EMPLOYMENT POLICIES

Americans With Disabilities Act (ADA)

Introduction: The Americans with Disabilities Act (ADA) requires employers to reasonably accommodate qualified individuals with disabilities.

Policy: It is Columbia Theological Seminary's policy not to discriminate against qualified individuals with disabilities in regard to application procedures, hiring, advancement, discharge, compensation, training, or other terms, conditions, and privileges of employment. The Human Resources Administrator has been designated as the contact person for employees and applicants seeking to request an accommodation. The Human Resources Administrator can be contacted at 404-687-4654.

Scope: This policy applies to all Columbia Theological Seminary employees and applicants.

Definitions: As used in this policy, the following terms have the indicated meaning and are adhered to in relation to this policy.

"Disability" refers to a physical or mental impairment that substantially limits one or more of the major life activities of an individual. An individual who has such impairment, has a record of such impairment, or is regarded, as having such impairment is a "disabled individual."

"Qualified individual with a disability" means an individual with a disability who, with or without reasonable accommodation, can perform the essential functions of the employment position that the individual holds or has applied for.

"Reasonable accommodation" means making existing facilities readily accessible to and usable by individuals with disabilities, job restructuring, part-time or modified work schedules, reassignment to a vacant position, acquisition or modification of equipment or devices, adjustment or modification of examinations, adjustment or modification of training materials, adjustment or modification of policies, and similar activities.

Reasonable accommodation applies to three aspects of employment:

a. To assure equal opportunity in the employment process;

b. To enable a qualified individual with a disability to perform the essential functions of a job; and

c. To enable an employee with a disability to enjoy equal benefits and privileges of employment.

"Undue hardship" means an action requiring significant difficulty or expense by Columbia Theological Seminary. For example, a factor to be considered in determining an undue hardship could include the nature and cost of the accommodation.

"Essential job functions" refers to those activities of a job that are the core to performing said job for which the job exists that cannot be modified.

"Open-Door Policy" refers to any applicant or employee, who believes that there has been a violation of this policy, or any applicable law relating to accommodating a person with a disability, should immediately contact the Human Resources Administrator. All complaints will be promptly investigated. All individuals are expected to cooperate with an investigation. The information obtained in the course of an investigation will, generally, be held in confidence and will only be disclosed to those individuals who have a need for the information.

"Confidentiality" refers to all information obtained concerning the medical history and / or condition of an applicant or employee maintained in separate medical files, and treated as confidential information that will only be disclosed on a need-to-know basis.

Procedure for Current Employees and Employees Seeking Promotion: Due to the personal nature of some disability issues, every reasonable effort is taken to ensure confidentiality during the entire review process. The determination whether to provide an accommodation is made on a case-by-case basis.

Employee: Complete the Reasonable Accommodation Request Form. All requests for accommodation must indicate the following:

- Name, address, telephone number of the person requesting the accommodation.
- The specific limitation, the type of accommodation requested, with an explanation of how the accommodation will allow the employee to perform the essential functions of the position.
- Verification of the disability by the requesters' physician, medical provider or vocational/rehabilitation counselor. When medical verification is required, the person requesting accommodation must sign a release form Authorization For the Release of Medical Information. *Note*: Any medical documentation collected will be maintained in separate, locked files. Only the Human Resources Administrator, Vice President for Business and Finance and the President (as needed) has access to this medical information unless the disability requires emergency treatment.
- Based on the employee doctor's recommendation, analyze the position and determine the essential functions - does the job or job description need to be modified (e.g. schedule change, flexible work schedule, increase number of days that employee works from home, etc.). The Vice President for Finance and Business will confer on any equipment requests.
- When applicable, consult with the employee to determine precise limitations and identify potential accommodations - what does the employee think their limitations are, if needed, send a copy of the job description to the doctor to determine if they can't do the essential functions, what exactly is the limitation.
- Select and implement the accommodation that is the most appropriate for both the individual and employer. While an individual's preference is given consideration, the Seminary is free

to choose among equally effective accommodations and may choose the one that is less expensive or easier to provide.

Procedure for Job Applicants:

- The job applicant will need to inform the Human Resources Administrator of the need for an accommodation. The Human Resources Administrator will discuss the needed accommodation and possible alternatives with the applicant.

- The Human Resources Administrator will make a recommendation regarding the request for accommodation and, if approved, take the necessary steps to see that the accommodation is provided.

Funding the Accommodation:

- After the employee has met with the Human Resources Administrator to discuss the requested accommodation, the Human Resources Administrator will review undue hardships with the Vice President for Business and Finance. The Vice President for Business and Finance approves funding for accommodations that do not cause an undue hardship.

- The Human Resources Administrator will provide a decision to the employee.

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Columbia Theological Seminary
Reasonable Accommodation Request Form

Columbia Theological Seminary will provide, upon request, reasonable accommodation to qualified employees or applications for employment with disabilities. This form must be completed when an employee is making a request for accommodation due to a documented disability. To be eligible for a reasonable accommodation under the Americans with Disabilities Act (ADA), you must be qualified to perform the essential functions of your position with or without an accommodation and have a qualifying disability that limits a major life function.

Employee Name:	Social Security Number:
Supervisor:	Supervisor Phone:
Department	Position Applied For (if applicable)
Describe which major life activity your impairment limits. (For example: caring for oneself, walking, sitting, remembering, etc.). Attach supporting documentation.	
Describe how your condition limits your ability to perform the essential functions of your job. Using your job description, identify the essential functions affected and be specific about how the medical condition impairs your ability in each instance.	
Describe the accommodation(s) you are proposing and any associated costs. If applicable, attach supporting documentation.	
Add any comments you think may be helpful in the consideration of your request.	

Signature of Employee/Applicant ______________________ Date ______________

Officer Recommendation:

☐ Accepted ☐ Denied (If denied, *A STATEMENT OF UNDUE HARDSHIP is attached with any additional documentation.)*

Signature of Vice President for Business and Finance ______________________ Date ______________

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At Will Employment

Employment with the Seminary is considered at will and, as such, each employee is free to resign at any time with or without reason. Likewise, the Seminary retains the right to terminate an employee's employment at any time with or without reason or notice. No employee or representative of the Seminary, other than the President, has authority to enter into any agreement extending the employment of any employee for any specified period of time, or to make any agreement contrary to the foregoing.

Nothing contained in this manual or any other document provided to the employee is intended to be, nor should it be, construed as a guarantee that employment or any benefit will be continued for any period of time. Any salary figures provided to an employee in annual or monthly terms are stated for the sake of convenience or to facilitate comparisons and are not intended and do not create an employment contract for any specific period of time.

The Seminary reserves the right to make changes in content or application of this manual as it deems appropriate and these changes may be implemented even if they have not been communicated, reprinted or substituted in this manual.

Eligibility for Employment Verification

The Seminary is committed to providing employment opportunities to people from a variety of backgrounds. The Seminary also is committed to following state and federal regulations in spirit and intent. For this reason, all employees, at the time they are hired, must present appropriate documentation to prove that they may work legally in the United States.

The Seminary may perform criminal background or credit checks on its employees or prospective employees.

Equal Employment Opportunity

Columbia Theological Seminary is an equal opportunity employer. It is the policy of the Seminary to comply with all applicable employment laws, and accordingly the Seminary will:

- Recruit, hire, train, and promote individuals without regard to race, color, religion (except as religion may be a bona fide occupational qualification for certain positions at the Seminary), sex, national origin, age, veteran status, or disability, or any other factor protected by law.
- Ensure that all personnel actions such as compensation, benefits, transfers, layoffs, and other employee-related privileges and conditions of employment are administered for all individuals without regard to race, color, religion, sex, age, national origin, veteran status, or disability, or any other factor protected by law.
- Base decisions on employment so as to further the principle of equal employment opportunity.

Non-Discrimination

Columbia Theological Seminary prohibits discrimination and unlawful harassment of any kind. The Seminary expressly prohibits any form of unlawful harassment based on race, color, religion, sex, national origin, age, disability, or status in any group protected by federal, state, or local law. The Seminary does not tolerate sexual or other unlawful harassment by any employee, student, volunteer, vendor, contractor, consultant, customer or visitor. Harassment is a breach of Seminary policy, and a violation of state and/or federal law. In addition to any disciplinary action that the Seminary may take, up to and including termination, offenders may also be personally liable for any legal and monetary damages.

Policy And Procedures On Prevention Of Sexual Harassment And Sexual Exploitation

I. Preamble

Columbia Theological Seminary (the "Seminary") is a seminary of the Presbyterian Church (USA). The Seminary shares in and seeks to reflect the tenets of the Christian faith and the Reformed tradition which include an abiding respect for all persons as creatures of God. Further, as a seminary of the church, the Seminary honors the Presbyterian Church (USA) policies with respect to sexual harassment or exploitation.

The Seminary is committed to providing members of the Seminary community, including students, staff, faculty, and administrators, with an environment where they may pursue their studies, work, careers, and social interactions without being sexually harassed or exploited. Sexual harassment or exploitation is prohibited by law, is a violation of the Christian ethical vision which informs the life and mission of this Seminary, and is incompatible with the standards of the Seminary for its members and professional leaders. Sexual harassment or exploitation harms not only the victims and aggressors but also the entire Seminary community. The Seminary has an obligation to investigate allegations of such conduct that are brought to its attention. Sexual harassment and exploitation are serious offenses and unacceptable conduct. False accusations, intentionally made, also constitute unacceptable conduct and will be subject to Seminary discipline. The Seminary shall take such action as it deems appropriate to prevent, correct, and, if necessary, discipline behavior which violates this policy, up to and including dismissal. Sexual harassment or exploitation by a vendor, contractor, or other third-party individual or entity having an agreement or contract with the Seminary may be grounds for the abrogation of such agreement or contact.

Justice and healing are the goals of the Seminary's policy. To the extent that the Seminary retains jurisdiction over the investigation and remediation of an incidence of sexual harassment or exploitation, the achievement of these goals will be sought through truth-telling, reconciliation, and restoration of right relationships, between the persons involved or affected, and within the Seminary community.

This Policy and Procedures shall be published in the Student Handbook, the Faculty Manual, and the Staff Handbook and shall be reviewed annually by the Sexual Harassment Response Team (SHRT) and a qualified attorney.

II. Definitions

Sexual harassment is unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's hire, continued employment, promotion, enrollment, or successful academic work; or (2) non-submission affects adversely the individual's hire, continued employment, opportunity for promotion, enrollment, or academic experience; or (3) such conduct has the purpose or effect of substantially interfering with an individual's study or work performance or creating an unreasonably intimidating, hostile, or offensive academic or working environment from the standpoint of a reasonable person of the same sex as the complainant.

Examples of such conduct include, but are not limited to, lewd or sexually suggestive comments, off-color language or jokes of a sexual nature, slurs, or verbal or graphic expressions or physical conduct relating to an individual's gender in the absence of a valid educational purpose. However, verbal expression or physical conduct need not be overtly sexual to constitute sexual harassment. Under certain circumstances, for example, repeated unwelcome invitations to lunch, dinner, or other social engagement may constitute sexual harassment.

Sexual exploitation is using one's position to develop or to attempt to develop a sexual relationship with another member of the Seminary community.

With regard to relationships between faculty and students, staff and students, and faculty/staff and those they supervise, this definition of sexual exploitation means that non-marital intimate sexual relations between persons in dominant positions and subordinate persons (students and supervisees) are not permissible. The person in the dominant position is responsible to see that such behavior does not occur. The apparent consent of the subordinate person is not a defense.

III. Educational Concerns and Responsibilities

Education of the community is essential to eliminate harassment or exploitation.

The Community Life Committee, established under the Plan of Government of the Seminary, assisted by members of the Sexual Harassment Response Team (SHRT), has the responsibility for offering education on sexual harassment or exploitation and related issues to the Seminary community. The committee shall provide at least annually for a seminar, retreat, or other educational opportunity within the Seminary community regarding the nature and incidence of sexual harassment or exploitation within the Church and including information about the policies and procedures of the General Assembly and other governing bodies.

The SHRT has the responsibility of educating the new members of the SHRT when they are elected or appointed by their representative bodies.

The Chair of the SHRT shall periodically request the President and the Board of Trustees to encourage the teaching faculty of the Seminary to include discussion of the ethical and pastoral issues involved in cases of sexual harassment and exploitation at appropriate points in their classes.

The Chair of the SHRT will work with the Seminary attorney to prepare an "easy-to-follow" document to assist any person who believes he or she might initiate or be otherwise involved in any of the processes discussed herein. Such document will be made available to the Seminary community through the student, faculty and staff handbooks, as well as through the President of the Seminary, the Dean of Faculty, and the Dean of Students. The document will also include information about the availability of advocates, pastoral care and other assistance for persons involved in such processes.
The Chairs of the SHRT and the Community Life Committee shall make a joint report to the Board of Trustees annually. At least annually the SHRT will report to the faculty the number and types of cases it has reviewed since the previous such report.

IV. Sexual Harassment Response Team (SHRT)

The SHRT shall be comprised of two persons from each of the following categories:

a. Faculty
b. Staff
c. Student Body
d. Board of Trustees

Each category shall elect its own representatives. The categories shall with all integrity attempt to select from the racial ethnic groups, genders, and ages of their members so as to effect a fair representation of the total membership of said group. THERE MUST BE ONE FEMALE AND ONE MALE representative from each category.

The Chair and Vice-Chair will both be members of the faculty. The faculty member serving the second year of her/his term shall be the Chair. The faculty member serving the first year of her/his term shall be the Vice-Chair. The Vice-Chair shall act in the absence or unavailability of the Chair. SHRT members and the chairs shall serve two-year terms. The terms of the members shall be two years, staggered, within each category, so as to ensure continuity. The Chair and the Vice-Chair shall be staggered terms. The list of the Chair and the members shall be maintained in the Office of the President, Dean of Students, and Dean of Faculty. Representatives may be re-elected for up to three terms.

