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INDEX
1. Introduction
1. INTRODUCTION

The Bowdoin College Employee Handbook explains the College's policies and procedures on a number of issues relating to employment at the College. You should familiarize yourself with the policies and procedures in the Handbook and discuss any questions you may have with the College's Human Resources staff. You should be aware that the Handbook is provided for informational purposes only. The Handbook is not a contract, express or implied, and does not guarantee employment of any duration at the College. The policies and procedures contained in the Handbook may be changed or amended at any time.

All employees of the College are "employees at will." This means that either the employee or the College may end employment at any time, with or without cause. No one at the College has the right to alter the "at will" nature of an employee's employment, or enter into any agreement for employment for a specified period of time, unless expressly authorized in writing by the Board of Trustees of the College. The College reserves the right to exercise its sole discretion with respect to all aspects of employment including promotion, job assignment, pay and benefits.
EMPLOYMENT AT BOWDOIN COLLEGE

A faculty or staff member may be employed in any one of a variety of different categories that determine pay, benefits, and other terms and conditions of employment. An employee's status may not change from one category to another without written confirmation from the College. The following terms are used throughout this handbook, and the definitions will be helpful in understanding how College policies apply to each employee.

**Regular employee** -- an employee with an ongoing regular schedule of at least 20 hours per week over the course of an academic or full year. Regular employees are eligible for College benefits.

**Temporary employee** -- an employee whose responsibilities are limited to a specific period of time as follows:

- **Short-term temporary employee** -- expected to be employed for less than six months
- **Long-term temporary employee** -- expected to be employed for at least six months, but less than three years

A short-term temporary employee is not eligible for College benefits. A long-term temporary employee may be eligible for College benefits if regularly scheduled for at least 20 hours per week over the course of an academic or full year. Faculty members appointed on at least a half-time basis for one or two semesters are eligible for College benefits.

**Casual employee** -- an employee working in a position that 1) has a regular schedule of less than 20 hours per week; 2) requires occasional duty on an as-needed basis; or 3) has an irregular schedule averaging less than 20 hours per week. A casual employee is not eligible for College benefits. Departments are not permitted to regularly schedule a casual employee for 20 hours or more per week.

**Exempt employee** -- an employee whose position satisfies federal wage and hour law criteria for executive, professional, or administrative jobs and is, therefore, ineligible for overtime pay. Exempt employees are paid on a salaried basis. All faculty members are considered exempt employees.

**Non-exempt employee** -- an employee whose position is subject to overtime provisions of the Fair Labor Standards Act. A non-exempt employee is paid on an hourly basis and is eligible for overtime pay for hours worked in excess of 40 per week.

**Full-time employee** -- a non-exempt (hourly) employee with a regular schedule of at least 35 hours per week, or an exempt (salaried) employee with a regular schedule of five full days or 40 hours per week.

**Part-time employee** -- a non-exempt (hourly) employee with a regular schedule of at least 20 hours per week, but less than 35 hours per week, or an exempt (salaried) employee with a regular schedule of at least 20 hours per week, but fewer than five full days or 40 hours per week.

**Academic year employee** -- a regular employee who is scheduled to work over the course of an academic year, generally for nine or ten months.
**Full year employee** -- a regular employee who is scheduled to work on a year-round basis, or at least eleven months of the year.
2. Beginning Work
2. BEGINNING WORK

IDENTIFICATION CARDS
All regular full-time and part-time employees are eligible to obtain a Bowdoin College identification card issued by the Office of Residential Life. To obtain an identification card, new employees need an employee identification number available from Human Resources. Identification cards may be used for privileges such as borrowing books from the College libraries, use of the athletic facilities, and Polar Plus purchases, if enrolled (see p. 8-3). Employees are required to return identification cards and any other College property when they leave College employment.

Employees should not lend their identification cards to others. Lost or stolen cards should be reported immediately to Security and Residential Life. A card can be re-issued for a $10.00 fee.

NEW EMPLOYEE ORIENTATION
Human Resources staff conduct weekly Employee Benefits Orientations to review details of all of the benefits available to Bowdoin College faculty and staff. Benefits may begin immediately or may have specific waiting periods or legal deadlines for enrollment. Therefore, it is essential for all employees to attend a Benefits Orientation as soon as possible after their date of hire.

Bowdoin College New Employee Orientation is held on campus the first week of every month (or at the beginning of the fall semester for faculty). All employees hired since the previous month's session are required to attend this important program which covers many aspects of employment at Bowdoin, including general College policies, use of all facilities and services, and occupational health and safety topics. The program is followed by a complimentary lunch and campus tour.

Reservations to attend either of these orientations should be made within the first three days after a new employee begins work at Bowdoin College by contacting Human Resources (x3837).

PARKING
General Parking Policy. In order to ensure the maximum utilization of parking facilities at Bowdoin College, it is necessary to establish and enforce rules governing motor vehicle parking. This policy applies to all members of the College community including faculty, staff and students. All vehicles parking on campus and at College houses and apartments must be registered with Security. Registration forms and parking maps depicting available lots and spaces are available in Security. In order to register a vehicle, employees must be able to show a valid state vehicle registration and proof of vehicle insurance.
The Parking Policy is distributed annually to employees. Please be sure to refer to the most recent edition.

Upon registration, employees will receive a pre-numbered decal for each vehicle registered. All decals and parking lots are color-coded (blue for faculty and staff) for ease of recognition, and employees may park in any lot assigned to their particular color. Lot designations are also clearly shown on the parking map. Decals are updated annually with a sticker for that year, similar to state license plates. Employees are also free to park anywhere on Brunswick town streets surrounding the College, as posted.

Brunswick Night Parking Ordinance. The Town of Brunswick has an ordinance prohibiting overnight parking on public streets between midnight and 7:00 a.m. from November 1st through April 15th. Employees are responsible for knowing and complying with town parking regulations that may change from time to time. Employees whose vehicles are towed from a town road should call the Brunswick Police Department at 725-5521 to determine the name of the towing company and the location of the vehicle.

Bowdoin Night Parking. Anyone driving a vehicle, with or without a Bowdoin parking decal, may park in any lot on weekends at any time and during the week from 5:00 p.m. to 6:00 a.m. After 6:00 a.m., vehicles parked in any lot other than that to which they have been assigned will be towed at the owner’s expense without further notification.

Campus Parking Bans. Bowdoin College parking bans may be in effect during the day of, as well as the day after, a snowstorm from midnight to 6:00 a.m. to facilitate snow removal from parking lots. Security announces parking bans via campus-wide e-mail. Vehicles parked in banned lots during this time will be towed at the owner’s expense. Anyone whose vehicle has been towed from a campus parking lot should call Security (x3314) to determine the location of the vehicle.

Parking Fines. Failure to register a vehicle with Security will result in a $25 ticket each time the vehicle is found in violation. After receiving one warning and one ticket, vehicles will be ticketed and towed at the owner’s expense. Parking in a designated fire lane or unauthorized use of a handicapped parking space will immediately result in a $25 fine AND the vehicle will be towed without warning. Anyone may appeal a ticket by contacting Security (x3314).
UNIFORMS, KEYS & COLLEGE EQUIPMENT

Uniforms and equipment are issued by individual departments (e.g., Facilities Management, Dining Services, Security) according to each department’s policy. Issue may depend on the status of employment (full-time, part-time, or adaptation period completion). Employees should contact their supervisors for specific information regarding the policy in their department.

The Facilities Management Department is responsible for key inventory and control. If employees require access to various buildings and areas in order to perform their jobs, appropriate keys will be issued. Employees must sign for and remain responsible for any keys issued to them. Employees must not copy or lend keys to others, and must report it immediately if a key is lost or stolen. Some buildings use the ID card access system; in general, the same rules apply.

College-owned keys, uniforms and equipment issued to employees should only be used for their intended purpose. They remain property of the College and must be returned upon termination of employment. It is the responsibility of the employee to return all College-owned property prior to the last day of work.

