

The written request will be reviewed and investigated by the long-term service employee reduction in force committee. At the present time, the committee includes the Executive Vice President, the Provost, and a third member of the

administration or faculty appointed by the President. The committee will review the decision to eliminate the position to ensure that it is not arbitrary. The committee will also consider whether there are practical alternatives to the reduction, such as whether employment with the University can be found by providing the employee with additional training, or by finding a comparable position within the University. As part of its investigation, the committee may request a personal meeting with the employee to obtain additional information.

Within fifteen (15) working days of submitting the written request, the committee will notify the employee, in writing, of its decision. If the committee requires additional time in order to complete its investigation, the committee may extend the fifteen-day period.

## **Step II**

If the decision by the long-term service employee reduction in force committee does not meet the employee's satisfaction, he or she may request the President to conduct a final review of the decision. Should the employee choose to do so, within five (5) working days of the committee's decision, he or she must submit a written statement requesting a review of the committee's decision to the President. The President will review the committee's decision and will notify the employee in writing of his or her conclusion. The President's decision is final.

## **Rehire**

Employees who leave the University in good standing are eligible for rehire. Past performance will be considered when a former employee applies for rehire.

If you are rehired within one (1) year of your departure date, you will retain your original hire date for the purpose of vacation accrual, retirement vesting, and other seniority based considerations except reduction in force benefits. For all other benefits plans, you will have to contact the Human Resources Benefits Office for specific policy details.

A rehired employee will still be subject to a probationary period in his or her new position and no sick, vacation, or personal days from prior employment at the University will be reinstated.

## **SEPARATION FROM THE UNIVERSITY**

### **Resignation**

The University hopes that employees will develop long-term careers at Tufts that are both fulfilling and successful. However, if an employee feels the need to resign, he or she may do so at any time, for any reason. Employees who choose to voluntarily resign should submit a written notice to his or her supervisor, before leaving the University. This written notification should include the effective date

of resignation, specific reason(s) for the resignation, the employee's position and department, and the employee's legal signature.

Whenever possible, advance notice should be approximately equal to the employee's annual vacation accrual.

When leaving employment at Tufts, identification cards, keys, and other University property must be returned to the employee's direct manager.

### Retirement

An employee may retire voluntarily at any time, as there is no mandatory retirement age set by the University. Employees considering retirement should contact the Benefits Office for pre-retirement information and guidance. A Benefits Representative can provide information and literature regarding the University's pension plan, medical insurance, social security, and other related benefits effective during retirement.

### Termination

There are various reasons why an employee may be terminated. Some examples include: inability to attain the required level of performance in the job; failure to comply with required policies and procedures or standards of professional behavior applicable to employment; or repeated failure to perform required duties. Any termination must be approved by the Vice President for Human Resources or his or her designee, and must be in accordance with established policies and procedures.

### Effect of Separation on Benefits

The Benefits Office will generate the necessary paperwork regarding benefits and typically mails the information to the outgoing employee's home address. Employees should contact them directly, prior to their last day of work, for information concerning the continuation of certain insurance benefits.

### Exit Interview

During the employee's notice period, he or she is encouraged to participate in an exit interview with his or her campus Human Resources Representative. Exit interviews provide an opportunity to discuss the employee's experience at Tufts and provide important feedback.

### Vacation Pay upon Separation

If an employee leaves the University and has completed three (3) months of employment, he or she is entitled to payment for accrued, unused vacation.

## **UNEMPLOYMENT BENEFITS**

In certain circumstances, employees who have left the University may meet eligibility requirements for unemployment benefits. Unemployment benefits are available through the [Massachusetts Department of Labor and Workforce](#)

Development. Benefit eligibility is determined by Massachusetts Department of Workforce Development based upon specific conditions related to the reason for termination of employment.