It is the responsibility and duty of the Chair to identify resources to meet the needs of those involved in a report/complaint. This may include financial resources of the seminary and/or of the appropriate ecclesiastical bodies and the identification of persons in the seminary community or the broader community who are available to provide professional assistance. All communications of the SHRT shall be made through the Chair and shall be in writing or documented by a note to the file. UNDER NO CIRCUMSTANCES shall individual members of the SHRT provide therapeutic, legal, financial, or other professional assistance directly to a person or persons involved in the report/complaint.

V. Reporting a Complaint

A. In General

It is important to recognize that some behavior and speech can be ambiguous, subject to different interpretations, welcomed by some, offensive to others. In questionable cases, the person offended is encouraged to make clear to the offender that such behavior and/or speech is offensive and unacceptable. If the behavior continues, it is much more clearly a reason to initiate the complaint procedure. This may be an educational issue, and the person offended may use the SHRT to assist him or her in notifying the offender of the offensive behavior.

A member of the seminary community who experiences sexual harassment or exploitation or has reason to believe that sexual harassment or exploitation has taken place should report it immediately so that a remedy may be found at the earliest possible time**,** and the likelihood of injury to other persons will be reduced. Members of the seminary community who become confidants of alleged victims should offer to support and assist the alleged victim in bringing the complaint forward. Fear of retaliation should not hinder the reporting of an incident of sexual harassment or exploitation. Retaliation in any form is, in addition to the initial incident, subject to Seminary discipline. Individuals who report sexual harassment or exploitation do so as agents of the Seminary, and accordingly shall be defended legally by the Seminary for all such action taken in good faith, even if mistaken. False accusations, intentionally made, also constitute unacceptable conduct and will be subject to Seminary discipline.

A report of sexual harassment or exploitation may be made to the Dean of Students, Associate Dean of Students, Dean of the Faculty, Associate Dean of the Faculty, Vice President for Business and Finance, Faculty Members, President of the Seminary, or a member of the SHRT, who shall notify legal authorities when appropriate. This “trusted person” who receives the report of alleged sexual harassment or exploitation shall ordinarily, after attempting to confirm consent of the alleged victim to proceed, <u>immediately</u> notify the Chair or Vice-Chair, if the Chair is unavailable, of the SHRT and provide all available information. The Chair (or Vice-Chair when appropriate) shall evaluate the allegations and known facts to determine whether to implement the procedures stated herein or to refer the matter to some other entity. In either event, the President or Dean of Faculty may take such INTERIM STEPS as may be necessary for the safety and well-being of the community with or without the cooperation of the alleged victim.

Thereafter, all information regarding the report shall be held in confidence by the office or person initially receiving the report. All further investigation shall be by the SHRT.

Confidentiality: It is the responsibility of the “trusted person” to maintain the complaint in confidentiality. It is further the intention of this policy that the matter be investigated and implemented with confidentiality as a main concern.

B. Written Complaint

The complainant shall ordinarily file a written complaint with the Chair of the SHRT. This written complaint should state the alleged facts and circumstances of the alleged sexual harassment or exploitation and what, if any, method of conflict resolution the alleged victim wishes to pursue to remedy the alleged sexual harassment or exploitation. The Chair will provide a copy of this complaint to the respondent. The Chair shall give the respondent written notification that a complaint has been filed, as well as a copy of the complaint. The respondent may ask other members of the Seminary community for assistance in preparing his or her response. The Chair shall provide a copy of the response to the complainant.

VI. Adjudicatory Panel on Matters of Sexual Harassment or Exploitation

The Chair shall select from the SHRT five members to be called the Adjudicatory Panel On Matters Of Sexual Harassment (the "Panel") to adjudicate the matter. The membership of the Panel will ordinarily remain the same until their work on a particular complaint is completed.

The Chair of SHRT shall select one member from each of the four categories on a case-by-case basis. The fifth member shall be appointed by the Chair from a category different than the complainant or respondent. Under no circumstances shall there be a panel of all women or all men. If, because of vacancies on the SHRT or disqualification of some member, it is impossible to appoint a Panel in compliance with this paragraph, the Chair of SHRT shall select an individual who is not a member of SHRT for service on the Panel in one particular case. The presiding member of the Panel shall be a faculty member. If a Panel includes two faculty members, the entire Panel will elect one of the two faculty members as its presiding member. The Chair will always seek the best gender balance possible in appointing the Panel within the constraints of this policy.

The complainant and the respondent may file a written objection with the Chair regarding the service of any Panel member. Specific reasons for the objection shall be set forth. After reviewing a written objection, the Chair may, but need not, replace any member of the Panel with another member of the SHRT. The Chair shall make every effort to ensure that a fair, impartial, and representative Panel hears the matter. The Chair will provide the complainant and the respondent with written notification of the identities of all persons serving on the Panel.

VII. Processes for Resolution of a Complaint

A. Alternative Dispute Resolution

1. Negotiation: In the negotiation process, the parties to a conflict (or their intermediaries) are responsible for working out a solution which effectively resolves all issues and protects the interests of all concerned. For a negotiated settlement to be successful, all persons or groups affected by the outcome must be represented in the negotiation, and all issues substantially resolved.

2. Mediation: In the mediation process, the parties to a conflict are enabled through the assistance of a trained mediator to work out their own agreement for resolving the dispute. Mediation differs from arbitration in that the parties retain the power to make the final decisions. The successful outcome of mediation is a function (among other things) of the willingness and ability of the parties to reach agreement and of the creativity of the mediator in helping to shape that agreement in the interests of all concerned. The Chair shall provide the parties a list with sufficient names, addresses, and phone numbers for the parties to come to a consensus on a mediator, said expenses to be arranged in writing in advance of the mediation.

3. Arbitration: In the arbitration process, all parties to a conflict agree to submit the dispute to an independent person or panel to determine the best resolution. The arbitrator should have extensive arbitration experience. All affected parties should have the opportunity to present their case to the arbitrator, and the arbitrator's decision may be final, or subject to appeal to an authority as agreed upon in advance by the parties, and subject to subsection 4 below.

4. Approval By Panel**:** If a proposed resolution is reached by negotiation, mediation or arbitration, it shall not be final until approved by the Panel, which shall consider not only the interests of the complainant and the respondent, but also the interests of the Seminary community.

B. Adjudication

1. Notice: If the Chair of SHRT determines that the complaint is unlikely to be fairly and expeditiously resolved by alternative dispute resolution, a time and place shall be set for a hearing. Written notice shall be given to each party, and it shall be postmarked or delivered at least five weekdays prior to the date of the hearing.

2. Investigation: The Investigation shall be exclusively the duty and responsibility of the Presiding Member of the Panel. The Presiding Member may: interview the complainant, the respondent, and other persons with relevant information; consult Seminary records bearing on the matter; gather such other statements, documents, or material as deemed appropriate; and make every effort to complete the investigation so that the matter may be submitted to the Panel for determination at the date of the hearing. Completion of the investigation shall take priority over all other of the Presiding Member's Seminary responsibilities. The complainant and the respondent are expected to cooperate fully with the Presiding Member by answering pertinent questions and supplying or authorizing release of relevant material when so requested. When this cooperation is denied, the Presiding Member shall so inform the Panel.

3. Amended Complaint: The allegations set forth in the complaint may be amended with the permission of the Chair to include other alleged misconduct discovered by the investigation. The amended complaint should be immediately provided to the respondent. No alleged misconduct shall be presented at the hearing except that included in the complaint or amended complaint.

4. Conduct of the Hearing: In conducting the hearing, the Panel is not required to adhere to strict rules of evidence. The Presiding member shall arrange in advance for the

accurate stenographic record of all testimony and oral proceedings using a certified court reporter. The Panel shall receive and review the complaint, the response, the report of the Presiding Member and other pertinent statements and/or documents. The Panel may interview the complainant, the respondent, and other witnesses in the presence of both parties. All proceedings shall be conducted with both parties and the entire Panel present. The parties shall be given an opportunity to respond to each other's statements, to confront witnesses, and to present witnesses and evidence on their own behalf. However, it shall not be necessary to present evidence on factual matters which are not in dispute, and summary adjudication may be appropriate in cases where there are no disputes as to any material facts. The complainant and the respondent may each have a personal adviser, selected from among the members of the Seminary community, present to assist them during the Panel's hearing. Since the hearing is informal and strict rules of evidence are not in effect, it is the intention of the Seminary that lawyers functioning as legal counsel not be involved in the hearing. The findings, conclusions and recommendations of the Panel shall be based upon the GREATER WEIGHT OF THE EVIDENCE. No statements or admissions made during any prior alternative dispute resolution may be considered at the hearing.

5. Decision of Panel:

a. The Panel shall look at the totality of the circumstances, including the nature of the action and the context in which the alleged conduct occurred. Recommendations shall be made from findings of fact on a case-by-case basis in light of all relevant facts and circumstances.

b. When, in the judgment of the Panel, the complainant and respondent have been equitably heard, the parties shall be excused and the Panel shall deliberate and reach its findings and conclusions by majority vote. The Panel shall prepare a written report of the hearing, consisting of findings of fact and conclusions, and a recommended disposition based solely on the record, pertinent institutional policies, regulations, procedures, and law of the land.

c. In cases involving students as respondents, where there is a finding of guilt and a recommendation of punishment, the Panel's recommendation with the evidence submitted to the Panel will go to the Judicial Commission for decision. If there is no finding of guilt by the Panel, no report shall be made to the Judicial Commission. Pursuant to the provisions of the Bylaws and Plan of Government of the Seminary, when a recommendation of expulsion is made by the Judicial Commission to the faculty, the student shall be provided opportunity to present relevant information to the faculty at a meeting of the faculty. Further, a student who is expelled by the faculty may appeal in writing to the Board within the time prescribed by the Bylaws. (cf. Bylaws and Plan of Governance, Article V, Sections 4 and 5).

d. In cases involving staff members as respondents, where there is a finding of guilt and a recommendation of punishment, the Panel's recommendation with the evidence as submitted to the Panel will go to the President for decision. Pursuant to the provision of the Staff Handbook of the Seminary, when a decision involves involuntary termination, the President will act in consultation with the employee's supervisor, the Vice-President to whom the employee is accountable, and the seminary's Human Resources Officer. (cf. Staff Handbook, "Dismissal" pp. 8 and 9).

e. In cases involving faculty as respondent, where there is a finding of guilt and a recommendation of punishment, the Panel's recommendation will go to the President. Pursuant to the Bylaws and Plan of Governance and the Faculty Handbook, in cases in which the recommendation includes the possibility of suspension or removal by the Board, the entire written report consisting of findings of fact and conclusions along with the recommendation will be placed by the President in the hands of a Faculty Investigative Committee (cf. Bylaws and Plan of Governance, Article IV, item 11). The Faculty Investigative Committee will review the material, conduct any further investigation it deems appropriate, and make a separate recommendation to the President. Having received these two recommendations, the President makes a recommendation to the Board, sharing with the Board the reports of the SHRT and the Faculty Investigative Committee.

6. Disqualification: Throughout the process, including proceedings before the Panel, the Judicial Commission or the Faculty investigative Committee, any person who has been involved in the handling of a complaint, either as a complainant, respondent, trusted person, personal advisor, or counsel, shall be disqualified from deliberating or voting on matters related to that complaint.

7. Record: The complete record shall be maintained in the Office of the President. The President shall decide upon the appropriate notification to the parties involved.

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EMPLOYMENT CLASSIFICATIONS

For the purposes of salary administration and eligibility for overtime payments and employer-sponsored benefits such as vacation and sick leave, employees are classified as following:

Full-time employees: Employees who normally work 35 or more hours per week on a regular basis. Such employees may be exempt or non-exempt as described below.

Full-time faculty, including administrators with faculty status, is governed by policies and procedures set forth in the Columbia Theological Seminary Faculty Manual. The Columbia Theological Seminary Administrator Handbook provides administrators without faculty status an overview of the Seminary's policies, employment practices and benefit programs. The Columbia Theological Seminary Staff Handbook provides staff employees an overview of the Seminary's policies, employment practices and benefit programs.

Part-time employees: Employees who work less than 35 hours per week. Part-time employees are not eligible for employee benefits.

Student Employees: At certain times, seminary students may be employed on a part-time basis at the Seminary. However, careful consideration must be given at the time of employment; for example, a work-study student must have a combined number of work hours less than 20 hours per week.

Temporary Employees: From time to time, the Seminary may hire employees for specific periods or for the performance or completion of a specific project. An employee hired under these conditions will be considered a temporary employee. Such an employee's job assignment, work schedule, and the duration of the position will be determined on an individual basis at the time of hire. Benefits are not extended to temporary employees other than federal or state mandated benefits.

Work-study Employees: The Seminary has a comprehensive program of financial assistance for its basic degree students. Financial aid for most students involves a work-study position on campus. Each financial aid recipient is required to work 20 hours per academic unit (except for SM210 and I241) in places such as the refectory, library, bookstore or one of the administrative offices on campus. A student with a work-study position receives a W-2 form each calendar year that reports the work-study wages earned by the students. These monies are reportable to the IRS only to the extent they were not used to pay for tuition, books, and course related fees.

Work-study students may be eligible for FICA exemption. To be eligible for this exception, the student's employment must be "incident to and for the purpose of pursuing a course of study." Additionally, work-study students are covered under the Seminary's workers' compensation insurance.