WORK SCHEDULES, MEALS AND BREAKS

Work hours, meal breaks and rest periods vary according to departmental responsibility and are scheduled by the department head and/or supervisor. Most administrative offices are open from 8:30 a.m. to 5:00 p.m. weekdays. An unpaid lunch break of thirty minutes to one hour is observed. Hours for part-time positions, or multi-shift operations may vary based on departmental and service needs. Full-time salaried positions normally require a commitment of at least 40 hours per week. Workload demands may require exempt employees to work more than 40 hours in any given week, but that does not provide entitlement to additional compensation or compensatory time off.

Lunch breaks are scheduled by supervisors and may be staggered to provide adequate office/service coverage. Maine law requires that most employees be given at least a thirty minute unpaid rest break (that may be a meal break) after six hours of work. In exceptional circumstances, an employee may voluntarily request that this meal break be waived in order to accommodate an alternative schedule. If the supervisor approves, the employee and the supervisor must document the alternative schedule in writing, noting that it is voluntary and may be discontinued by either party at any time.
Morning and afternoon breaks or rest periods of no more than 15 minutes may be permitted with the supervisor's approval if the workload permits. Unused breaks cannot be accumulated for later use, late arrival or early dismissal, or credited for paid time off. In certain working conditions (e.g., extreme heat or cold), more frequent rest breaks may also be approved by the supervisor.
3. General Policies
3. GENERAL POLICIES

AFFIRMATIVE ACTION
As a liberal arts college, Bowdoin College recognizes the educational value of diversity in its faculty, students, and staff and the educational importance of including varied perspectives in the classroom and throughout the campus. Consistent with its own bylaws and applicable federal and state statutes and regulations, the College therefore pursues a hiring policy designed in part to expand faculty and staff diversity. It adopts search and recruitment practices that will assist in seeking out highly qualified candidates, and it uses all legal and equitable means to increase and encourage the retention of people of color and women among its faculty and staff at all ranks. The candidates Bowdoin selects will meet the College's high standards, and Bowdoin will not be influenced by criteria irrelevant to its educational goals. A copy of the College's Affirmative Action Plan may be obtained from Human Resources or the Affirmative Action Officer.

Respect for the rights of all and for the differences among us is essential for the Bowdoin community. Consistent with the bylaws of the College, Bowdoin is in conformity with all applicable federal and state statutes and regulations with respect to equal opportunity and non-discrimination. Discrimination or harassment of others because of race, color, religious affiliation, gender, age, sexual orientation, physical or mental disability, or other characteristics has no place in an intellectual community. If members of the Bowdoin community experience or witness any apparent incident of harassment or discrimination, by students, faculty, staff or others, they should report the incident; they may discuss their concerns or request advice from supervisors, department heads, workplace advisors, or Human Resources staff. Such practices violate both the ideals of the College and its Social Code* and are subject to appropriate disciplinary sanctions. When such incidents violate the statutes of the State of Maine, criminal prosecution may be pursued.

* See Student Handbook for details about the Social Code

THE AMERICANS WITH DISABILITIES ACT (ADA)
The Americans with Disabilities Act (ADA) provides legal protection to persons with disabilities. It promotes equal opportunity for individuals with disabilities in public accommodations, employment, transportation, state and local government services, and telecommunications.

Under the ADA, the term "disability" is defined as:
- physical or mental impairment that substantially limits one or more of an individual's major life activities; or
• record of such an impairment; or
• being regarded as having such an impairment.

The term "major life activities" means functions such as caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, lifting, reproduction, and working.

In accordance with the ADA, Bowdoin College is improving access to many areas of the campus and is providing reasonable accommodations to employees and applicants with a qualified disability. The College does its best to respond to more obvious or apparent circumstances. However, due to the individual, sometimes hidden nature of many disabilities, employees with unique situations that may require accommodation should alert their supervisors or Human Resources. They will determine if reasonable accommodation is necessary and possible under the circumstances. The College is committed to providing reasonable accommodations to enable applicants and employees to perform the essential functions of a position. Employees are expected to cooperate in making such accommodations.

NEPOTISM

Bowdoin College seeks to foster an environment where people are treated with respect and trust. In an effort to promote fairness and avoid conflicts of interest, the College will avoid hiring, transferring, or promoting relatives of employees to positions where one has supervision or influence over the other's employment. While the College does not prohibit relatives and those with close personal relationships from working at the College, it will not allow work relationships for these individuals to be in a supervisory chain of command or to create other possible conflicts of interest.

Relationships covered by this policy include: spouse, domestic partner, parents, grandparents, brothers, sisters, children, grandchildren, aunts, uncles, nephews, nieces, and relatives by marriage (in-laws).

When a relationship develops which would violate this policy, the College will work with the affected individuals to resolve the situation so that one may not influence the employment of the other. The needs of the College will determine the resolution in such a case, which may involve a transfer or termination of employment.
4. Compensation
4. COMPENSATION

Except as otherwise noted, the following sections related to Compensation apply to staff members. Compensation for faculty members is determined by the Dean for Academic Affairs. However, faculty members responsible for supervising staff members are required to follow and enforce these policies.

COMPENSATION PLAN

Bowdoin College maintains structured compensation plans for exempt (salaried) and non-exempt (hourly) staff. The basic purpose of both plans is to ensure as far as possible that rates of pay achieve internal and external equity. Each job at the College is assigned a wage rate based solely on the duties and responsibilities of the job and the degree of knowledge, skills and experience required for successful job performance. Internal equity means that jobs with similar levels of responsibility and requiring similar knowledge, skills and experience are paid similarly, allowing for individual differences based on experience and job performance. External equity means that the College strives to ensure that pay levels are comparable to what other employers pay for similar jobs in similar market conditions.

Usually the rate of pay for a new employee is established at or near the lower end of the appropriate wage range. Thereafter, progress through the range depends on a number of factors, including individual job performance as rated by the supervisor or department head during performance evaluations. Other pay adjustments may be made in the case of promotions or reclassifications (see p. 6-3).

ADAPTATION PERIOD

The adaptation period is a time of on-the-job orientation for new employees and transfers. Each regular full-time and part-time staff member will be subject to a six-month adaptation period following the date of hire. An individual who transfers to a different position (whether at the same grade level or a different grade level) within the College is subject to a new adaptation period for the new position.

At the end of six months, an adaptation review will be performed and the supervisor and employee will discuss the employee’s performance, suitability for and adjustment to the position. Any changes to the requirements of the position may also be discussed. The supervisor may elect to extend the adaptation period based on performance or in the event of an extended absence. Employment during and after the adaptation period is at will (see Introduction, p. 1-1). Casual
employees and temporary employees with appointments of one year or less are not subject to a formal adaptation period.

PERFORMANCE EVALUATIONS AND PAY INCREASES
The first formal review of job performance takes place near the end of the adaptation period. Upon the successful completion of the adaptation period, the employee may receive a pay increase of up to 5% based on the recommendation of the supervisor or department head. Subsequently, annual performance evaluations are scheduled each spring. The purpose of the evaluation process is to assure regularly scheduled and systematic communication between employees and supervisors about job performance and future expectations. Typically, goals are set and reviewed for each performance review period.

Evaluations are meant to be a time of two-way communication between employee and supervisor about expectations and accomplishments. Ideally, these communications happen frequently throughout the year, but annual reviews provide a formal record of progress. Employees are encouraged to comment on the content of their evaluations and to ask for appropriate supervisory support and assistance. In situations where performance improvement is needed, the supervisor will work with the employee to develop a performance improvement plan. The annual performance evaluation forms the basis for merit pay increases. These are recommended by the supervisor or department head and are awarded on July 1 each year to employees who have already completed their adaptation period, and whose job performance warrants a pay increase.

Human Resources publishes and distributes a *Performance Evaluation Guide for Supervisors and Employees*. This booklet summarizes the performance evaluation procedures, includes sample forms, and suggests ways in which employees and supervisors can prepare for the performance evaluation process and get the most from it.

SHIFT SCHEDULES AND SHIFT DIFFERENTIALS
The College retains the right to establish or modify an employee’s schedule based on staffing demands, workflow requirements, and other organizational considerations. Bowdoin pays a wage differential to regular hourly employees who work on the evening or night shift as required by the College. The College operates three basic shifts, as outlined below:

**Regular Day Shift:** A period of ten consecutive hours or less, starting at or after 6:00 a.m. and ending prior to 6:00 p.m. An extension of the day shift to complete a project or assignment does not qualify for shift differential pay.
Regular Evening Shift: A period of ten consecutive hours or less starting at or after 2:00 p.m. and ending at or prior to 12:00 a.m. (midnight). A shift differential of five percent (5%) applies.