Independent Contractors: The Seminary references the following table in accordance with IRS standards in determining if a worker is to be defined as an employee or an independent contractor in terms of compensation. Individuals defined as an independent contractor are required to complete form W-9 and will be paid through Accounts Payable and issued a 1099 at the end of the tax year (reprinted from IRS Tax Facts, January, 1992):

Employee or Independent Contractor: A Quick Guide	
Employee	**Independent Contractor**
1. Instructions: Employees comply with instructions about when, where, and how work is to be performed.	Contractors set their own hours and do the job in their own way.
2. Training: Employees are trained to perform services in a particular way. They are required to take correspondence courses and attend meetings. Other methods also indicate that the employer wants the services performed in a particular way.	Contractors use their own methods and receive no training from the purchaser of their services.
3. Integration: Services of an employee are merged into the business. Success and continuation of the business depends upon these services. The employer coordinates work with that of others.	The success and continuation of the business aren't dependent on services provided by a contractor.
4. Services: Services must be rendered personally. An employee does not engage other people to do the work.	Contractors are able to assign their own workers to do the job.
5. Hiring, Supervising, Paying: An employee hires, supervises and pays workers at the direction of the employer (i.e.: acts as foreman or representative of the employer).	Contractors hire, supervise and pay other workers as the result of a contract and agrees to provide materials and labor and is responsible for the results.
6. Continuing Relationship: An employee continues to work for the same person year after year.	Contractors are hired to do one job. There is no continuous relationship.
7. Set Hours of Work: An employee's hours and days are set by the employer.	Contractors are masters of their own time.
8. Time Required: An employee normally works full time for an employer.	Contractors are free to work when and for whom they choose.
9. Doing Work on Employer's Premises: Employees work on employer's premises; or on a route, or at a site, designated by the employer.	Contractors work off an employer's premises and use their own offices, desks, and phones.
10. Oral or Written Reports: Employees are required to submit regular oral or written reports to the employer.	Contractors submit no reports.
11. Payment by Hour, Week, Month: Employees are paid by the employer in regular amounts at stated intervals.	Contractor is paid by the job on a straight commission.
12. Payment of Business/Travel Expenses: The employer pays employees' business and/or travel expenses.	Contractors take care of their own expenses and are accountable only to themselves for expenses.
13. Furnishing of Tools, Materials: An employer furnishes tools, materials, etc.	Contractors furnish their own tools, etc.

14. Significant Investment: An employee has no significant investment in the facilities used to perform services.	Contractor has a real, essential and significant investment.
15. Realization of Profit or Loss: An employee cannot realize a profit or loss by making good or bad decisions.	Contractors can realize a profit or suffer a loss as a result of their services or decisions.
16. Working for More than One Firm at a Time: An employee usually works for one employer at a time.	Contractor works for a number of persons/firms at the same time.
17. Making Services Available to General Public: An employee does not make services available to the general public.	Contractors have their own offices and assistants, hold business licenses, are listed in business directories, maintain business phones, and otherwise generally make their services available to the public.
18. Right to Fire : An employee can be discharged at any time.	Contractors cannot be fired so long as product results meet contract specifications.
19. Right to Quit: Employees can quit their jobs at any time without incurring liability.	Contractors agree to complete a specific job and are responsible for satisfactory completion; or they are legally obligated to make good for any failure.

Exempt or Non-Exempt

It is the Seminary's responsibility to determine whether or not each lay employee's job is exempt or non-exempt. Such determination is made according to provisions of Federal (Fair Labor Standards Act) and state legislation.

Exempt employees: In accordance with applicable federal wage and hour laws, exempt employees who are not required to be paid overtime for work performed beyond 40 hours in a workweek. Exempt employees are required to keep on file at the Seminary a complete record of the time taken off from work for vacation, illness, or any other reason.

Non-exempt employees: In accordance with applicable federal wage and hour laws, non-exempt employees are required to be paid overtime at the rate of time and one-half their regular rate of pay for all hours worked beyond 40 hours in a workweek. The immediate supervisor must approve overtime in advance. Non-exempt employees are required by law to keep a daily account of hours worked and are entitled to overtime compensation or compensatory time off as provided herein.

Employees will be informed of their initial employment classification and of their status as an exempt or non-exempt in their offer of employment letter and/or during their orientation. If an employee changes positions during employment as a result of a promotion, transfer, or otherwise, the employee will be informed by his/her supervisor or Human Resources of any change in employment status.

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BENEFITS AND COMPENSATION

It is the Seminary's goal to provide equitable compensation to its employees in the form of pay and benefits in order for the Seminary to attract and retain qualified individuals for all positions.

Bereavement Leave

The purpose of bereavement leave is to provide the employee with paid time to attend the funeral of an immediate member of their family and to handle personal affairs.

All regular full-time and part-time employees (scheduled 20 hours or more) are eligible for bereavement leave benefits. Temporary staff members are not eligible for bereavement leave. Bereavement leave is calculated at the regular rate of pay, not exceeding seven hours each day.

Definition of Immediate Family Member:

Brother	Sister
Child	Stepbrother
Father	Stepchild
Father-in-law	Stepfather
Husband	Stepmother
Mother	Stepsister
Mother-in-law	Wife

Persons living in the same household

Time Allowed: In the event of a death of an immediate family member, an eligible employee is entitled to a leave of absence with pay of up to three consecutive or intermittent working days. An additional two days of leave with pay may be granted by the supervisor for extensive traveling, making funeral arrangements or settling estate matters. These three days are to be taken within a reasonable time of the day of the death or day of the funeral. If additional time is needed beyond the five days, vacation or unpaid personal leave may be taken with supervisory approval.

Part-time employees (those scheduled to work at least 20 hours per week) are granted bereavement leave equal to the number of hours the employee is normally scheduled to work during one workweek.

An employee may be granted time off with pay for up to one day to attend the funeral or memorial service of a relative not listed in the definition of family above.

A supervisor may approve bereavement leave for employees to attend local funerals or memorial services held for Seminary faculty, co-workers or students.

Authorized time off to attend funerals or memorial services for others will be considered leave without pay. However, the employee can request to use available vacation leave to cover the time off.

Bereavement Pay: Bereavement leave is calculated at the regular rate of pay, not exceeding seven hours each day.

Forfeiture: The employee loses their rights to bereavement leave benefits if they terminate employment before returning to their assigned position to work at least one workday after they have used bereavement leave benefits.

Procedure: Employees who need to use bereavement leave must promptly notify their supervisor about departure and return date so that the supervisor can try to arrange coverage for the employee's absence. In turn, the supervisor should notify Human Resources of the reason and length of the employee's absence.

An employee who is on paid vacation leave at the time of a family member's death may be granted bereavement leave in the same manner as if the death had occurred while the employee was working. Bereavement leave will not be granted to replace sick leave or holiday leave.

Upon returning to work, the employee must record their absence as a Bereavement Leave on their time sheet. Proof of death and relationship to the deceased may be required.

Community Events Attendance

The Seminary recognizes several annual events for the Seminary community. Employees are encouraged to attend Convocation, Convocation luncheon, faculty/staff Christmas luncheon and faculty/staff spring luncheon events and to schedule their workload accordingly. Employees should use their normal one-hour lunchtime for those events with lunch. Any additional time needed for these events are considered part of the normal workday.

For other events, such as chapel services, to which the community is invited, the employee should clear their attendance with the supervisor. Normal work schedules and reporting requirements apply.

Continuation Of Coverage

An employee may be eligible to subscribe to coverage on a self-paid basis at the termination of eligible service. If the employee does not enroll for coverage within 60 days from the date the employer paid benefits terminate, the employee will permanently lose the right to continue coverage under the plan. To enroll, an employee must complete an enrollment form and initial payment of required dues found on www.pensions.org.

Death Benefits

The Death Benefits Plan, under the Board of Pensions, is designed to help ease the financial burden to the employee's survivors and designated beneficiaries at the time of their death.

Generally, if the employee dies while in active service or during a period of disability, the survivors or designated beneficiaries are eligible to receive the Salary Continuation Benefit, Lump Sum Death Benefit, Survivor's Pension and, if applicable, the Children's' Educational Benefit.

The entire cost of the employee's basic death benefits is financed through dues paid by the Seminary and fund earnings.

For specific information about the death benefits plan, see www.pensions.org.

Deductions From Pay

All deductions from an employee's pay are itemized on the employee's paycheck stub. With the exception of self-employed, ordained clergy, federal law requires the Seminary to make certain deductions for federal income tax, Social Security, Medicare, state income tax, and legal garnishments. An employee may authorize in writing certain other deductions such as dental insurance premiums, gifts to the Seminary, and United Way contributions.

Disability Benefits

The Disability Plan of the Presbyterian Church (USA) is designed to provide the employee with a source of income should they become disabled.

See specific disability plan information at www.pensions.org.

Educational Assistance

The Seminary does not charge employees, their spouses or children to attend courses on campus, whether or not the courses taken are for credit. This provision does not apply to those employees who work in a temporary or part-time capacity.

Tuition Taxation: Graduate level tuition reimbursement for employees can be provided on a tax-free basis up to $5,250 per year. In limited situations, graduate level tuition reimbursement in excess of $5,250 can be provided on a tax-free basis as well.

Tax-free tuition reimbursement in excess of $5,250 per year for graduate level courses can be provided if the following two conditions are both met. Those conditions are:

- The education must improve the skills required of the employee in his or her current job; and
- The education cannot prepare the employee for a new career.

Family Medical Leave Policy

I. Introduction

Columbia Theological Seminary ("the Seminary") provides unpaid leaves of absences to eligible employees pursuant to the Family and Medical Leave Act of 1993 ("FMLA"). In general, this law provides unpaid, job-protected leave to eligible employees for certain family and medical reasons.

II. Coverage and Eligibility

A. Eligibility for Leave

In order to qualify to take family or medical leave under this policy, the employee must meet all of the following conditions:

1. Employees are eligible if they have worked at the Seminary for at least 12 months or 52 weeks. The 12 months or 52 weeks need not have been consecutive. For eligibility purposes, an employee will be considered to have been employed for an entire week even if the employee was on the payroll for only part of a week or if the employee is on leave during the week.
2. The employee must have worked at least 1,250 hours in the 12 months immediately before the date when the leave is requested to commence. The principles established under the Fair Labor Standards Act ("FLSA") determine the number of hours worked by an employee. FLSA does not include time spent on unpaid leave as hours worked. Consequently, these hours of leave should not be counted in determining the 1,250 hours eligibility test for an employee under FMLA.

B. Type of Leaves Covered

In order to qualify as FMLA leave under this policy, the employee must be taking leave for one of the reasons listed below:

1. the birth of a child, or the placement of a child with you for adoption or foster care: or
2. a serious health condition affecting your spouse, child, parent, for which you are needed to provide care; or
3. a serious health condition (described below) that makes you unable to perform the essential functions for your job.

C. Definition of Serious Health Condition

The FMLA's definition of the term "serious health condition" is very broad and is intended to cover a variety of physical and mental conditions. A serious health condition is defined as an illness, injury, impairment, or physical or mental condition that involves:

- inpatient care (i.e., overnight stay) in a hospital including any period of incapacity or subsequent treatment for the serious health condition
- continuing treatment by a health care provider for a serious health condition which includes a period of incapacity of more than three consecutive calendar days
- any period of incapacity due to pregnancy, or for prenatal care
- any period of incapacity or treatment for a "chronic" serious health condition that requires periodic visits or treatment by a health care provider

Examples of a serious health condition may include but are not limited to:

- heart attacks or heart conditions requiring bypass surgery
- most cancers
- back conditions requiring extensive therapy or surgery
- pneumonia
- severe arthritis
- severe nervous disorders
- pregnancy, miscarriages, complications or illnesses related to pregnancy (e.g., severe morning sickness) and need for prenatal care
- childbirth and recovery from childbirth
- a parent or spouse suffering from Alzheimer's disease or clinical depression

Examples of what is not a serious health condition are short-term conditions requiring only brief treatment and recovery. Barring serious complications, examples include:

- the common cold
- the flu, ear aches, upset stomach, minor ulcers
- headaches, other than migraines
- routine dental or orthodontia problems, and periodontal disease
- voluntary or cosmetic treatments (for acne or plastic surgery)

Employees with additional questions about what illnesses are covered under this FMLA policy or under the sick leave policy are encouraged to consult with Human Resources.

D. The 12-Month Period

An eligible employee can take up to 12 weeks of leave under this policy during a 12-month period. The Seminary will measure the 12-month period as a rolling 12-month period measured backward from the date an employee uses any leave under this policy. When the employee takes a leave, the Seminary will compute the amount of leave the employee has taken under this policy and subtract it from the 12 weeks of available leave, and the balance remaining is the amount the employee is entitled to take at that time.

> For example: If an employee requests 12 weeks (420 hours) of FMLA leave beginning January 1, 2001, the Seminary looks back at any FMLA time used since January 1, 2000. If in the past 12 rolling months the employee had used 6 weeks (210 hours) of FMLA, at

this point in time they would only be eligible for 6 additional weeks (210 hours) of FMLA.

When there is a second and separate illness that qualifies under FMLA, it will run concurrently with the first illness until the employee submits a return to regular schedule from their healthcare provider. When the employee needs additional time beyond the initial 12-month calculation period, they are given up to 12 weeks from the beginning of the second illness.

For example: If they are on FMLA for 12 weeks beginning September 2000 and their second illness began in October 2000, the Seminary could give the employee the additional entitlement of 4 weeks (the difference between the two calculation dates) beginning with the October 2000 illness.

A statement from the health care provider is required.

E. Twelve-Week Spousal Limitation.

A husband and wife who are employed by the Seminary will be limited to a combined total of twelve workweeks of leave during the twelve-month period if the leave is taken for the birth of a child, adoption or placement of a child for foster care, care for a child during the twelve months following birth or placement; or to care for the employee's parent (excluding in-law) with a serious health condition.

III. Medical Certification

If FMLA leave is due to a serious health condition of the employee or his/her spouse, child, or parent, then the employee is required to furnish medical certification of the serious health condition on the Certification of Health Care Provider (Family & Medical Leave Act of 1993) Form. Failure to provide certification may result in a denial of the leave. This form must be returned to Human Resources within fifteen days after receipt. It is available in the Human Resources Office and attached to this policy – Appendix A

A. Who Issues The Certification?

The Certification of Health Care Provider must be issued and signed by the health care provider for the individual with the serious health condition.

B. Submitting The Certification to Human Resources

The employee must provide the fully completed Certification to Human Resources within fifteen calendar days of the date that the Certification is provided to the employee, unless it is not practicable to do so despite the employee's diligent, good faith efforts. It is not practicable to return the certification within fifteen calendar days, it must be returned to the employee's department as soon as practicable.