Regular Night Shift: A period of ten consecutive hours or less starting at or after 10:00 p.m. and ending at or prior to 8:00 a.m. A shift differential of seven percent (7%) applies.

Shifts that vary from the above mentioned basic shifts are considered "split shifts." For these shifts, the differential is paid based on where the hours fall. The cut-off times are:

- Day shift begins at 7:00 a.m.
- Evening shift begins at 3:00 p.m.
- Night shift begins at 11:00 p.m.

For example, if a split shift extends from 4:00 p.m. until 2:00 a.m., the seven hours from 4:00 p.m. until 11:00 p.m. will be compensated at the evening shift differential rate of 5%. The three hours from 11:00 p.m. until 2:00 a.m. will be compensated at the night shift differential rate of 7%.

Occasionally, a supervisor or department head may approve a request by an employee normally scheduled on the day shift to work during evenings or nights as an accommodation to the employee, providing it does not interfere with job performance or the operation of the department. Differentials are not paid in these instances.

FLEX-TIME AND REDUCED SCHEDULES

Staff members will be notified of their work schedule by their supervisor. As staffing requirements allow, individual departments or supervisors may arrange for employees to have a work schedule that varies from the department's normal work hours, sometimes called flex-time. However, there are some positions that require employees to be at their jobs during regular hours. Any flexible schedule must be approved by the employee's supervisor and department head.

A flexible schedule may be established on a trial basis, or on a seasonal or ongoing basis. If the proposed and approved flex-time schedule proves problematic or unworkable (as determined by the supervisor and/or department head), the employee may be required to return to the regular schedule. An employee on a flexible schedule must still work the total number of hours assigned. For example, a 40 hours per week schedule cannot "flex" to 34 hours per week for one week and 37 hours per week the following week. All regular duties must be able to be carried out during the flexible schedule.

An employee may also request a reduced work schedule (fewer hours per week), either for a temporary period or on an ongoing basis. Voluntary schedule reductions must be approved by
the supervisor and the department head. Proper documentation of resulting pay reductions must be
provided by the department head to Human Resources and to the employee. If a temporary
schedule reduction does not meet the needs of either the employee or the department, a return to
the regular schedule is expected. If the schedule reduction is approved on an ongoing basis, the
department head's approval is required to return to the original schedule.

**EMERGENCY CALL DIFFERENTIAL**
Occasionally hourly employees are required to report back to work other than at their scheduled
times due to emergency situations such as storms, system and equipment failures, and life-
threatening situations. In recognition of the inconvenience and in appreciation of the dedicated
service, additional compensation in the form of an Emergency Call Differential of 50% of the base
rate of pay is paid to all hourly employees who respond when asked to report with less than eight
hours’ notice. This premium rate is applied in addition to any other applicable compensation, such
as shift differential and overtime, and is paid for all hours worked (including travel time to and from
the employee’s residence) and for a minimum of two hours. This differential does not apply to extra
shifts scheduled to cover work needs in cases of absences or other non-emergency situations.

The following example illustrates how emergency call differential is calculated. A mechanical
services technician completes his normal 40-hour week on Friday afternoon, but is called back to
work to repair a broken pipe Friday evening. He leaves home at 6:00 p.m., arrives on campus at
6:30 p.m., and completes the repair in 30 minutes. He returns home at 7:30 p.m. The employee
will be paid 2 hours of overtime pay (the minimum for an emergency call-back), with second shift
differential, plus a 50% emergency call differential for the 2 hour minimum.

**RELIEF SUPERVISORY DIFFERENTIAL AND OTHER TEMPORARY PAY ADJUSTMENTS**
From time to time, employees are asked to provide leadership during the absence of regular
supervisory personnel. In the case of vacations (scheduled in advance) or unanticipated absences
of three days or more, a relief supervisory differential is paid retroactive to the first day of absence
upon request by the appropriate department head. This differential is 10% of the employee’s base
rate. In cases where the employee’s job description incorporates this responsibility, no differential
is paid, since the pay range assigned to the regular position (and thus the regular hourly wage)
recognizes this aspect of the job.
A temporary pay adjustment may be authorized if an employee takes on significant additional responsibilities on a temporary basis. The supervisor should contact Human Resources to determine if a temporary adjustment is appropriate, and the amount of such an adjustment.

**OVERTIME PAY**

Bowdoin College overtime pay practices are governed by and consistent with the Fair Labor Standards Act, the Equal Pay Act and other applicable state and federal laws. Overtime rates are paid to non-exempt employees for any hours worked in excess of 40 hours during a regular work week. The College’s work week extends from 12:01 am Monday to 12:00 midnight Sunday (see **Pay Periods**, p. 4-6).

Except as described below, paid vacation and holiday time as well as all other paid time count toward hours worked in arriving at the basis for overtime pay. Paid sick time counts toward hours worked in calculating unscheduled overtime, but not in calculating scheduled overtime. Examples of scheduled overtime include:

- An employee is regularly scheduled to work more than 40 hours per week.
- An employee’s schedule includes a starting time and a questionable ending time due to the unpredictable demands of scheduled functions or events.
- Overtime is scheduled with advance notice of at least 8 hours.

Examples of unscheduled overtime include:

- An employee is called in to work on a regularly scheduled day off
- An employee is called in earlier than the normal schedule
- An employee is called back after completion of a regular shift
- An employee is asked to work a split shift resulting in overtime
- An employee completes the regularly scheduled shift and is asked to stay due to extenuating circumstances
- Overtime which occurs as a result of a weather or other emergency
- Any overtime which meets the criteria for Emergency Call Differential to be paid

Employees may be required to work overtime by their supervisor and/or department head. All overtime hours must be scheduled and/or authorized in advance by the employee’s supervisor.

The regular hourly rate for purposes of calculating overtime pay includes applicable differentials as required under federal wage and hour laws. The hourly rate of pay for overtime is one and one-half times the regular hourly rate. In lieu of overtime pay, equivalent time off (or compensatory
time off) may be substituted instead, provided that the supervisor or department head approves and **the time off is taken within the same work week.** These arrangements can be made in departments where flexible scheduling is appropriate and can be used effectively. *Compensatory time off cannot be taken in a subsequent work week to avoid payment of overtime.* Current wage and hour laws prohibit such practices; supervisors and employees may not enter into agreements that illegally avoid the payment of overtime.

**PAY PERIODS**

The College operates two pay cycles, biweekly and monthly. Paychecks are generally delivered on payday via campus mail to all employees at their departmental addresses. The pay period for non-exempt employees is biweekly, beginning at 12:01 am Monday and ending at 12:00 midnight on Sunday. If a shift overlaps two pay periods, compensation for that shift is paid entirely in the period in which the shift ends. Payday is the Friday following the end of the pay period.

The pay period for exempt employees (including faculty) is the calendar month. Payday is the last business day of the month.

In the event a regular payday falls on a scheduled holiday, payday will be the last business day before the holiday. A schedule of pay periods and paydays is published annually.

**TIME SHEETS**

All non-exempt (hourly) employees are required to complete time sheets and submit them to Payroll Services. A time sheet covers a two-week pay period. Time sheets are due in Payroll Services no later than noon on the Monday after the end of the pay period. In Facilities Management and Dining Services, employees submit their time sheets to their supervisor.

Both the employee and the supervisor must sign the time sheet before a payment can be generated for the employee. Time sheets provide the information necessary for computing the correct amount of pay and are also the basic source of permanent recording of employee attendance, vacation, sick time, holiday pay and all other compensated or non-compensated absences. A time sheet is a legal document and when an employee signs it, he/she is certifying that he/she worked the stated hours and is entitled to the appropriate pay in accordance with hours recorded on the time sheet. Time sheet corrections must be made in writing and signed by both the employee and supervisor. Falsifying a time sheet, filling out another employee’s time sheet, or having another employee fill out one’s time sheet are all cause for disciplinary action. Questions about time sheets should be addressed to Payroll Services (x3246 or x3843).
PAYROLL CHECKS

Paychecks are distributed according to a regular pay cycle (see Pay Periods, p. 4-6). Non-exempt employees are paid on a biweekly basis and exempt employees (including faculty) are paid on the last business day of each month. All paychecks, unless otherwise specified, are distributed to departments on payday. If an employee is not typically on campus on payday, or in other unusual circumstances, (s)he may request to have the paycheck mailed home by calling Payroll Services in advance. This home delivery option is provided as a courtesy but creates an additional expense for the College. Many employees find direct deposit (see below) an easy alternative to home delivery. Paychecks that are mailed home are mailed on payday and not before. The College is not responsible for delays caused by the Postal Service.