C. Consequences of Failure to Submit a Certification

If the employee does not submit the Certification, the leave or continuation of leave may be delayed until the Certification is submitted. Further, any absence prior to the date the Certification is furnished may be considered unauthorized. An employee who is absent without authorization may be disciplined, up to and including termination.

D. Incomplete Certification

Human Resources will give the employee a reasonable opportunity to cure any deficiency in a Certification. It is the responsibility of the employee or family member with a serious health condition to use a health care provider who will timely complete and furnish an accurate Certification.

E. Inability to Perform Essential Functions

To be entitled to FMLA leave due to a serious health condition, the Certification must indicate that the employee suffers from a serious health condition that makes them unable to perform any one or more of the essential functions of the employee's position. To assist in making this determination, Human Resources may submit a statement of the essential functions of the employee's position to the employee's health care provider. Certification of the serious health condition shall include: the date when the condition began, its expected duration, and a brief statement of treatment.

If the employee plans to take intermittent leave or work a reduced schedule, the certification must also include dates and the duration of treatment as well as a statement of medical necessity for taking intermittent leave or working a reduced schedule. For a seriously ill family member, the certification must include a statement that the patient requires assistance and that the employee's presence would be beneficial or desirable.

F. Second and Third Medical Opinions

The Seminary also reserves the right to contact the health care provider for clarification. The Seminary has the right to ask for a second opinion (at its own expense), which the Seminary will select. If it becomes necessary to resolve a conflict between the original certification and the second opinion, the Seminary may require the opinion of a third doctor (again, at its own expense). The Seminary and the employee will mutually select the third doctor. This third opinion will be considered final. The employee will be provisionally entitled to leave and benefits under the FMLA pending the second and/or third opinion.

IV. Intermittent Leave

A. Intermittent Leave

Intermittent leave is FMLA leave taken in separate blocks of time due to a single qualifying reason.

B. Reduced Schedule Leave

Reduced schedule leave is leave that reduces the usual number of working hours per day or week.

C. Eligibility – Intermittent/Reduced Schedule Leave

An employee taking FMLA leave for his/her own serious health condition or to care for a seriously ill spouse, child or parent may take leave on an intermittent basis, or by reducing his/her scheduled work hours.

Intermittent leave (not reduced schedule leave) can be used for periodic medical appointments for a serious health condition or periodic occurrence of a serious health condition.

For the birth, adoption or foster care of a child, Columbia and the employee must mutually agree to the schedule before the employee may take the leave intermittently or work a reduced hour schedule. Leave for birth, adoption, or foster care of a child must be taken within one year of the birth or placement of the child.

D. Minimum Increment Amount of Intermittent/Reduced Schedule Leave

The minimum increment amount of intermittent/reduced schedule leave the employee can take is one hour.

E. Medically Necessary

Intermittent or reduced scheduled leave must be medically necessary which means there must be a medical need for the leave and the leave can be best accommodated through an intermittent or reduced leave schedule, as certified by the health care provider in the Certification.

F. Return to Work Statement

Human Resources will require a return to work statement upon an employee's return to their regular schedule form intermittent or reduced schedule leave.

G. Calculation of the Employee's Normal Workweek

Intermittent leave is limited to the equivalent of 12 weeks work time. The total number of hours of intermittent leave available to an employee is equal to 12 times the number of hours per week which the employee is normally scheduled to work, *less any other FMLA leave taken in the12 month rolling period.*

For example: A 35-hour non-exempt employee may take up to 420 hours, and a 20-hour employee may take up to 240 hours. Exempt employees are deemed to work a 35-hour workweek for purposes of computing the number of hours of leave available.

In the event an employee is granted intermittent FMLA leave or a reduced work schedule, due to his/her serious health condition or to care for a seriously ill family member, Human Resources will track lost work time and deduct the time from salary, as appropriate.

V. Coordination with Other Leaves of Absences

FMLA is taken concurrently with other Seminary leave policies.

A. Paid Sick, Vacation, Personal Leave

An employee who is taking leave because of the employee's own serious health condition or the serious health condition of a family member must use all paid sick, personal or vacation leave prior to being eligible for unpaid leave.

At the beginning of each calendar year non-exempt staff is entitled to two personal days, earns one day of sick leave for each month of employment, and accrues vacation as established in the employee Staff Handbook. When substituting paid leave for unpaid FMLA, the employee can use up to three future months of sick leave (three days) in lieu of using paid vacation. Once the employee has exhausted all personal leave, earned sick leave, and any future sick leave in lieu of vacation, vacation time will be used.

An employee who is taking leave for the adoption or foster care of a child must use all paid personal or vacation leave prior to being eligible for unpaid leave.

B. Worker's Compensation

Worker's compensation leave (to the extent that it qualifies) will be designated as FMLA leave and will run concurrently with FMLA leave.

VI. Employee Benefits During Leave

The employee's health benefits will be maintained during any period of unpaid leave under the same conditions as if they continued to work.

VII. Employee Status After Leave

An employee who takes a leave under this policy will be reinstated to the same or an equivalent job with the same pay, benefits, and terms and conditions of employment on their return from leave.

VIII. Procedure for Requesting Leave

A. Employee Notice Requirements

When a leave under this policy is foreseeable, the employee must give the Seminary 30 days notice. If it is not possible to give 30 days notice, the employee must give as much notice as is feasible. An employee undergoing planned medical treatment is required to make a reasonable effort to schedule the treatment to minimize disruptions to the Seminary.

All employees requesting leave under this policy must submit the request in writing to their immediate supervisor or Human Resources (if confidentiality is desired). There is a Family and Medical Leave Act Employee Checklist available to the employee to assist in the process. This checklist is available in Human Resources and attached to this policy – Appendix B. The employee must complete the Employee Notice Of/Request For FMLA Leave Form located in Human Resources Office and attached to this policy – Appendix C.

B. Employer Notice Requirements

When leave is requested, Human Resources will respond in writing to the employee specifying the rules for eligibility, 12-month period used, medical certification requirement, required substitutions of leave, medical certification requirements for return to work, and right to restoration of original or equivalent position.

The Seminary will notify the employee within two business days in writing or orally (to be confirmed in writing by no later than the employee's next regular payday), whether or not leave will be designated as FMLA leave.

C. Return to Work Statement

While on leave, the employee will be required to furnish the Seminary with periodic reports every two (2) weeks of their status and intent to return to work. If the circumstances of the employee's leave changes and they are able to return to work earlier, they will need to notify the Seminary at least two working days prior to the date they intend to report to work.

If the leave is due to the employee's own health condition, upon their return to work the employee must complete a Return to Work Certification Form located in the Human Resources Office. This form indicates the ability to perform the essential functions of your job with or without reasonable accommodation. Note that the employee's return to work may be delayed until certification is provided.

IX. Recordkeeping

Human Resources will maintain adequate up-to-date records for each employee using the FMLA Tracking Log that accurately reflect the date the leave began, amount of leave taken, the dates when such leave is used, and the current untaken leave balance.

X. Exhaustion of Family and Medical Leave

Once an employee has exhausted the 12-workweek eligibility under this policy and other paid leave does not apply, the employee must return to work immediately or pursue a leave of absence without pay. Under certain circumstances a leave of absence without pay (other than a leave pursuant to FMLA) may be granted to an employee with the concurrence of the supervisor and the President.

XI. Confidentiality

The Seminary will keep confidential all information relating to requests for FMLA leave. This information will only be disclosed to those with a need to know, and will be used only to make decisions in regard to the provisions of this policy.

XII. Posting

The Family and Medical Leave Act Notice is posted on the bulletin board normally used for such required postings.

XIII. Advice

Human Resources can be contacted at 404-687-4654 in connection with all FMLA type leave requests to ensure consistent compliance.

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APPENDIX A

APPENDIX B
FAMILY & MEDICAL LEAVE ACT
EMPLOYEE CHECKLIST

STEPS	**GUIDELINES**
1. Determine whether you are eligible for FMLA Leave a. Employed by CTS 12 months prior to beginning of leave? b. Worked 1,250 hours during 12 months prior to beginning of leave?	Section II: Coverage and Eligibility
2. Determine whether the leave qualifies as FMLA leave. a. The birth of a child, or the placement of a child with you for adoption or foster care: or b. A serious health condition affecting your spouse, child, parent, for which you are needed to provide care; or c. A serious health condition (described below) that makes you unable to perform the essential functions for your job.	Section II: Coverage and Eligibility
3. Notify your supervisor immediately of your intent to take FMLA leave by submitting the Employee Notice Of/Request For FMLA Form directly to them. Determine whether you are eligible for workers' compensation or whether you have any accrued unused paid sick leave. You must use these leaves concurrently with your FMLA leave. Advise your supervisor whether you will use any accrued, unused vacation leave, or paid personal leave during your FMLA leave.	Section V: Coordination with Other Leaves of Absences Section VIII: Procedure for Requesting Leave
4. If the leave is due to a serious health condition (yours or a family member's) a. Request the Certification of Health Care Provider Form WH-380 from Human Resources. b. Have the principal health care provider complete the form and submit to Human Resources within 15 days of your first day of leave. c. Re-certify your leave every 30 days thereafter.	Section III: Medical Condition
5. If the leave is intermittent or reduced schedule leave, do the following a. Consult with your supervisor to determine how the leave can be scheduled to minimize disruption of your department. b. With the assistance of your supervisor, calculate your normal workweek over the 12 weeks immediately preceding your leave	Section IV: Intermittent Leave
6. If you are able to return to work prior to the expiration of your leave, notify your supervisor and Human Resources immediately.	Section VIII: Procedure for Requesting Leave
7. If you are on leave due to your own serious health condition a. Submit a dated Return to Work Certification to Human Resources prior to or upon returning to work. The statement must state that you are able to work and specify any physical or other limitations on your ability to work and the duration of the limitations.	Section VIII: Procedure for Requesting Leave
Note: Contact Human Resources if you have any questions.	

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APPENDIX C

EMPLOYEE NOTICE OF/REQUEST FOR FMLA LEAVE

EMPLOYEE INFORMATION (PLEASE PRINT) **DATE: ______________________________**

Employee's Name: ____________________________________ Social Security Number: __________________

Address: _______________________________ City/State: ________________________ Zip Code: __________

Job Title: ________________________________ Length of Employment: _______________________________

Eligible employees are entitled to up to 12 weeks of unpaid, job-protected leave for certain family and medical reasons.

THIS FAMILY MEDICAL LEAVE OF ABSENCE IS FOR THE FOLLOWING QUALIFYING REASON:

- ☐ The birth of a child, or the placement of a child with you for adoption or foster care
- ☐ A serious health condition affecting your spouse, child, parent, for which you are needed to provide care
- ☐ A serious health condition that makes you unable to perform the essential functions for your job.

Leave Begin Date: ________________________ Estimated Date of Return: ________________________

If the purpose of this FMLA is to care for a sick family member or because of the employee's serious health condition, the leave may be taken intermittently or on a reduced schedule provided such arrangements are medically necessary. Departmental approval for intermittent leave is required if the leave is taken because of a birth or placement of a child. The employee must make a reasonable effort to schedule intermittent leave so as not to disrupt operations and may be temporarily transferred to another position with equivalent pay and benefits.

If leave is requested on an intermittent or reduced leave schedule please indicate the days of the week and/or hours during the day you will be absent: ____

If the leave is associated with the birth of a child or placement of a child for adoption or foster care, please indicate the date of birth or placement: ______________________________ or ________________________________

Anticipated Date Actual Date

If the leave is to care for a family member with a serious health condition, please specify the name and relationship of the family member to you: ____ _____________________

Name Date

____ ____

Employee Signature Department

____ ____

Employee Name (please print) Date

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Health Insurance Portability and Accountability Act

Health Insurance Portability and Accountability Act ("HIPAA") was enacted by Congress in 1996. It covers how information is exchanged electronically between healthcare organizations and how that information is protected.

HIPAA was in response to the rapid growth of health information systems and the need to protect the security and privacy of an individual's health information. It requires that healthcare providers, health plan sponsors like the Board of Pensions, and healthcare clearinghouses tell their members and workforce about their HIPAA rights with the Privacy Notice.

Protected Health Information ("PHI") is defined as individually identifiable health information maintained by a health plan, provider or clearinghouse. PHI is personal health information, electronic, paper or verbal, that identifies the employee and relates to past, present or future physical or mental health, healthcare the employee received, or payment for healthcare.

Specific information regarding HIPAA can be found on www.pensions.org.

Holidays

The Seminary typically recognizes the following paid holidays:

New Year's Day
Martin Luther King, Jr.
Good Friday
Memorial Day
July 4 (and the preceding Monday or following Friday if the 4th is a Tuesday or Thursday)
Labor Day
Thanksgiving and the following Friday
Christmas Eve
Christmas Day and the following day if it is a weekday
New Year's Eve

A minimum of 12 holidays is recognized annually. The Business Office, prior to the beginning of each year, distributes a schedule of calendar year holidays to all employees.

Inclement Weather

The decision to close the Seminary rests with the President in consultation with the Vice Presidents. The decision will be made with as much advanced warning as possible to allow for proper preparation and notice for students, personnel, necessary services (food, operations). Decisions will be made in the best interests of safety, security bearing upon the seminary's implied responsibility for housing and food service for the on-campus guests and residents.

When conditions occur which may necessitate closure, the President and Vice President's will meet no later than 6:00 a.m. in the administrative offices in Campbell Hall. Information should be available concerning weather reports, business closings and Decatur City School status.

The closure decision and status will determine the notification to the community.

Administrative decision	Staff Notification	Student Notification
Exercise Caution *(open but exercise caution in travel)*	Inclement weather line	Inclement weather line
Limited Closure *(some parts of the Seminary open to serve the community)*	Departmental phone tree – Inclement weather line	Inclement weather line
Closed **	Inclement weather line Radio/TV	Inclement weather line Radio/TV
Closed w/power concerns**	Radio/TV Inclement weather line	Radio/TV Inclement weather line

** Note – In the event the seminary has lost power, the inclement weather line will not answer and radio/TV will be the primary notification vehicle.