Employees are responsible for examining their paycheck stubs. Any discrepancies should be reported immediately to Payroll Services. Each paycheck stub will show deductions that apply to any benefit programs you have elected, as well as the following deductions required by law:

- Federal income taxes
- State income taxes
- Social Security taxes
- Other legally mandated deductions (e.g., garnishments, child support, etc.)

The following deductions are not required by law, but may be elected with written authorization:

- Employee contributions toward benefit plans
- Maineshare/United Way contributions
- Cash contributions to the College
- Additional amounts withheld for taxes
- Payment of obligation to the College

A complete schedule of pay periods may be obtained from Payroll Services. Schedules are distributed periodically through Campus Mail and are also available on the Human Resources departmental web site (http://www.bowdoin.edu/dept/humanres).

DIRECT DEPOSIT

Direct deposit is a safe and convenient way to deposit funds into savings or checking accounts at any bank or credit union, in any city or state, as long as it can accept electronically transmitted funds. Currently, a faculty or staff member can deposit a paycheck in up to three accounts, which may be savings and/or checking accounts. To activate direct deposit, an employee must
complete and sign the "Authorization Agreement for Automatic Deposit" form. A voided check for a checking account or a deposit slip for a savings account must be attached to the form.

Direct deposit takes two complete payroll cycles to become effective after the processing of the authorization form. For example, if an employee on the monthly payroll completes an agreement at the beginning of March, at the end of March, (s)he will receive a regular paycheck. The first paycheck to be deposited directly will be at the end of April. The employee will receive a non-negotiable statement acknowledging that the paycheck funds have been deposited.

To change or cancel a direct deposit, a new "Authorization Agreement for Automatic Deposit" form must be completed. A cancellation of a direct deposit will become effective on the next paycheck.

Changes in account numbers or bank routing numbers will require the same processing time as initiating a new direct deposit (two complete payroll cycles). Changes only affecting the dollar amounts of the direct deposit will become effective on the next paycheck.

**PAYROLL ADVANCES**

Payroll Services is dedicated to ensuring that all faculty and staff receive timely and accurate paychecks and direct deposits. Paychecks are issued and direct deposits made in accordance with published payroll schedules. Occasionally, a request for a payroll advance may be necessary due to unusual circumstances.

Departments are expected to submit completed and authorized timecards and appointment materials in a timely fashion. In the event an employee's first paycheck is delayed because of a department's delay in submitting timecards or approved appointment forms, the department may request one payroll advance. A $15.00 manual check fee will be charged to the department's operating budget. Payroll Services reserves the right to limit departmentally-requested advances to avoid abuse of this privilege.

A regular faculty or staff member may request up to two payroll advances per calendar year by contacting Payroll Services or Human Resources. A $15.00 charge will be applied to such a request, and will be deducted from the employee's next regular paycheck. Casual employees are not eligible for advances.
The dollar amount of an advance may not exceed the net pay to be received in the next regular paycheck, since the advance repayment (and any applicable advance charge) will be deducted from the next regular paycheck. Payroll Services will determine the maximum advance based on taxes and other applicable payroll deductions. Exceptions to this rule must be approved by the Manager of Payroll or the Director of Human Resources.

A vacation advance may be requested by a staff member whose vacation will last for a week or more. Vacation advances should be requested during the pay period prior to the scheduled vacation. A second time sheet should be submitted documenting the beginning and ending dates of the vacation period along with the requested vacation hours to be paid. The vacation advance will then be paid on the payday preceding the vacation. Otherwise, the vacation advance will be treated as a regular advance and the normal $15.00 charge will apply.

GARNISHMENTS

"Garnishment" of wages refers to a legal procedure requiring an employer to withhold portions of an employee’s earnings to satisfy an outstanding debt. Other terms used to refer to such a procedure are "wage attachment", "wage deduction procedure", and "income execution".

Garnishments differ from wage assignments. Garnishments are based on a court order or agency action by a creditor against the employee. Wage assignments stem from the employee's voluntary agreement to transfer wages to the creditor, and are governed by state law.

Bowdoin College is required by law to follow the guidelines stipulated in a garnishment order. Different limits are set on different types of garnishment. The most common types of garnishment and wage assignments are:

1. Court order for a federal bankruptcy
2. Court order for child support
3. Federal or state tax levy
4. Student loan
5. Creditor garnishment
6. Employee wage assignment

Upon receipt of a garnishment notice, Human Resources will notify the faculty or staff member when the garnishment will take effect and any other necessary instructions. Considering the garnishment requirements, Human Resources will determine the employee's "disposable wages", that is, gross wages less taxes and other deductions required by law. A payroll deduction will commence and continue until the College receives notification from the court or government.
agency that the garnishment is discharged. The fact that the College receives a garnishment order will not be held against the employee in any way. Contact Human Resources directly with any questions about garnishments or wage assignments.
5. Benefits
5. **BENEFITS**

Bowdoin College maintains a generous benefit program in order to try to meet the personal needs of employees. As with other policies and procedures, the College does reserve the right to add to, terminate, modify or otherwise change these benefits as it deems appropriate. Each benefit plan is governed by an official Plan Document that summarizes eligibility rules, coverage provisions, costs, enrollment and other plan provisions. The College provides eligible employees with a Summary Plan Description for insurance and retirement plans. Employees should refer to these documents, and to the Bowdoin College Benefits Handbook, for additional details. In the event of a conflict between this Handbook and any official plan document, the terms of the official plan document will govern.

**SUMMARY OF EMPLOYEE BENEFITS**

Regular faculty and staff employees working 20 or more hours per week are eligible for the following benefit plans:

- Health Insurance
- Dental Insurance
- Medical and Dependent Care Reimbursement Accounts
- Life Insurance
- Supplemental Life Insurance
- Retirement Plan -- providing the terms of eligibility are met (one year of service -- at least 1000 hours -- and attainment of age 26)

Eligibility requirements for Vacation, Sick Time and Holidays are described under **Benefit Time** (see p. 5-2).

Non-exempt employees working 30 or more hours per week are eligible for these additional benefit plans:

- Short Term Disability Insurance
- Long Term Disability Insurance

Exempt employees working 30 or more hours per week are eligible for Long Term Disability Insurance. Faculty must work at least half time to be eligible for Long Term Disability Insurance.
The Human Resources staff (x3837) is available to answer questions and provide assistance to employees in enrolling in and accessing benefits.

**BENEFIT TIME**

Bowdoin College offers a program of paid time off to benefits-eligible employees including vacation, holidays and sick time. Employees are encouraged to take paid vacation time off to relax, and to take care of personal business which may require time away from work. Paid holidays are granted so employees may celebrate traditional holidays with family and friends. Paid sick time provides income security for work time lost due to non-occupational illness and/or for the “waiting period” for workers’ compensation benefits (in the case of a work-related illness or injury resulting in lost time. (See p. 7-4).

**Eligibility.** Vacation, sick time and paid holidays are provided for regular employees, according to the table below.

<table>
<thead>
<tr>
<th>BENEFIT TIME ELIGIBILITY SUMMARY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>VACATION</strong></td>
</tr>
<tr>
<td>FACULTY</td>
</tr>
<tr>
<td>Half-time or greater</td>
</tr>
<tr>
<td>Less than half-time</td>
</tr>
<tr>
<td>REGULAR FULL-TIME OR PART-TIME EXEMPT STAFF</td>
</tr>
<tr>
<td>Year-round</td>
</tr>
<tr>
<td>Academic Year</td>
</tr>
<tr>
<td>REGULAR FULL-TIME OR PART-TIME NON-EXEMPT STAFF</td>
</tr>
<tr>
<td>Year-round</td>
</tr>
<tr>
<td>Academic Year</td>
</tr>
</tbody>
</table>

Current and new staff employees, when assigned to long-term, temporary positions (expected to be employed 20 or more hours per week for at least six months), are also eligible. In order to achieve a clear distinction between those eligible and not eligible for these benefits, the College discourages regularly scheduled positions ranging over 16 but less than 20 hours per week.
Status Change to Ineligible Classification. If an employee’s regularly scheduled hours are reduced to fewer than 20 per week, eligibility for and accrual of benefit time ceases. At that time, payment is made for all accrued but unused vacation. No payment shall be made for unused sick time. Sick time for non-exempt employees who continue to work for the College is "frozen" for potential future use, should the employee return to an eligible status within three years. The same procedures apply if an employee transfers between non-exempt and exempt positions.

Time-Off Without Pay. Benefit time does not provide for time-off without pay. It is meant to be accumulated by working and by not taking time off from work. It cannot be saved by taking time off without pay. Time off must be covered by vacation, sick time or paid or unpaid Leaves of Absence (see p. 5-10, 5-11). Employees may not borrow against anticipated benefit time accruals. It is the department's responsibility to check the amount of accrued time available before authorizing payment to an employee.

Unpaid Leaves of Absence are usually only available when applicable benefit time is exhausted. Employees are required to use available vacation to supplement worked time if needed to reach their scheduled hours. Employees will only have an option of using or not using vacation to cover lost time if the supervisor has initiated the request because of reduced workload or other management concerns.

Payment. All vacation, holiday and sick time payments are computed using the employee's current base rate of pay. Non-exempt employees who are regularly assigned to the evening shift or the night shift receive payment for benefit time at the base rate plus customary shift differential.

Payment of benefit time to non-exempt staff members is made in increments of 30 minutes or more. Non-exempt employees have the option of using benefit time to provide pay for entire days off, even if that results in their being paid for more than their regularly scheduled hours. However, extra hours worked during a particular week may be used to reduce the amount of benefit time drawn to make a paycheck "whole". Payment is normally included in the paycheck issued to cover the pay period during which the absence occurred. For approved scheduled vacations of one week or more, payment may be made in advance, providing a request is made to Payroll at least one pay period in advance, and subject to the limitations of the Payroll Advance Policy (see p. 4-8).
Because exempt staff members are paid on a salaried basis, time off is counted in full-day increments. Just as exempt staff members are not eligible for overtime, absences of less than a full day are not counted against available sick or vacation time.

**Overtime.** Vacation and holiday hours are counted as hours worked in the calculation of overtime premium for non-exempt employees. Sick time hours are counted as hours worked in the calculation of overtime premium for unscheduled overtime, but not for scheduled overtime (see p. 4-5). Employees and supervisors are responsible for ensuring that overtime hours are properly recorded on the time sheet in accordance with College policies.

**VACATION**

**Eligibility.** All regular full-time and part-time non-exempt employees are eligible for vacation benefits. All regular full-time and part-time exempt employees with year-round schedules are eligible for vacation benefits; faculty and exempt employees with academic year appointments (ten months per year or less) are not eligible for vacation.

**Accruals - exempt staff.** Eligible full-time exempt staff accrue twenty (20) vacation days per year, counting from the date of hire. One-fourth of the annual amount is available and vested after each three-month period of employment. A maximum of forty (40) days can be accumulated. Eligible part-time exempt staff members accrue vacation on a pro-rated basis.

**Accruals - non-exempt staff.** Non-exempt employees accrue vacation for each paid hour up to a maximum of 80 paid hours per biweekly pay period. Accrual rates for vacation are based on length of service according to the schedule below. Eligible non-exempt employees may accumulate vacation up to a maximum of two times their annual accrual. Employees begin accruing at the appropriate rate on the date they begin working in a benefits-eligible position. Increased accrual rates based on length of service take effect on the date an employee has completed five years or ten years of service, as applicable.
**Vacation Accrual Schedule – Non-Exempt Staff**

<table>
<thead>
<tr>
<th>LENGTH OF SERVICE</th>
<th>ACCRUAL PER HOUR WORKED</th>
<th>ANNUAL ACCRUAL*</th>
<th>MAXIMUM BALANCE ALLOWED*</th>
</tr>
</thead>
<tbody>
<tr>
<td>less than 5 years</td>
<td>0.0385 hours</td>
<td>10 days (80 hours)</td>
<td>20 days (160 hours)</td>
</tr>
<tr>
<td>5 years to less than 10 years</td>
<td>0.0577 hours</td>
<td>15 days (120 hours)</td>
<td>30 days (240 hours)</td>
</tr>
<tr>
<td>10 years or more</td>
<td>0.0769 hours</td>
<td>20 days (160 hours)</td>
<td>40 days (320 hours)</td>
</tr>
</tbody>
</table>

*The annual accruals and maximum balances are based on a 40 hour week, 52 weeks per year (1.0 FTE). For employees working fewer hours per week or fewer weeks per year, accruals should be adjusted by the full-time equivalent (FTE) rate. The following examples illustrate such adjustments for an employee with less than 5 years of service:

<table>
<thead>
<tr>
<th>Schedule</th>
<th>Annual Accrual</th>
<th>Maximum Allowed</th>
</tr>
</thead>
<tbody>
<tr>
<td>37.5 hours per week, 52 weeks per year (.94 FTE)</td>
<td>75.00 hrs</td>
<td>150.00 hrs</td>
</tr>
<tr>
<td>20 hours per week, 52 weeks per year (.50 FTE)</td>
<td>40.00 hrs</td>
<td>80.00 hrs</td>
</tr>
<tr>
<td>40 hours per week, 39 weeks per year (.75 FTE)</td>
<td>60.00 hrs</td>
<td>120.00 hrs</td>
</tr>
</tbody>
</table>

**Maximum Accruals.** Once the maximum vacation accrual is reached, no further vacation accrues until vacation time is taken and the balance is reduced. Supervisors and employees are expected to schedule regular vacation usage so employees do not lose future accruals.

**Use of Vacation.** Vacation is used for absences that can be planned or scheduled in advance. It includes time off for rest, recreation, personal business, etc. Accumulated vacation may also be used for illness in the immediate family, if necessary, or in the case of accident or other compelling personal need. Scheduling may be initiated by the supervisor or the employee, but vacation time must be scheduled in advance by mutual agreement between the employee and the supervisor. Accumulated vacation may also be used for illness in the immediate family, if necessary, or in the case of accident or compelling personal need. The College's payroll system tracks vacation accruals and usage for non-exempt employees. Exempt employees are expected to maintain their own vacation records and keep their supervisors informed of their vacation balances.

**Vacation Pay.** Payment for vacation taken is made according to the regular payroll schedule, unless a request for a vacation advance has been made (see Payroll Advances, p. 4-8). Vacation pay includes any applicable shift differential, based on the employee's regular schedule.
**BENEFITS**

**Vacation Pay at Termination.** Upon termination of employment, an employee will receive a lump sum payment for any accrued but unused vacation. The termination date is the last day actually worked, and may not be extended by the use of vacation, holiday or sick time. Payment for unused vacation shall be included in the last paycheck provided that this is noted on the final timesheet or termination form. Otherwise, payment is made in the following pay period.

**HOLIDAYS**

**Eligibility.** Regular full-time and part-time non-exempt and exempt staff members are eligible for paid holidays. The College provides twelve paid holidays per year. They are as follows: New Year's (2 days), Martin Luther King Day, President's Day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving (2 days) and Christmas (2 days). The additional days in conjunction with Christmas and New Year's Day are floating holidays. The holiday schedule is announced each year in campus publications.

**Holiday Pay.** Many departments close completely on holidays; in these departments, eligible exempt employees receive the holiday off with pay. Eligible non-exempt employees will receive holiday pay for regularly scheduled hours at a rate equal to their current base rate of pay. Holiday pay includes any applicable shift differential, based on the employee's regular schedule.

Some departments must remain open in order to support the academic or residential programs of the College. During the academic year, when classes are in session, staff members in essential departments may be required to work on a scheduled holiday. If a department remains open, the supervisor is responsible for scheduling to meet staffing needs, accommodating as many employees as possible.