The President/Executive Vice President will post notices to the inclement weather line.

The Vice President for Business and Finance maintains the pass codes for radio/TV notification.

Jury Duty

The Seminary recognizes that jury duty is an important civic obligation. An employee should notify his/her supervisor at the time of receiving a jury summons, and keep the supervisor informed regarding duty status. Salary and benefits are continued during an employee's service as a juror. The employee is permitted to keep any compensation received by virtue of performing jury service.

Leave Of Absence Without Pay

Purpose: To provide policies and procedures for the granting and use of Leave of Absence Without Pay.

Policy: Under certain circumstances, a leave of absence without pay (other than a leave pursuant to the Family and Medical Leave Act of 1993) may be granted to an employee with the concurrence of the supervisor and the President. After 30 days of an unpaid leave of absence, vacation and sick leave will not accrue and the Seminary will no longer pay for Board of Pensions benefits.

Sick Leave of Absence Without Pay – Full-time employees may be granted a leave of absence without pay for an extended period due to sickness, including maternity, after all earned sick leave and accrued vacation leave is exhausted. Absence exceeding an entire semi-monthly pay period is considered to be an extended absence. This type of Leave of Absence Without Pay is normally limited to 30 days (1 calendar month). A physician's statement, outlining the requirement for an estimated period of the absence must be sent to Human Resources authorizing the leave. Any extension of the absence, not exceeding a one year maximum time period, must also be supported by a physician's statement.

Personal Leave of Absence Without Pay – Full-time employees may be granted personal leave of absence without pay for reasons other than those defined above (generally this LWOP covers absences when the employee has no accrued annual leave). The Supervisor and/or Department Head must approve personal LWOP not exceeding one biweekly pay period in advance. If the Personal LWOP exceeds one semi-monthly pay period, a written request must be submitted in advance through appropriate administrative channels to the Vice President for Business/Finance for approval

> **NOTE**: If Personal LWOP exceeds 30 days, the employee must pay the employee's portion of the cost of all insurance that is in effect after the initial 30-day period of absence.

Personnel Notification: A Personnel Action Request (PAR), with applicable change of status code and estimated return date, must be submitted to Human Resources when any approved LWOP exceeds one semi-monthly pay period.

> **NOTE**: The Leave of Absence Without Pay Notification Form must be completed and signed prior to beginning LWOP. This form should be forwarded to Human Resources.

Return From LWOP: When an employee returns from LWOP, another PAR must be submitted to return the employee to active status.

> **NOTE**: An employee is expected to return from LWOP on or before the expiration date. If the employee does not return and no other arrangements are made with the Supervisor or Department Head, the employee may be terminated automatically.

Leave of absence without pay checklist:

- ❑ Check sick/vacation/personal leave time available.
- ❑ Complete a Payroll Notification.
- ❑ Contact employee with information.

Long Term Care Insurance

The Board of Pensions has contracted with CNA to offer members of the Benefits Plan of the Board of Pensions of the Presbyterian Church (U.S.A.), an optional long-term care insurance program. The employee must be a member of the Benefits Plan of the Board of Pensions to be eligible to apply for coverage through this group program.

Please see www.pensions.org for additional benefit information.

Medical Coverage

The Seminary offers medical benefits through the Board of Pensions; the cost of coverage for the employee and their eligible dependents is paid 100% by the Seminary. Eligible dependents are spouse; dependent children until age 21 or until marriage, if earlier; dependent children until age 25 if unmarried and full-time student in post-secondary studies; and dependent permanently disabled children until age 21 (age 25 if post secondary student). Coverage for permanently disabled children may be continued after age 21, with periodic verification of disability status.

With this traditional coverage, the employee is responsible for all deductible and copay amounts. See current Healthcare Coverage for specific deductible and copay information, and plan information. (See www.pensions.org for more information.)

Military Leave

In accordance with the Uniformed Services Employment and Reemployment Rights Act, the Seminary grants unpaid leave of absence for regular full-time and regular part-time employees to perform service in the military. If an employee is called to active military duty or to Reserves or National Guard training, that employee must review the details of this leave as far in advance as possible with their supervisor. In accordance with federal law, an employee who leaves a job to perform military service has the right to elect to continue existing employer-based health plan coverage for the individual and dependents for up to 24 months while in the military. The employee should contact the Board of Pensions, www.pensions.org, for more information regarding benefits coverage.

Upon release from military service, employees who wish to return to the Seminary are generally entitled to reinstatement to either their previous position or a position with like seniority, status, and pay - depending on the length of the employee's military service and the Seminary's operational needs.

Optional Death Benefits

An employee can protect family and loved ones with additional death benefits by subscribing to the Optional Death Benefit program. A member may also cover his or her spouse.

Additional information can be found in the Optional Death Benefits Booklet at www.pensions.org.

Optional Dental Program

Optional dental coverage is available through the Board of Pensions and it is an insured product of Aetna.

See www.pensions.org for detailed plan information.

Optional Disability Benefits

For costs and specific plan information on Optional Disability Benefits, see www.pensions.org.

Overtime

It is the expectation at the Seminary that non-exempt employees will not work more than their regularly scheduled hours. Whenever possible, supervisors are encouraged to accommodate informally, to the extent permitted by law, an occasional need for a non-exempt employee to work more than their regularly scheduled hours with equal time off for personal business or medical appointments within the same time period, within the extent to the law.

When overtime is necessary, a supervisor must approve it in advance. In accordance with state and federal requirements, non-exempt employees are paid for all hours worked. Payment for overtime is based on the regular hourly rate for up to 40 hours working time per week and at one and one half times the regular hourly rate thereafter. In lieu of cash payments for overtime an employee may be granted time off for hours worked up to 40. Such compensatory time must be taken during the same pay period in which the overtime was worked or no later than the end of the succeeding pay period. Compensatory time is calculated as one hour off for each hour worked between 35 and 40 hours in a week (37 1/2 and 40 for buildings and grounds employees). Compensatory time may not be used for time in excess of 40 hours per week. Such time will be paid at one and one half times the regular rate of pay.

Parental Leave

The Seminary grants parental leave at full compensation to its employees for the period immediately preceding and following the arrival of a child by birth, adoption, or guardianship. The employee should submit a request in writing no later than one month or as soon as possible in advance of the expected arrival of the child, specifying the amount of time desired and the projected starting and ending date of the leave. Parental leave will normally be granted for up to six weeks (30 workdays).

If both parents are employees of the Seminary, only one parental leave can be granted. However, the leave may be shared between the two parents. In such cases, supervisors of both employees must be consulted in scheduling the leave.

Benefit coverage will continue during the entire leave, with the costs of benefits paid by the Seminary.

Pay Periods

Compensation is paid to Seminary employees semimonthly, on the 15th and last day of each month. Should a pay date fall on a weekend or holiday, direct deposits will be made and receipts disbursed on the preceding business day.

Pension

The pension plan offered through the Board of Pensions provides a defined monthly pension payment during retirement for the life of a member and monthly survivor's pension payment to a member's eligible survivor. The value of the pension may increase through experience apportionment increases.

For specific pension plan information, see www.pensions.org.

Personal Leave Days

One personal leave day is equivalent to one working day. Non-exempt employees are entitled to two paid days of personal leave per calendar year. These days may be taken as either full or half days, at the discretion of the employee. Leave days should be approved in advance with the employee’s supervisor. Personal leave days, if not taken, do not carry over to subsequent calendar years; these days will be forfeited.

Prescription Drug Program

The Seminary offers a prescription drug program through the Board of Pensions; the Seminary pays 100% of the coverage cost for the employee and eligible dependents.

Express Scripts administers the prescription plan. The plan varies the level of copay by drug type: generics, formulary name-brand drugs, and non-formulary name-brand drugs.

The employee is responsible for all deductible and copay amounts. See specific plan information (www.pensions.org) for full details.

Retirement Savings Plan - 403(b)

Employees may shelter a portion of their compensation from income taxes by contributing funds to a section 403(b) plan. Information concerning this plan can be obtained from Human Resources or obtain information from www.pensions.org.

Section 125 Cafeteria Plan

The Seminary maintains a Section 125 Cafeteria Plan. This plan allows full-time employees to reduce their taxes by paying unreimbursed medical and certain dependent care expenses with pre-tax dollars. Information concerning this plan can be obtained from Human Resources.

Sick Leave

Full-time non-exempt employees earn one day of sick leave for each month of employment. One sick day is equivalent to one working day. The Seminary permits employees to accumulate sick leave for income protection in the event of a serious injury or illness, with no cap on the number of days accrued. An accumulation of 60 days would enable an employee to maintain full salary until the Board of Pensions' long-term disability plan coverage begins. Upon termination from employment, an employee is entitled to compensation for one-half (50%) of the sick days accrued in excess of 60 days. Compensation will be at the rate in effect for that employee immediately prior to termination.

Employees without accumulated sick leave days will not be paid prior to the commencement of disability benefits during an extended illness.

Non-exempt employees may use sick leave for: 1) the illness/injury of the employee; b) the employee's routine appointments with a physician, dentist, hospital, physical therapist or optometrist; c) the illness of any relative living in the home or serious illness of parents or children, whether they live in the home or not; d) grandparental leave to attend the birth/adoption of a grandchild (up to five days).

An employee who must take sick leave is expected to notify his/her immediate supervisor at the earliest possible time, and must keep the supervisor informed of plans to return to work. A supervisor may require a physician's certification affirming that an employee is unable for medical reasons to perform work. All sick leave must be designated on the employee's time sheet, which is approved by the supervisor. Employees receiving worker's compensation payments will not be eligible for sick leave.

Social Security

The Seminary pays the employer's share of Social Security premiums for all non-ordained employees.

Summer Fridays

During June, July, and August of each year, non-exempt employees are entitled to take a total of three Friday afternoons off with pay (in addition to regular vacation and holidays). These employees may leave their jobs after working four hours on the three Fridays of their choice. Schedules for these days must be coordinated with supervisors.

Unemployment

As a non-profit, religious organization under the IRS guidelines, the Seminary is exempt from state unemployment taxation.

Vacation

Vacation benefits accrue only to full-time employees of the Seminary. The vacation year begins January 1 and ends December 31. Vacation days cannot accumulate from one calendar year to the next; those days will be forfeited. Employees may not be paid for unused vacation time in cash, except to the extent that unused accrued vacation exists for a year in which the employee ceases to work at the Seminary. Vacations must be taken in increments of no less than one-half days.

The employee and supervisor schedule vacations as mutually agreed upon. Normally vacations will not be granted during the busiest times in the annual cycle of a particular department.

Employees without administrator status hired in the first six months of the calendar year receive one week (five days) of vacation in that calendar year. Such vacation cannot be taken before the employee has worked six months unless the employee is hired in May or June, in which case the week of vacation can be taken anytime in that year after November 1. One vacation day is equivalent to one (1) working day. Employees without administrator status hired in the last six months of a calendar year do not receive vacation until the next calendar year. Vacation is ten (10) days for the calendar years in which the first, second and third year anniversaries of one's hire date occur. Vacation for the calendar years in which the fourth, fifth, six and seventh anniversaries occur is fifteen (15) days. Vacation for the calendar years in which the eighth and greater anniversaries occur is twenty (20) days. Absences caused by illness or injury and approved leaves of absence shall not be considered interruption of continuous service in calculating employees' years of service.

Beginning in the second calendar year of one's employment, an employee accrues 1/12th of their annual vacation days each month employed. Paid vacation taken in advance of its accrual is owed back to the Seminary in the event of termination, and can be netted versus the employee's final paycheck. An employee continues to accrue vacation while on vacation, paid sick leave, paid parental leave, paid personal leave, holidays, paid bereavement leave, jury duty, military duty and during up to twelve weeks of family medical leave.

An employee who resigns without giving two weeks notice or who resigns without having completed 12 months of continuous service will not be paid for accrued vacation.

<u>Work Schedule/Office Hours</u>

Ordinarily, the Seminary observes office hours of 8:30 a.m. to 4:30 p.m. Monday through Friday. Seminary employees are expected to work 35 hours per week during this time, with one hour lunch breaks daily. Buildings and grounds employees work from 7:00 a.m. to 3:00 p.m. Monday through Friday with 30 minute lunch periods. Part-time and temporary employees work hours determined by supervisors. It is understood that some offices/departments (such as the library) will need to vary from the above hours in order to serve constituencies. Working through lunch hours to insure time off later is not permitted.

The Seminary is required under the provisions of the Fair Labor Standards Act to keep an accurate record of time worked by each employee. Non-exempt employees must complete weekly time sheets. Vacation, sick leave, personal leave days, holidays, and compensatory time should be shown on the time sheets. Exempt employees must submit time sheets showing time away from work (i.e. vacation and sick time). Time sheets and time cards must be approved by the employee's supervisor.

Full-time employees are granted two fifteen minute breaks each day, one in the morning and one in the afternoon. Supervisors determine the time of the breaks. Buildings and grounds employees receive one 30-minute break daily. Employees on break should be mindful of the workloads of those around them. Breaks cannot be shifted to lengthen a lunch hour or skipped to shorten the length of the workday.

The Seminary expects its employees to be prompt and to have good attendance records, in order that the mission of the Seminary can be accomplished. Attendance and punctuality are factors considered in granting salary increases and promotions and in making decisions regarding termination.

<u>Workers' Compensation</u>

The Seminary complies with Georgia workers' compensation laws that provide financial assistance to employees who are injured or become ill as a result of their employment. The Seminary pays for all costs related to providing this coverage, and the insurance carrier makes all payments and decisions pertaining to compensable illnesses or injuries.

Reporting Injury and Occupational Illness:

If an injury occurs at work, immediate attention should be given to the injured person regardless of how minor the incident may appear. In the event of a serious injury, call 911 immediately. The injured employee must report the injury or illness to his/her supervisor within 24 hours <u>whether or not</u> medical treatment is required. The supervisor must report the incident immediately to Human Resources in order for necessary paperwork to be completed and for proper notification to our insurance carrier.