**Saved Holidays.** If an exempt employee is required to work on a College holiday, the holiday may be saved as an additional vacation day to be taken at a later date. (Exempt employees who work an academic-year schedule and must work on a holiday, may take another day off as scheduled by mutual agreement with their supervisor.)

A non-exempt employee who works on a holiday may receive holiday pay in addition to his/her pay for the hours worked, or may choose to save the holiday hours by adding them to the vacation balance. Employees wishing to save a holiday must note this on the time sheet for that pay period. Recognizing that a number of employees have alternative schedules, the following guidelines apply to non-exempt staff:
### BENEFITS

#### STATUS

<table>
<thead>
<tr>
<th>STATUS</th>
<th>HOLIDAY FALLS ON</th>
<th>BENEFIT IF THE EMPLOYEE MUST WORK THE HOLIDAY</th>
<th>BENEFIT IF THE EMPLOYEE DOES NOT WORK THE HOLIDAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time or part-time</td>
<td>a regularly scheduled work day</td>
<td>regularly scheduled hours for the day, to be taken as holiday pay or saved for future use</td>
<td>regularly scheduled hours for the day, to be taken as holiday pay</td>
</tr>
<tr>
<td>Full-time</td>
<td>other than a regularly scheduled work day</td>
<td>N/A</td>
<td>regularly scheduled hours to save only for future use</td>
</tr>
<tr>
<td>Part-time</td>
<td>other than a regularly scheduled work day</td>
<td>N/A</td>
<td>one-fifth of the weekly scheduled hours, to save only for future use</td>
</tr>
</tbody>
</table>

**Other holiday provisions.** If an employee is scheduled to work on a holiday and fails to report as scheduled, the absence may result in disciplinary action. Should an employee fail to report for work one or two days preceding or following the holiday, whether or not that employee is scheduled to work on the holiday, disciplinary action may also be initiated. If an employee's last day of work falls on the day before a holiday, (s)he is not entitled to holiday pay upon termination of employment. An employee not in paid status or on an unpaid leave of absence is not eligible to receive holiday pay.

### SICK TIME

**Eligibility.** The College provides paid sick time as outlined below for employees who are incapacitated due to personal illness or non-occupational injury, including the first seven days of an occupational illness or injury. All regular full-time and part-time faculty and exempt staff are eligible for paid sick time, including staff working an academic-year schedule. Adjunct faculty members who are not eligible for insurance benefits are not eligible for paid sick time. All regular full-time and part-time non-exempt staff members are eligible for paid sick time.

**Accruals.** During the first year of employment, thirty (30) work days of paid sick time are available to regular full-time faculty and exempt staff for personal illness, including those working an academic-year schedule. Regular part-time faculty and exempt staff in their first year of employment, including those working an academic-year schedule, are eligible for a pro-rated sick leave benefit. After one year of employment, the College will provide salary continuation during
the waiting period for long-term disability benefits (or the equivalent time period for an employee not eligible for long-term disability coverage) subject to the following limitations:

1. In no event will the College provide more than six months paid sick time in any calendar year, whether for a single illness or multiple illnesses.
2. In no event will the College provide more than six months paid sick time for absence due to a single illness, regardless of whether it occurs in one or more calendar years.

Sick time for non-exempt staff accrues based on hours worked, allowing for an annual accrual of 12 days. A maximum of 6 months of sick time may be accumulated, which corresponds with the waiting period for long term disability benefits. Once an employee reaches the maximum balance of sick time, no further accrual will be earned until hours are deducted from the balance by using them. Accruals also cease if an employee transfers to a position with fewer than 20 scheduled hours per week.

### Sick Time Accrual Schedule – Non-Exempt Staff

<table>
<thead>
<tr>
<th>LENGTH OF SERVICE</th>
<th>ACCRUAL PER HOUR WORKED</th>
<th>ANNUAL ACCRUAL*</th>
<th>MAXIMUM BALANCE ALLOWED*</th>
</tr>
</thead>
<tbody>
<tr>
<td>All eligible staff</td>
<td>0.0462 hours</td>
<td>12 days (96 hours)</td>
<td>130 days (1040 hours)</td>
</tr>
</tbody>
</table>

*As with vacation, the annual accrual and maximum balance listed above is based on a full-time, year-round schedule of 40 hours per week. Prorated accruals are provided for employees with part-time and academic year schedules.

Sick time is not vested, and payment is made only for absence due to illness. There is no payment for unused sick time upon termination of employment.

**Minimum Balance.** The College provides a generous sick time benefit with the expectation that it will be more than enough to cover normal absences due to illness or injury. Employees should not expect to use their entire annual accrual each year simply because it is provided. Over time, this should allow employees to build up a sick time balance to help to cover longer absences due to a serious health condition. In normal circumstances, employees are expected to maintain a reasonable sick time balance. Failure to do so may indicate excessive absenteeism, which may subject the employee to disciplinary action.

**Use of Sick Time.** In the event of personal illness, eligible employees may draw upon sick time (or vacation, if there is not enough sick time to cover the absence) for personal illness up to the
amounts accrued. Employees who are enrolled in short-term disability benefits may use accrued sick time or vacation when short-term disability benefits are payable only during the waiting period, or up to 30% of regularly scheduled hours to supplement approved short-term disability benefits. Likewise, sick time may not be used for absences to the extent covered by Workers' Compensation benefits (see Workers' Compensation, p. 7-3). Employees enrolled in long-term disability benefits may not use accrued sick time or vacation during any period when long-term disability benefits are payable.

The employee should notify the supervisor or department head of any absence as specified by departmental policy. The employee must personally notify the appropriate individual each day of the absence unless the nature of the illness makes it impossible or unnecessary, in which case an estimate of the duration of a prolonged absence should be provided. An employee may be required to present proof of illness to draw upon sick time as well as certification by a physician of ability to return to work.

Sick time (or vacation) may be used for time lost due to employee medical or dental visits, providing the appointments (unless of an emergency nature) are scheduled in advance and with supervisory approval. Whenever possible, these appointments should be scheduled on regular days off, before or after work or during lunchtime.

Personal Emergency Time. In addition to the use of sick time for personal illness, a non-exempt employee may use up to 5 of the accrued sick days per calendar year (prorated for part-time employees) as personal emergency time to cover lost time due to family illness or other unscheduled emergencies. Just as with illness, the employee must notify the supervisor regarding the need for personal emergency time and the circumstances warranting it, so that the supervisor can authorize its use. Employees are required to record these days appropriately on their time sheets, and each department will monitor their use.

Examples of appropriate use of personal emergency time include:
- The employee needs to pick up or stay home with a sick child.
- An immediate family member has surgery and the employee must be there to provide transportation or other essential support.
- The employee’s hot water heater breaks and the employee must deal with several inches of water on the floor.

If an employee needs time off for personal matters which do not qualify for personal emergency time, (s)he may request vacation to cover such absences.
Examples which would not qualify for personal emergency time include:

- Time needed for auto registration, mortgage closing, or shopping.
- A scheduled court appearance.
- Time needed for routine home or auto repairs or delivery of household items.

Regular Attendance and Abuse of Sick Time. Regular attendance and punctuality are important so that the College can meet its service obligation to students and others. Comments about these aspects of an employee's job performance are routinely included in employee performance evaluations (see Performance Evaluations and Pay Increases, p. 4-2). Legitimate use of sick time will not result in disciplinary action.

Use of sick time for any purpose other than as outlined above is not permitted and may result in disciplinary action up to and including immediate termination of employment. Other abuses of sick time that may result in disciplinary action include:

- Fraudulent use of sick time.
- "Pattern" abuse, that is, frequent use of sick time before or after scheduled days off or holidays, or on weekends or holidays when the employee is scheduled to work, or other patterns indicating inappropriate use of sick time.
- Excessive use of sick time, even if accrued sick time is available (if not for serious personal illness as defined by federal or state family medical leave acts. See Family Medical Leave, p. 5-16).
- Failure to maintain a reasonable sick time balance (e.g., calling in sick as soon as a sick day accrues, or using all or nearly all accrued sick time each year for reasons other than serious personal illness as defined by federal or state family medical leave acts).

Illness While Absent on Vacation Time. Available sick time can be used in place of previously scheduled vacation if a physician's statement is submitted certifying that the employee was ill while away from work on vacation.