An employee who incurs a work-related injury or illness must provide a physician’s statement to the supervisor certifying fitness to return to work.

Supervisors should ensure that their work environment is safe, investigate accidents immediately, and remind employees of safe business practices.

GENERAL POLICIES

AIDS Policy

Recognizing that AIDS (acquired immunodeficiency syndrome) and the human suffering that goes with it are increasing parts of the life of our world, we also recognize that the reality of AIDS is a part of the life of the Columbia Seminary Community.

Students and Faculty involved in hospital and alternative context courses regularly encounter persons living with AIDS and their significant others. Members of this community and/or their extended families may have to deal more personally and socially with the HIV (human immunodeficiency virus), asymptomatic or symptomatic. It is important, therefore, for all members of the Seminary community to express their prayerful concerns for those who are in any way associated with the reality of AIDS.

It is the policy of the Seminary that persons living with AIDS and those close to them be offered the pastoral and social/societal care and concern so important for anyone suffering the anxiety, stress, and isolation that almost always are associated with life threatening illnesses.
We further recognize the importance of members of the Seminary community having up-to-date information on the facts about AIDS and the resources of Biblical, theological, ethical and pastoral studies. Therefore, we recommend occasional forums and course information on these matters.

Moreover, because of the anxiety associated with AIDS, it is particularly important that careful ethics and appropriate confidentiality be observed.
It is the policy of the Seminary that persons living with AIDS, like those with any other physically disabling condition, should have access to all academic and other benefits of the Seminary community. It is the policy of the Seminary also to seek to protect all persons from any known dangers.

Confidentiality

It is the policy of the Seminary to ensure that the operations, activities, and affairs of the Seminary, its employees, students, donors and guests are kept confidential to the greatest possible extent. If, during their employment, employees acquire confidential or proprietary information about the Seminary, its employees, students, donors or guests, such information is to be handled in strict confidence and not to be discussed with outsiders during or after the employee’s term of employment with the Seminary. Employees are also responsible for the internal security of such information.

Employees who work with confidential information (such as salary, benefits, or other personal data) are obligated to ensure that this information remains confidential and is not disclosed. This obligation applies to employees who are active, on leave, or separated from the Seminary. The information that employees generate or maintain in the course of duties belongs not to the employee, but to the Seminary, which entrusts it to their custody. Employees should refer any questions regarding potentially confidential information to their supervisor or to the Vice President for Business and Finance.

Conflict Of Interest

All Governing Trustees, Faculty, and Administrators are required to review, sign, and adhere to the Columbia Theological Seminary Conflict of Interest policy. Under this agreement, no employee shall accept any gift, gratuity, grant, service or any special favor from any person or persons, agents or businesses which provide or receive goods and services or which seek to provide goods or services to or from Columbia Theological Seminary. However, minor courtesies such as luncheons, dinners or similar arrangements in connection with business decisions may be received.

In addition, if any employee is called upon to participate in a decision in which the interests of the employer conflict with his or her personal interests, the employee shall abstain from participating in the decision.

Employees who hold other paid positions shall ensure that such outside employment will not interfere with the performance of their duties or produce a conflict of interest in the pursuit of those duties. Any questions regarding this shall be reviewed with the appropriate supervisor.

All employees shall avoid even the appearance of conflict of interest, special interest or any other inappropriate conduct. If an employee discovers potential personal involvement in a conflict of interest, this should be immediately reported to the supervisor.

Supervisors who discover that someone under their supervision may be in a position of conflict of interest shall report this conflict to the Vice President for Business and Finance.

Occupational Safety And Health Program

The personal safety and health of each employee of this institution are of primary importance. The prevention of occupationally induced injuries and illnesses is of such consequence that it will be given precedence over operating productivity whenever necessary. To the greatest degree possible, management will provide all mechanical and physical facilities required for personal safety and health in keeping with the highest standards.

The Seminary will maintain a safety and health program conforming to the best practices of organizations of this type. To be successful, such a program must embody the proper attitudes toward injury and illness prevention on the part of both supervisors and employees. It also requires cooperation in all safety and health matter, not only between supervisor and employee, but also between each employee and fellow workers. Only through such a cooperative effort can a safety record in the best interest of all be established and preserved.

The Seminary’s objective is a safety and health program that will reduce the number of disabling injuries and illnesses to a minimum, not merely in keeping with, but surpassing, the best experience of other operations similar to ours. The Seminary’s goal is zero accidents and injuries.

Seminary employees are:

- Instructed to keep stairwells and hallways clean and clear of obstructions.
- Instructed to keep locker rooms, storage rooms and work areas clean.
- Encouraged not to store food or eat in restrooms or locker rooms.
- Instructed to help keep potentially dangerous chemicals and tools under lock.
- Instructed to follow directions in using chemicals.
- Instructed not to use extension ladders without a helper or to use chairs as stepping stools.
- Instructed to read instructions on fire extinguishers in order that you will be able to use them if necessary.
- Instructed not to operate any mechanical equipment before you are instructed as to the care and use of the equipment.
- Instructed not to operate any unsafe piece of equipment and to report unsafe conditions.
- Encouraged to keep in the mind that the First Aid equipment is located in the business office.
- Encouraged to call in rather than report for work if you are sick.
- Instructed to notify the Vice President for Business and Finance or Human Resources immediately of any accident.

Release of Information on Current/Former Employees

Responding to inquiries about former or current employees from third parties such as credit and prospective employment references should be forwarded to Human Resources. Responses to general requests will include dates of employment, positions held, and confirmation of salary amount as provided by the requestor. Additional specific information may be released upon receipt of a written released signed by the employee.

Sexuality Policy

Living as men and women in Christian community at the Seminary, we reflect in our relationships our honor for and our understanding of God and what it means to be male and female. We live and love in covenanted relatedness to God and each other as sexual beings, aware that there are sexual dimensions to all human caring and that by grace our sexuality enables us to relate to others as God intends. Therefore, we affirm that our sexuality is inseparable from our humanity and is good.

At the Seminary we recognize that the way we relate to each other in this community is a preview of how we will relate in ministry beyond seminary.

The Gospel's stress on love and caring and the minister's position as one who shares the deep experiences of life with others invite the minister into close personal relationships marked by affection. This intimacy rightly involves our sexuality...but never sexual intimacy at the expense of our unity with Christ. The Seminary seeks to foster in its members a sense of wholeness so that sexuality may be experienced and expressed as an integrated part of faithful discipleship.

We affirm that the covenanted relationship which God intends for marriage is the appropriate context for full sexual expression. Admitting that we all fall short of God's vision for us, we strive to be a caring community, like the church which we seek to serve, where people find encouragement, support and grace in making decisions and in living out their sexuality.

Smoking Policy

In accordance with the City of Decatur *"Clean Air Ordinance"*, smoking is strictly prohibited in all public places and places of employment within the City of Decatur.

Smoking may occur outdoors but no less than twenty (20) feet from any entrance.

The smoking prohibition does not apply to private residences. Such residences include residence hall rooms, efficiency apartments, village apartments and faculty homes as long as they are being used as a private residence.

All guest rooms are smoke-free rooms.

Seminary owned vehicles are designated smoke-free.

As residence hall rooms connect to public areas and second-hand smoke may filter into contiguous public areas, smokers should be aware of the rights of non-smokers to breath smoke-free air.

Smoking means inhaling, exhaling, burning or carrying any lighted cigar, cigarette, pipe or other combustible substance in any manner or in any form.

This policy supercedes all previous smoking policies.

Solicitation Policy

Solicitation is against the law in the City of Decatur, and solicitors are not allowed on campus. If someone is observed soliciting on campus, contact Agnes Scott Police, at 404-471-6900. If the solicitor has a genuine personal need, the authorities can direct them to the appropriate relief agency.

Substance Abuse Policy

It is the policy of the Board of Trustees that no alcohol is served at official functions in campus buildings. Columbia Theological Seminary is   committed to the health and wellbeing of the members of our community. In the spirit of this commitment and in compliance with the United States Department of Education's Drug Prevention Program, this policy statement regarding controlled substances is being issued. This policy pertains to all employees (including work-study students) as well as to all students taking courses at the Seminary for credit.

The unlawful possession, use or distribution of illicit drugs or alcohol by employees or students on seminary property or as part of seminary activities is strictly prohibited. Participation in such activities may subject employees or students to criminal prosecution under Federal, Georgia or local laws, which provide for substantial terms of imprisonment and fines. Terms of up to life imprisonment as well as fines up to $4,000,000 may result from violating such statutes. Whereas alcohol is a legal substance, this policy applies to the unlawful manufacture, distribution, dispensing, possession or use of alcohol, i.e., unlawful activities involving alcohol, including by or with underage persons.

Any employee who violates the above prohibition or who illegally uses controlled substances before reporting for work will be subject to corrective disciplinary action and penalties up to and including immediate discharge from employment at Columbia Theological Seminary. As a condition of employment at the Seminary, each employee will (a) abide by the terms of this statement; and (b) notify his or her supervisor and the Vice President for Business and Finance of any criminal drug statute conviction for a violation occurring in the workplace, no later than five days after such conviction.

Columbia Theological Seminary will at least annually distribute to all employees and students a description of the health risks associated with the use of illicit drugs and the abuse of alcohol, as well as a description of drug or alcohol counseling, treatment, or rehabilitation programs that are available to employees or students.

The Seminary provides a compiled list of counseling centers for referral with respect to these matters. The list is available to the community in the Student Services Office and through students' advisors.

Columbia Theological Seminary conducts a biennial review of its drug prevention program to determine the program's effectiveness and any necessary changes. Such review also serves to ensure that the disciplinary sanctions under the program are consistently enforced.

Whistleblower Protection Policy

Any employee who wishes to report any information regarding conduct the employee reasonably believes to constitute financial fraud or violation of applicable laws and regulations is encouraged to do so without fear of retaliation. It is unlawful to discharge, demote, suspend, threaten, harass, or discriminate against any employee who reports such information.

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SUPERVISOR’S GUIDE

Dismissal

Involuntarily termination of an employee is the responsibility of the President and is done in consultation with the employee’s supervisor.

The Seminary for any reason may dismiss employees unless prohibited by law. They will normally be given oral and written communications regarding job-related problems and appropriate opportunities to change. This may not occur if the employee poses a risk to the safety of persons or property of the Seminary, or in other situations where, at the discretion of the Seminary, immediate dismissal, with or without prior notice, is appropriate.

Upon termination of employment, an exit interview with the Vice President for Business and Finance must be held. Seminary keys and other property must be returned to the Business Office either before final payroll checks are issued or at such other time the Seminary requests.

Grievance Procedure

Employees with grievances related to their life and work at the Seminary are asked to be in conversation with the person causing the grievance or the administrator who oversees the policies which are seen as problematic. When it is unclear as to whom one should turn, the employee should consult one of the Vice Presidents or the President.

Hiring Guidelines

The Seminary will structure its employee selection policies and procedures so as to achieve the best possible match between applicants for jobs and open positions.

It is our policy to encourage and promote the professional growth of each employee. Based upon qualifications, consideration will be given to current employees in filling available positions.

Openings are announced throughout the Seminary. We also go outside the Seminary to seek applicants and may do so simultaneously with the internal announcement.

Hiring Process

Job search procedures:

A. Preparation:
   1. Evaluate current job description using Job Description Form
      a. Required information
      b. Meets Fair Labor Standards

    c. Americans with Disabilities Act
    d. Equal Employment Opportunity
2. If necessary, write job description using Job Description Template
3. Present job search needs to Human Resource Administrator
4. Human Resource Administrator meets with Chief Personnel Officer
5. Human Resource Administrator meets with hiring supervisor
6. Adjust job description as necessary; receive approval from Senior Administrator

B. Job Posting:
1. Human Resource Administrator makes internal announcement through e-mail and *This Week*
2. One day later, information is posted on the Seminary's website
3. The following week information may be posted with local universities and other non-profits.
4. Decision is made regarding publicizing in local periodicals

C. Candidate Screening
1. Human Resource Administrator accumulates resumes and information
2. Human Resource Administrator meets with supervisor to discuss selection for interviews

D. Interview Process
1. Hiring supervisor interviews candidates
2. Supervisor obtains references for top 2-3
3. Human Resource Administrator reviews top 2-3 choices

E. Offer Process
1. Offer reviewed by Chief Personnel Officer
2. Supervisor makes written/verbal offer(s)
3. Human Resource Administrator drafts offer letter; letter signed by Vice President or President
4. Employee meets with Human Resource Administrator to complete all paperwork on first day of employment

JOB DESCRIPTION FORM

Position Description

Date:___________

Job Title:____

Incumbent: ____

Department: ____

Supervisor's Name/Title: ______________________________

Employment Status:

- Regular ❑
- Temporary ❑
- Full-time ❑
- Part-time ❑
- Intern ❑

Reg. hours worked: _______/wk

Exempt ❑ Non-Exempt ❑

A position description is written to describe work currently organized and performed by a fully qualified employee (who possesses knowledge, skills, and experience required by the position). One should be on file for each regular full- and part-time position. Attach a copy of the last position description prepared for this position.

When was the last time this position description was updated? Date: ________________________

What is the overall purpose and objective of this position (why does the position exist)?

____

____

____

List in order of importance the major responsibilities of the job and estimate the percentage of time spent on each responsibility (the main function of the job may or may not be the one where the most time is spent).

1. ____ ___________ %
____
2. ____ ___________ %
____
3. ____ ___________ %
____
4. ____ ___________ %
____
5. ____ ___________ %
____
6. ____ ___________ %
____
7. Able to react to change productively and handle other essential tasks as assigned.

Total: 100 %

Is this position closely, moderately, or minimally supervised? ________________________________
Please explain: ____

Does this position have supervisory responsibility (i.e., responsible for hiring, firing, performance appraisals, etc.)? Yes _____ No _____ If yes, list the number and title for positions that directly or indirectly report to this position (i.e., three secretaries, four programmers, etc.): ______________
____
____

Does this position have access to confidential information? Yes _____ No _____ If yes, please explain:
____

Does this position have access to or handle company funds? Yes _____ No _____ If yes, please explain:
____
____

Is it important to this position that the incumbent be able to communicate fluently in English?
Yes _____ No _____ If yes, please explain: ____
____

What kind of work experience (including length of time), training, and/or level of education is necessary for this position? ____
____
____

List any required technical skills (typing, computer skills, etc.): ______________________________
____
____

What other special training and/or abilities are necessary to qualify for this position?
____
____

Check any of the following factors that are important to successful performance in this position:

Problem Solving	❑	Bilingual	❑
Analytical Ability	❑	Interpersonal Skills	❑
Communication Skills	❑	Dexterity	❑

Describe the requirements of this position that make these factors important: ________________
____

Working Conditions

Are there particular working conditions associated with this position that should be noted (i.e., working environment, hours of work, travel, work space, etc.)? Yes _____ No _____ If yes, please explain: _

____

____

____

____

Analysis of Physical Demands of Position

Check physical demands that apply.			Describe job responsibilities that require physical demands checked.
1. Strength			
a. Standing	❑	_____ % of time	______________________
Walking	❑	_____ % of time	______________________
Sitting	❑	_____ % of time	______________________
b. Lifting	❑	_____ lbs.	______________________
Carrying	❑	_____ lbs.	______________________
Pushing	❑	_____ lbs.	______________________
Pulling	❑	_____ lbs.	______________________
2. Climbing	❑		______________________
Balancing	❑		______________________
3. Stooping	❑		______________________
Kneeling	❑		______________________
Crouching	❑		______________________
Crawling	❑		______________________
4. Reaching	❑		______________________
Handling	❑		______________________
5. Speaking	❑		______________________
Hearing	❑		______________________
6. Seeing	❑		______________________
Depth	❑		______________________
perception	❑		______________________
Color vision	❑		______________________

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JOB DESCRIPTION TEMPLATE

(POSITION TITLE)
COLUMBIA THEOLOGICAL SEMINARY
POSITION DESCRIPTION

GENERAL DESCRIPTION: Two – three sentences about the position and whom they report to.

ESSENTIAL FUNCTIONS:
- Bulleted responsibilities for the position
- Often include final bullet “other tasks as assigned”

NON-ESSENTIAL FUNCTIONS:
-
-

MINIMUM REQUIREMENTS:
- College degree?
- Years of experience?
- Computer skills?
- Etc.

KNOWLEDGE/SKILLS/ABILITIES:
-
-

PHYSICAL DEMANDS:
Include any information about what the position will require, including but not limited to sitting, standing, stooping, crouching, bending, crawling, walking, lifting light objects (as suits the position)

DISCLAIMER
The preceding job description has been designed to indicate the general nature and level of work performed by employees within this classification. It is not designed to contain or be interpreted as a comprehensive inventory of all duties, responsibilities, and qualifications required of employees to this job.

COLUMBIA THEOLOGICAL SEMINARY is an educational institution of the Presbyterian Church (USA), and a community of theological inquiry and formation for ministry in the service of the Church of Jesus Christ.

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Interviewing Candidates and Reference Checking

To assist tin interviewing candidates, the hiring supervisor should:

- Be familiar with the job description (especially its hiring criteria).
- Review the candidates' resume, cover letter, etc. Note any areas that need clarification or explanation (i.e. quirky job titles, gaps in work history, or hobbies that may reveal aspects of the candidate's personality that can have a bearing on job performance).
- Set up a general structure for the interview. Determine the priorities by those aspects of the candidates' background that deserve the most attention (again based on the job description and hiring criteria).
- Write out the questions to ask and the keep the list visible throughout the interview.
- Set up a timetable (general schedule for the interview), so that as the interview progresses, to reserve enough time to cover all the key areas that need to be addressed.
- Make arrangements to hold the interview in a room that's private and reasonably comfortable. Clear desk, close door, and send phone calls to voice mail.

Interview Questions:

Below are some "solid" questions to ask and how to interpret the answers:

- Can you tell me a little about yourself?

A well-prepared candidate usually has a well-rehearsed answer. Confident applicants give a brief summary of their strengths, significant achievements, and career goals. This question will help ensure that the answers are consistent with the applicant's resume. A rambling answer with few specifics could indicate a poorly focused or incompetent candidate.

- What do you know about Columbia Theological Seminary and why do you want to work here?

This question gives answers that indicate whether the candidate did more than download information from the Internet and has given some thought as to how they can make a contribution. We can generally assume that a candidate who can't answer the question is not really interested in the seminary.

- What interests you about this job, and what skills and strengths can you bring to it?

Another question to gauge how interested the candidate is in the job. Strong candidates correlate their skills with specific job requirements. It is also another way of asking the applicant about their strengths, and by omission, their areas for improvement.

- Can you tell me a little about your current job?

Strong candidates give short and precise summaries of duties and responsibilities (which again can be checked against the resume). Be careful of those who badmouth or blame their employers. If they're not loyal to their most recent employers, why should we expect them to be loyal to the Seminary.

- (If applicable) I see that you've been unemployed for the past ___ months. Why did you leave your last job, and what have you been doing since then?

This question helps to clarify reasons for a spotty employment history.

- Who was your best supervisor ever and why? Who was the worst and looking back what could you have done to make that relationship better?

These questions give insight into how the candidate views and responds to supervision. A reflective, responsive answer to the second part of the question could indicate a loyal employee capable of rising above an unpleasant supervisory situation and/or learning from past mistakes. A bitter, critical answer may indicate someone who holds grudges or simply can't get along with certain personality types. Although personality clashes occur, in our team oriented environment, we want employees who to try to minimize these clashes and don't use them as excuses.

- How would that "best supervisor" describe you? What about the worst supervisor?

These questions probe whether the candidates' attitude toward work and supervision is a good match for the job and the seminary. It may also show some sign that candidates can see themselves as others view them and can deal with points of view other than their own. Most people answer honestly because this question suggests that we can compare the candidate's answers to actual responses from former bosses. Evasive, dishonest or insufficient answers (I don't know") could indicate someone with a poor attitude toward supervision.

- Can you describe a typical day at work in your last job?

Strong candidates give specific details that can be verified later, but the main point of the question is to see how the applicant's current or most recent routine compares with the requirements of the job in question. Enthusiasm or interest can be gauged and details verified to match the information already gathered.

- What sort of work environment do you prefer? What brings out your best performance?

This question helps in identifying whether this person is going to fit into the seminary. For example, the Development Department is team-oriented, the hiring supervisor may not need to consider a person who answers that they like to be left alone to do their work. Unrealistic expectations or potential future clashes (an applicant explains that they only plan on spending a few months in an entry level position and then apply for manager of the department) can be explored. People don't usually work at their best in all situations. Candidates who say otherwise are not being honest with the hiring supervisor or themselves.

- Where do you see yourself and your career in ___ years?

This question gives insight into the candidates' career ambitions - or lack thereof as well as how realistic they may be. Thoughtful candidates include the Seminary in these plans. This question also screens out "time-servers", drones, and those with unrealistic aspirations.

- How do you handle conflict? Can you give an example of how you handled a workplace conflict in the past?

This question helps to identify that while some people may be naturally easygoing, candidates who say that they never get into conflict situations are somewhat dishonest.

Reference Checking Questions:

____ 1. How was the candidate's attendance at work?

____ 2. Was the candidate ever disciplined for any type of misconduct?

____ 3. Why did the candidate leave the previous employment?

____ 4. Was the candidate's departure voluntary?

____ 5. What position(s) did the candidate hold? What were the candidate's duties and responsibilities?

____ 6. What skills were required to complete the candidate's duties and responsibilities?

____ 7. Did the candidate receive favorable performance evaluations?

____ 8. What was the candidate's salary?

____ 9. What were the candidate's benefits?

____ 10. What were the dates of the candidate's employment?

____ 11. Was the candidate a responsible and trustworthy employee?

____ 12. Did the candidate interact positively with other employees?

____ 13. Did you receive any complaints regarding the candidate's work performance or conduct? If so, specify the circumstances.

____ 14. Based on your knowledge of the candidate's qualifications and skills, do you believe the candidate will effectively perform the duties required in this new position.

Nepotism

Ordinarily the Seminary will not employ relatives of current employees. If relatives are simultaneously employed, it is within these guidelines:

1. One family member shall not directly supervise the other.
2. Family members shall not process or audit the work of other family members.
3. Spouses will not have a preference in employment. Employment will be based strictly on which candidate
4. An applicant will not be eligible to apply for a faculty position within the same academic area as his/her spouse (Biblical area, Historical-Doctrinal area, Practical Theology area).

Offer Letter

Once the selection process is complete and the new employee has been selected, the hiring supervisor will then contact Vice President for Business and Finance to discuss the salary requirements within the budget guidelines.

An offer letter is then drafted by the Human Resources Administrator and must be signed by an officer of the seminary (Vice President or above).

Performance Evaluation Policy And Process

The Seminary's Performance Evaluation Program has been established to provide a systematic way of evaluating employee performance and providing constructive feedback to employees.

Purpose Of Performance Evaluations

Employees:
- Tells the employee how they are performing their job.
- Makes the employee aware of their strengths and areas of improvement.
- Helps the employee identify and correct poor job performance.
- Motivates the employee with knowledge they are doing a good job and are recognized for it.
- Opportunities to identify career goals and develop skills.
- Opportunity for input and/or for exchange of information.

Supervisor:
- Helps supervisors to use their employees in an efficient manner.
- Manages performance rather than reacts to performance.
- Enables supervisor to assess the employee's potential for advancement.
- Identifies an employee's training needs.
- Gains new information and ideas from staff.

Department:
- Translates of the department's mission into specific goals.
- Reduces overlap of job duties and inefficient, ineffective use of employee skills.
- Helps to identify needed training programs.

Definitions

Employee: The person whose performance is managed.

Immediate Supervisor: The person who evaluates the performance of the employee.

Performance Evaluation: Performance evaluation is the process of assessing, summarizing, and developing the work performance of an employee.

Performance Appraisal Forms: A performance appraisal form is a written evaluation of the performance of an employee over a specified time period.

Responsibility

Chief Personnel Officer:
- Ensures that the Performance Evaluation Program is implemented and administered at the Seminary.

Human Resources:
- Distributes the Performance Evaluation Policy.
- Provides training for supervisors and employees.
- Monitors participation in and adherence to the system.
- Provides departments with a list of employees to be evaluated at least one month in advance of the employee's anniversary date
- If requested, provides a copy of a current job description.

Administrators (Vice Presidents, Deans, Directors):
- Models and coaches supervisors in this process.
- Reviews and signs appraisal forms for employees in their respective department.
- Ensures that supervisors receive training about the program.
- Requires that appraisals be current and consistent with other personnel actions.
- Perform the duties of the first-line supervisor for their direct report employees.

Immediate Supervisors:
- Communicates expectations for the employee throughout the year.
- Coaches employees and communicates any problems to the employee immediately.
- Completes the Performance Appraisal Form.
- Conducts a formal review session.
- Creates an action plan with specific, concrete and objective goals to help the employee improve on deficiencies and build on strengths.

Employees:

- Participates actively in the Performance Evaluation Program.
- Involved in setting expectations.
- Works at least to the "good performance" level.

<u>When Performance Evaluations Are Conducted</u>

Performance evaluations are conducted on an annual basis on the anniversary of the employee's hire date for all full-time and part-time regular employees. Performance evaluations are given to each and every employee every year.

Newly hired employees are evaluated after three months to let them know how they are doing. Employees that are promoted will be evaluated six months after promotion and annually thereafter.

The supervisor and the employee are strongly encouraged to discuss job performance and goals on an informal basis throughout the year.

<u>Levels Of Performance</u>

There are five levels of performance to rate each job function and objective and to rate overall performance:

1. Substantially Exceeded Requirements (SER): Work clearly and consistently exceeds many requirements.

2. Exceeded Requirements (ER): Work clearly exceeds some, and meets all other requirements.

3. Met Requirements (MR): Work clearly meets all requirements, or balances minor need for improvement in one area with exceptional performance in another.

4. Met Some Requirements (MSR): Work meets some requirements, but clearly needs to improve in one or more areas to fully meet requirements.

5. Did not Meet Requirements (NMR): Work clearly needs significant improvement in one or more areas to fully meet requirements.

<u>Procedure</u>

The employee being evaluated and their immediate supervisor both fill out the relevant sections of the Performance Appraisal Form and then meet in a formal review session to discuss each section of the form in detail. After the performance review, the employee will review the form, add any comments he/she may wish to make, and sign the form. The supervisor will then also sign the form. The employee's signature indicates that the performance appraisal form has been reviewed with the employee and does not necessarily indicate the employee's agreement with the assessment of performance.

When applicable, the evaluation form will be forwarded to the next higher administrative level for review, comment and signature.

Completed and fully signed forms will then be sent to Human Resources with copies routed to the employee.

Supervisor Training

Human Resources will provide training as needed for supervisors and employees to acquaint them with the Performance Evaluation process. New employees will be introduced to the Performance Evaluation process during their departmental new employee orientation.

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COLUMBIA THEOLOGICAL SEMINARY
EMPLOYEE PERFORMANCE EVALUATION

Employee Name: ______________________ **Job Title:** ______________________

Supervisor's Name(s): ______________________

Date of Review: ______________________

Evaluation Period
(Check one):
- ☐ 3 month review
- ☐ 6 month review
- ☐ Annual review
- ☐ Other

Date since last Review: ______________________

Years in Job: ______________________ **Years at Columbia:** ______________________

This Performance Evaluation links the seminary's expectations of professional staff to actual performance. The principal objective of the evaluation is to assist in professional development by identifying strengths and areas for improvement. Evaluations enable management to assess an individual's job performance and determine appropriate promotion opportunities and compensation.