Leave of Absence. Absences of two weeks or more due to personal illness, whether or not they are covered by sick time, vacation, or disability benefits, must be documented by a leave of absence (see Leaves of Absence, p. 5-11). A physician's certification is required for any medical leave of absence, and may be required for illnesses of shorter duration.

Unpaid Leave of Absence. An unpaid leave of absence ordinarily begins after the employee has used all of his/her accumulated vacation and, in the case of non work-related illness or injury, sick
time. An employee may leave a maximum of 24 hours vacation on the books for use upon return to work, except as otherwise required by law.

**LEAVES OF ABSENCE**

Employees may request leaves of absence for a variety of reasons, including those circumstances outlined in the federal Family and Medical Leave Act of 1993 (FMLA). Any absence of two weeks or more, whether paid or unpaid, requires that a Leave of Absence be requested. Leaves of Absence fall into the following categories:

- Medical Leaves and Disability Leaves
  - Non-work related disabilities and injuries
  - Work-related illnesses and injuries
- Family Medical Leave
- Leave for Victims of Violence
- Sabbatic Leaves
- Professional/Educational Leaves
- Personal Leaves
- Military Leaves

Consistent with its obligations under state and federal law, the College retains complete discretion whether to grant or deny an employee's request for a leave of absence, and to define the terms and conditions of the leave. Faculty members are also subject to the applicable provisions of the *Faculty Handbook*.

**Requesting a Leave of Absence.** An employee should request a Leave of Absence at the earliest possible time that the need for a leave is anticipated. Requests for a leave of absence should be made in writing, using the Leave of Absence form available from Human Resources. This form is used to gather information about the purpose, timing, and expected length of a leave of absence, as well as any necessary approvals required in granting the leave. It also contains important information about continuing College benefits during a leave of absence. Faculty members request leaves of absence in a letter to the Dean of Academic Affairs.

It is the employee's responsibility to keep the College informed of his/her status during a leave of absence. Any changes in the employee's status while on leave, including an anticipated need for a leave extension, must be reported to the employee's department head and to Human
Resources by updating the leave of absence form. Faculty members must request extensions through the Office of the Dean for Academic Affairs.

**Intermittent Leave, Reduced Schedule and Alternative Position.** Generally, a leave of absence is expected to be taken in a specific block of time, unless otherwise required by law or approved by the College. If an intermittent leave or reduced work schedule is approved, the College reserves the right to transfer the employee to an alternative position which better meets the College's needs and allows accommodation for the intermittent leave.

**Returning to Work following a Leave of Absence.** An employee is expected to return to work immediately following the conclusion of an approved Leave of Absence. Employment will automatically terminate if the employee does not return to work on the first normal work day following the last day of approved leave of absence, unless a request for extension has been approved in writing by the College prior to the leave expiration date. The extension must be approved by the department head or the senior officer and forwarded to Human Resources. Any employee who is away from work for any reason whatsoever for a period of time beyond the approved leave of absence period will be separated from the College's payroll and will be notified of any benefit conversion privileges. A leave of absence (other than a sabbatical or professional leave) may be automatically cancelled and employment terminated if the employee begins work elsewhere.

**MEDICAL LEAVE**

Bowdoin College’s Sick Time and Medical Leave policies for employees satisfy the requirements of the federal Family Medical Leave Act of 1993 (FMLA) and the Maine State Family Medical Leave Act. Paid sick time and paid or unpaid medical leave count towards federal and state family medical leave requirements. (For information on FMLA leaves associated with a family member’s illness, see Family Medical Leave, p. 5-16.)

**Eligibility.** A medical leave may be granted to a regular full-time or part-time employee if the employee is unable to work due to a serious medical condition, illness or injury. The illness or injury may be non-work-related or work-related. A serious health condition is defined as an illness, injury, impairment, or physical or mental condition that involves:

- any period of incapacity or treatment in connection with inpatient care (overnight stay) in a hospital or other health care facility;
- any period of incapacity requiring absence from work of more than 3 days, that also involves continuing treatment by a health care provider; or
• continuing treatment by a health care provider for a chronic or long-term health condition that is incurable, or so serious that, if not treated, would likely result in a period of incapacity of more than 3 days.

Medical Certification. Prior to granting a medical leave, whether non-work or work-related, a statement from the employee's physician is required. This statement must provide the specific information requested by the College, including the diagnosis, the degree of incapacity and the estimated time for recovery. Medical certification from the physician is also required before the employee can return to work at the end of a medical leave (see Return to Work, p. 5-14). Physicians’ statements must be provided to Human Resources in a timely fashion. The College reserves the right to obtain clarification from the physician if necessary, and to obtain a second medical opinion.

Pay during Medical Leave for Non-work-related Injury or Illness. Sick time (if available) must be used in accordance with the College's sick time policy for non-work related injuries, except when short-term or long-term disability benefits are payable (see Coordination with Disability Benefits, p. 5-14). If available sick time is exhausted and the employee remains unable to return to work, vacation time may be used at the employee’s option, unless disability benefits are payable. Once sick time and vacation time are exhausted, the medical leave becomes an unpaid leave.

Benefits during a Medical Leave for a Non-Work-related Injury or Illness. While the employee remains in pay status, and for the first six months of unpaid medical leave, the College will continue to pay its usual share of insurance premiums and the employee is responsible for his/her usual contributions toward insurance premiums. Retirement contributions, holiday pay, and vacation and sick time accruals continue while the employee remains in pay status, based on hours paid and wages or salary received. Retirement contributions, holiday pay, and vacation and sick time accruals are not provided during an unpaid leave.

Pay during a Medical Leave for a Work-related Injury or Illness. If an employee is injured in a work-related incident, the employee should use accrued sick time for the first seven days of absence. If sufficient sick time is not available, the employee should use vacation or saved holiday time. If incapacity continues, lost time benefit payments may be payable from Worker’s Compensation beginning on day 8. If an employee's incapacity lasts more than 14 days, then lost time benefit payments may be paid retroactive to the first day. Wages are covered at 80% of after tax average weekly wages (which works out to be less than regular pay if the employee was
able to return to work, even in a limited capacity). The employee may not draw upon sick time while receiving workers’ compensation payments for lost time, except in the case of employees whose gross earnings exceed the state maximum covered earnings, when sick time may be used to supplement workers’ compensation benefits up to a combined benefit of 80% of after-tax wages. If for some reason the workers’ compensation insurance carrier denies the claim and withholds payment, the employee may draw upon available sick time and vacation, and then reimburse the College should the carrier subsequently pay for lost time. If time from work is lost (a full day or more) due to a work-related illness or injury, a doctor’s release must be provided to the department head and to Human Resources in order to return to work.

Benefits during a Medical Leave for a Work-Related Injury or Illness. While the employee remains in paid status, and for the first six months of unpaid medical leave, the College will continue to pay its usual share of insurance premiums and the employee is responsible for his/her usual contributions toward insurance premiums. Retirement contributions, holiday pay, and vacation and sick time accruals continue while the employee remains in paid status, based on hours paid and wages or salary received. Retirement contributions, holiday pay, and vacation and sick time accruals are not provided during an unpaid leave.

Coordination with Disability Benefits. Non-exempt employees working 30 or more hours per week in a regular position have short-term disability insurance and should contact Human Resources as soon as possible after becoming ill or injured to apply for the disability benefit. Short-term disability is only available for non-work-related accidents. The appropriate benefits of the short-term disability plan then may be combined with available sick time when completing time sheets to maintain income levels at 100% for the longest period of time.

Duration of Leave. A medical leave may extend for a period up to six months in any 12 month period due to a serious health condition. During this time, the College will hold open the employee’s same job, or a comparable one. The College may approve an extension of a non-work related medical leave beyond six months with departmental approval, if a return to work can be reasonably expected during this time. Otherwise, the employee may apply for a Disability Leave.

Return to Work. An employee on a medical leave of absence must provide a copy of the current job description to his/her physician for review. To authorize a return to work, the physician must provide a written return-to-work statement to Human Resources and the employee's department head. The statement must be specific in outlining whether the employee is fully capable of
returning to a normal work schedule and if not, must itemize any restrictions. If restrictions are in order, the College must be given ample time to consider whether or not it can accommodate the restrictions. Whenever possible, the College will accommodate employees returning with restrictions. When the employee cannot perform the essential functions of the job with or without reasonable accommodation, the College may exercise the option of waiting until the employee has recovered more fully before allowing a return to work.