Performance Evaluation Ratings

SER Substantially Exceeded Requirements – Clearly and consistently exceeded many requirements

ER Exceeded Requirements – Clearly exceeded some, and met all other requirements

MR Met Requirements – Clearly met all requirements, or balance minor need for improvement in one area with exceptional performance in another

MSR Met Some Requirements – Met some requirements, but clearly needs to improve in one or more areas to fully meet requirements

NMR Did Not Meet Requirements – Clearly needs significant improvement in one or more areas to fully meet requirements

N/A No Basis for Approval

Employee's Signature: ______________________ **Date:** ______________________

My signature indicates neither agreement nor disagreement with the appraisal, but it does indicate that I have read the appraisal and the supervisor has discussed with me.

Supervisor(s) Signature: ______________________ **Date:** ______________________

I acknowledge that I have reviewed this appraisal with the employee.

Employee Name: ________________________
Date: __________________________________

Major Responsibilities (Essential Functions): List the major responsibilities (essential functions) of the position in the approximate order of importance or attach a copy of the most current job description.

1.
2.
3.
4.
5.
6.
7.
8.

Employee Name: ________________________
Date: __________________________________

Performance Factors Rating: Using the following definitions, rate the employee's performance for each of the performance factors as it relates to the employee's job duties/responsibilities.

PERFORMANCE FACTORS	RATING	COMMENTS/AREAS FOR IMPROVEMENT
Job Understanding: • Understands job duties and responsibilities. • Possesses sufficient skill and knowledge to perform all parts of the job effectively, efficiently and safely. • Understands and promotes department mission and values. • Makes an active effort to stay current with new developments.		
Organizational Skills: • Ability to prioritize workload. • Ability to manage information flow (including internal, volunteer, and external communication, and filing/documentation).		
Quality: • Attentive to detail and accuracy. • Demonstrates thoroughness, completeness, follow through on presentation and appearance of work.		

Dependability/Reliability:
 	
• Punctuality and regularity in attendance: arrives on time and ready for the workday.
• Completes tasks satisfactorily:
  o Meets commitments
  o Works independently
  o Handles change
  o Stays focused under pressure		

Communications Skills • Listens effectively and responds clearly and directly. • Makes effective oral and written communication clear and easy to understand. • Interacts with others in a helpful and informative manner.		

Employee Name: ________________________
Date: __________________________________

Performance Factors Rating: Using the following definitions, rate the employee's performance for each of the performance factors as it relates to the employee's job duties/responsibilities.

PERFORMANCE FACTORS	RATING	COMMENTS/AREAS FOR IMPROVEMENT
Constituent Service Skills: • Builds relationships with members of the constituency. • Deals appropriately with confidential information and maintains discretion.		
Other Professional Skills: **Professionalism** • Promotes and treats peers with mutual respect. • Demonstrates integrity and deals well with ethical and confidential issues. • Demonstrates commitment to the Seminary's stated missions and goals.		
Initiative/Innovation • Self-directed, resourceful, creative toward meeting job objectives. • Introduces new concepts and processes using independent and original thought.		
Motivation • Displays drive, energy and a positive attitude in completing assigned tasks. • Eagerly takes initiative. • Handles several responsibilities concurrently and comfortably.		
Interpersonal Skills/Teamwork • Works effectively with other employees/departments. • Develops positive working relationships. • Helps improve work processes. • Helps to accomplish specific tasks.		

Employee Name: ________________________
Date: __________________________________

Performance Factors Rating: Using the following definitions, rate the employee's performance for each of the performance factors as it relates to the employee's job duties/responsibilities.

PERFORMANCE FACTORS	RATING	COMMENTS/AREAS FOR IMPROVEMENT
Computer Skills • Possesses computer skills and knowledge to perform job duties and responsibilities.		
Planning Skills: • Ability to establish short and long-term goals and objectives. • Ability to develop a well-defined plan according to established goals and objectives. • Ability to execute a plan in an organized fashion.		
Problem Solving: • Defines problems/central issues. • Collects and evaluates significant or relevant data. • Evaluates options, proposes and implements a sound solution.		
Leadership and Staff Development: • Influences others to achieve department and organizational goals. • Promotes ethical behavior. • Provides on the job training and development. • Provides timely and constructive feedback. • Encourages and enhances teamwork.		

Overall Rating: ____________________

Overall Comments:

Employee Name: ________________________
Date: __________________________________

Performance Development: Use this section to identify development that sustains, improves and builds performance, and enables the employee to contribute to organizational effectiveness. This section should also be used to identify career development activities, and should be completed by the supervisor in collaboration with the employee.

Performance Development That Applies To Major Responsibilities (Essential Functions), Projects, and Goals	Development Activities/Resources	Time Frame	Expectations

Personnel Records

The Human Resources Administrator maintains personnel records. It's important that employees keep their personal data up to date. Changes in name, marital status, address, telephone number, dependents, beneficiaries, withholding status, etc. should be reported promptly.

Additionally, the Board of Pensions should be notified of a divorce, legal separation, children who reach 19, and any other changes of importance regarding employee, spouse and/or children.

Progressive Disciplinary Steps/Counseling

STEP ONE: INFORMAL MEETING AND ORAL REPRIMANDS (Used for minor and first offenses)

- Speak with the employee privately, in supervisor's office, a conference room or other quiet place.
- Specifically state what the problem is. Give concrete examples of actual performance and desired performance.
- Refer to any previous conversations regarding the problem.
- Give the employee the opportunity to address the concerns and explain.
- Convey to the employee the changes that need to take place in the behavior and a time frame for making the changes.
- Have the employee confirm their understanding of what is expected.
- Inform employee that step two is written notice.
- Document the conversation.
- Pass along a copy of the documentation to Human Resources.

STEP TWO: WRITTEN NOTICE (Used for major and repeated offenses)

- Review notes concerning verbal warning, if applicable.
- Schedule to meet with the employee in an office, a conference room or another quiet, private place.
- Prepare document for the conversation.
- Specifically state what the problem is. Give concrete examples of actual performance and desired performance.
- Refer to any previous conversations regarding the problem.
- Give the employee the opportunity to address the concerns and explain.
- Convey to the employee the changes that need to take place in the behavior and a time frame for making the changes.
- Have the employee confirm their understanding of what is expected and sign the Consultation Report.
- Inform employee that step three is disciplinary action.
- Pass along a copy of the documentation to Human Resources.

STEP THREE: DISCIPLINARY ACTION (To be determined)

At any time, the Seminary reserves the right to terminate employee's employment for cause.

Resignation and Retirement

Employees may terminate their employment with the Seminary at any time. Provided an employee gives a minimum of two weeks notice, prorated accrued vacation for the calendar year of termination will be included in their final paycheck. Payment for one-half of accumulated sick leave days over 60 will also be due the employee. They will not receive severance pay. Upon termination of employment, an exit interview with the Vice President for Business and Finance must be held. Seminary keys and other property must be returned to the Business Office either before final payroll checks are issued or at such other time the Seminary requests.

Staff Training Opportunities

A limited budget exists enabling employees to attend seminars or training meetings that will contribute to improving their job performance. The employee's supervisor must approve prior to attending such a meeting.

Transfer And Promotion Policy

Purpose:
- Management is able to identify those employees who are interested in career advancement
- Management already knows the job history and capability of internal job candidates.
- Less time is needed for employee orientation and training.
- The company is able to make better use of its human resources.

Definitions:

The term "transfer" includes the following types of employee actions:

1. Promotion - assignment to a position of a higher skill or responsible level where the pay grade classification is higher.

2. Lateral - assignment to another position where the employee retains the same pay grade classification.

3. Demotion - assignment to a position requiring a lesser skill or responsibility level where the job description has a lower pay grade classification.

<u>Responsibility</u>

Human Resources:
- Notifies internal candidates of job opportunities via email.
- Answers questions about specific information on the job title, salary, department, supervisor's name and title, responsibilities of the job, qualifications, and skills required.

Supervisor/Manager:

- Reviews internal applications before going outside the company.
- Offers internal applicants an interview whenever feasible

Employee:

- Notify their current supervisor or manager when applying for an internal position.

Process:

- Positions at a Director and above will always be advertised externally.
- Reserve the right to promote an existing employee into a higher-level position without posting the position.

Disclaimer: There may be times when this process will not be implemented. For example: a position may have been created especially for a particular employee, or a job can be best filled through a predetermined and logical career path.

<u>Promotions Statement</u>

The Seminary seeks to encourage its employees to take advantage of promotional and transfer opportunities in order to reach their full potential. Promotion and transfer are valuable means of assuring the best possible match of employee skills with the needs of Seminary. The purpose of this policy is to establish guidelines for the voluntary promotion and transfer of employees within the Seminary.

<u>Policy Statement</u>

The Seminary's policy is to encourage its employees to voluntarily seek promotion and transfer opportunities within the Seminary. The provisions of this policy apply to all staff positions. One of the ways that individuals broaden and deepen their career experience is through professional moves within the Seminary system. A transfer is defined as changing positions for a lateral move, promotion, department change, job change, or demotion. A modification to a current position is not considered a transfer.

<u>Policy Guidelines</u>

Eligibility for Promotion or Transfer:
To minimize disrupting turnover in positions, employees are required to remain in their current position for a minimum of six months before they are eligible to apply for promotion or transfer to another position. The current manager may waive this requirement if it is in the best interest of the Seminary. Employees who have received performance evaluations that requirement significant improvement within the last six months are not eligible for transfer or promotion. Exceptions may only be made with the approval of the current supervisor, the interviewing supervisor, and Human Resources.

Position Posting:
The posting requirement may be waived to allow an internal promotion within a department/unit if approved by the Department Manager. Favorable consideration will be given where circumstances demonstrate good reason for waiver in the best interests of the Seminary. If a waiver is approved, the manager must consider all qualified employees in the department/unit before selecting an employee for promotion, and be able to provide documented evidence to support the selection.

Waiver of the posting requirement may also be approved if a department has a second vacancy occur in the same role within three months of a previous posting. Applicants for the previous opening should be considered for the new opening.

References:
When an internal candidate becomes a finalist for a promotion or transfer, the hiring manager must contact the employee's current supervisor for a reference prior to an offer being made.

Notice:
Employees who accept another position within the Seminary must provide their current supervisor with two weeks notice before they transfer to the new position. The employee's current supervisor may agree to shorten this time period if it is in the best interest of the Seminary.

Interim Performance Appraisal:
Employees who are changing supervisors due to a transfer or promotion that occurs more than six months into the performance period, should receive an informal performance appraisal at the time of transfer. This performance appraisal will be passed on to the new supervisor to use as a reference in completing the annual performance appraisal.

Competency Assessment Period:
Staff employees who voluntarily seek, and are accepted for transfer or promotion to a new at the Seminary will be in a competency assessment period for up to three months. During this period the employee must demonstrate that he/she can meet the performance expectations for the new position. Time spent on a leave of absence of fourteen (14) consecutive days or more will extend the period of assessment by an equal length of time.

The employee and supervisor will meet within the first two weeks of employment in a new position, or as soon as practicable, to review the performance expectation guidelines, role description and competency checklists specific to the employee's position, and establish performance expectations for each performance factor. Using the Performance Evaluation form, the employee and supervisor also discuss and document specific goals and objectives, and create a plan for developing any skills that are critical to accomplishing goals, objectives, performance factors and/or results.

Unsatisfactory Performance During Competency Assessment Period:
Throughout the competency assessment period, the supervisor observes and monitors the employee's performance to determine if it meets the expectations established during

performance planning. Any areas of unsatisfactory performance should be promptly addressed with the employee and documented including a statement of how performance needs to improve in order to continue employment in the position.

If at any time during the competency assessment period the supervisor determines that the employee does not meet the skills, knowledge or performance expectations for the position, the employee may be terminated, demoted, or transferred. A performance appraisal documenting the unsatisfactory assessment must be reviewed with Human Resources prior to a final determination.

If no acts of serious misconduct are documented during the competency assessment period, the employee will receive a two-week notice of separation and an effort will be made to return the employee to his/her former position. If the former position is not vacant, the employee may be placed in any vacant position in the same role in his/her former service area or division.

If no suitable vacancy exists, the employee will be given the option of taking personal leave without pay for up to three months. During this leave period he/she will be eligible for placement in any vacant position in his/her former role in the Medical Center, and may apply for any appropriate position in the University. If the employee does not elect to take personal leave at the end of the two week notice period, or if an appropriate vacancy has not been identified by the end of the personal leave period, the employee will be terminated and will be eligible for severance and other benefits as if the employee’s position were eliminated under the Reduction In Force Policy.

Reasons for Transfer:
Transfers within the Seminary normally occur for one or more of the following reasons:
1. New opportunities arise through new Seminary programs or re-organization of work assignments.
2. Employees acquire new skills, improve present skills or develop their abilities for handling greater responsibility.
3. The requirements of the position change drastically and the employee is unable to qualify for or adjust to the duties of the new position.
4. An existing position is eliminated.
5. The employee, for whatever reason, becomes unhappy or dissatisfied with his current position or work assignment.
6. The original placement of the employee has been deemed inappropriate by both Human Resources and the Department Manager.

Eligibility Requirements:
1. Normally, an employee should have six months continuous service in his current assignment before consideration for transfer.
2. There must be an open position in the department of transfer or promotion.
3. Lateral transfer, promotions, or any transfers made at the employee's request require satisfactory performance in the present assignment. Promotion or lateral transfer of an employee who has consistently demonstrated satisfactory or above average performance should include one or more of the following advantages for the Seminary and the employee:

a. Employee's acquisition of broader background or increased depth in handling a greater variety of responsibilities.
b. Improved individual and group morale through recognition of an individual's abilities.
c. The department and the Seminary are strengthened by utilization of experienced personnel who are knowledgeable about Columbia Theological Seminary
d. Recognition of a supervisor's or Department Manager's abilities in developing employees and making substantial contribution to the Seminary's overall manpower utilization.

Exceptions to the Transfer Policy:
Exceptions to the Transfer Policy may be made in order to comply with the ADA, Workers' Compensation law, or other state or federal laws. For example, if an appropriate accommodation for a Seminary staff member is to transfer to another department, exceptions may be made regarding eligibility and/or process guidelines. Exceptions to the Transfer Policy must be coordinated by the Chief Personnel Officer.