**DISABILITY LEAVE**

**Eligibility.** An employee who remains unable to return to work at the end of a six-month Medical Leave may be granted a Disability Leave. In addition to the provisions outlined below, faculty members are also subject to the applicable provisions of the Faculty Handbook.

**Medical Certification.** Prior to granting a Disability Leave, whether non-work-related or work-related, a statement from the employee’s physician is required. This statement must provide the specific information requested by the College, including the diagnosis, the degree of incapacity and the estimated time for recovery. Medical certification from the physician is also required before the employee can return to work at the end of a Disability Leave (see Return to Work.)

**Pay during Disability Leave.** An employee on Disability Leave does not receive any pay from the College, but may be eligible for benefit payments under the College’s long-term disability plan, or from Worker’s Compensation in the case of a work-related disability.

**Benefits during a Disability Leave.** Employees may continue coverage under group insurance benefits during a disability leave by paying the full cost for the benefits themselves. No retirement contributions are made and no sick time or vacation accruals occur during a disability leave.

**Duration of Leave.** A Disability Leave may extend for a period of up to six months. At the end of six months, if the employee remains unable to return to work, employment with the College will be terminated.

**Return to Work.** The College will not hold a specific position vacant for an employee on a Disability Leave. However, if the employee is able to return to work, (s)he is eligible to apply for any vacant position upon providing appropriate medical documentation of ability to return to work and will be considered along with other qualified applicants.
FAMILY MEDICAL LEAVE

In compliance with the federal Family and Medical Leave Act of 1993 (FMLA), Bowdoin College allows eligible employees to take up to twelve weeks of unpaid, job-protected leave during a twelve month period. This section describes Family Medical Leave provisions that apply when a family member’s illness or injury prompts a request for Family Medical Leave. For provisions that apply to a leave for an employee’s illness or injury, see Sick Time (p. 5-7) and Medical Leave (p. 5-12).

Eligibility: A regular full-time or part-time employee of the College who has been an employee of the College for at least 12 months may take up to 12 weeks of unpaid leave during any twelve month period for specified family and medical reasons. (Absences of the employee for medical reasons covered by FMLA will also count toward the 12 weeks, whether paid or unpaid.) Those specific circumstances are:

• Birth of a child of the employee and in order to take care of this child
• Adoption of a child or placement of a foster child in the employee’s home
• Care of a spouse/domestic partner, child, or parent with a serious health condition

An employee should request a Leave of Absence at the earliest possible time the need for a leave is anticipated. When the need for leave is foreseeable (e.g., the birth of a child, placement of an adopted child or foster child, or planned medical treatments), at least 30 days notice is required. Under some circumstances, such as a request for a reduced schedule following the birth or adoption of a child, supervisory approval may be required.

Medical Certification: The College requires medical certification from a health care provider to support leave of absence requests for employee illness or to care for an employee’s seriously ill family member. This certification must be provided by the employee within 15 days of the date of the leave request, unless it is not practical to do so under the circumstances.

Any request for intermittent leave will be reviewed by the College in keeping with the “medically necessary” provisions of the Family and Medical Leave Act of 1993.

Pay during Family Medical Leave. Vacation time may be used for Family Medical Leave needed to care for a family member with a serious health condition or for additional time at home with a newborn or newly adopted child. Once vacation time is exhausted, the remainder of the leave is unpaid. Non-exempt employees may also use up to five of the accrued sick days per calendar
year during a Family Medical Leave (see Personal Emergency Time, p. 5-9) provided they have not already been used.

Benefits during Family Medical Leave. For employees covered under the College's benefit plans prior to a family leave, the College will continue coverage of the employee's benefit plans (including medical, dental and short term disability) during an approved leave and will continue its contributions toward coverage. The employee must make arrangements with Human Resources prior to the leave to continue to pay any required employee contributions. While the employee remains in "paid" status (using vacation time), the employee's contributions will continue through payroll deduction. When the leave becomes unpaid, the employee is responsible for making necessary billing arrangements through Human Resources. During a family leave, all other insurance plans fully paid by the College (e.g., life insurance and long-term disability insurance), continue to be paid by the College. College retirement contributions, holiday pay and vacation and sick leave accruals continue while the employee remains in "paid" status, but are discontinued during any unpaid portion of the leave.

Return to Work. If the employee returns to work within the 12 weeks specified in FMLA, or within the agreed upon time under which the leave was granted, the College will make every effort to hold his/her original position for reinstatement. However, if business conditions require that the employee be assigned to another position at the same level and pay, the College reserves the right to transfer the returning employee to a new, but comparable position. If an employee fails to return to work from a Family Medical Leave for reasons other than the continuation, recurrence, or onset of a serious health condition or for other circumstances beyond the control of the employee, the College reserves the right to recover from the employee the costs of health care and other insurance premiums paid by the College on behalf of the employee during the leave of absence.

LEAVE FOR VICTIMS OF VIOLENCE

Eligibility. In compliance with Maine's law to protect victims of crimes in the workplace, Bowdoin College will provide reasonable and necessary leaves to employees who are victims of violence, assault, sexual assault, and/or stalking, for the employee to:

- Prepare for and attend court proceedings;
- Receive medical treatment; or
- Obtain necessary services to remedy a crisis caused by domestic violence, sexual assault or stalking.
Typically, such leaves will not extend for long periods of time. Depending on the circumstances, the employee may qualify for a different type of leave of absence as well, such as a medical or disability leave when the employee has suffered a serious injury.

An employee should notify his/her supervisor as soon as it is known a leave is necessary. The College reserves the right to require appropriate proof of the need for the leave.

Pay during the Leave. Leave for victims of violence is unpaid, however employees may use available vacation time and non-exempt employees may use any unused personal emergency time as well.

Benefits during the Leave. The College will continue its normal benefits contributions toward insurance benefits during any Victims of Violence leave. College retirement contributions, holiday pay and vacation and sick time accruals continue only while the employee is in paid status.

Return to Work. During a leave, the employee's position will be held open for him or her. Any employee on leave is expected to return to work immediately at the conclusion of the leave.

PROFESSIONAL / EDUCATIONAL LEAVES

Eligibility. A professional or educational leave may be granted to an employee who has satisfactorily completed the initial adaptation period for administrative and support staff or as otherwise dictated by applicable policies for College employees. Professional or educational leaves of one year or less may be granted by the appropriate department head for senior officer or the purpose of engaging in research, teaching, education, or other activities related to practicing one's profession or enhancing professional development. An employee should request a professional or educational leave of absence at the earliest possible time that the need for a leave is anticipated, but at least 90 days in advance.

Pay during a Professional or Educational Leave. Accrued but unused vacation must be used as part of any professional leave of absence. The remainder of the leave is unpaid.

Benefits during a Professional or Educational Leave. During the first six months of an unpaid professional/educational leave of absence, the employee is responsible for his/her usual contributions to benefit plans. The College continues to make its regular contributions toward all applicable benefit plans during this time. Should the leave extend beyond six months, the employee will become responsible for the full costs of all benefits (including life and disability
insurance) on the first day of the month following the end of the initial six month period. Employees must make arrangements with Human Resources to select which benefits will be maintained and billed at full cost prior to the commencement of the leave of absence. During a professional/educational leave of absence, an employee does not accrue vacation, sick time, or holiday benefits, and College retirement contributions continue only while the employee is in paid status.

Return to Work. Employees who return to work within the guidelines of this policy may expect to be restored to the position they held prior to commencing the leave, or to a comparable one.

PERSONAL LEAVE

Personal leaves of absence may be granted at the discretion of the College, due to special personal circumstances when applicable benefit time is not available to cover lost time from work. Typically, a personal leave is short in duration, and under no circumstances will exceed six months.

Eligibility. Any regular full-time or part-time employee of the College may apply for a personal leave of absence. A staff member must have completed his/her adaptation period in order to apply for a personal leave. Approval by the department head and senior officer are required to initiate a personal leave. Depending on the circumstances of the leave, the College may hold the employee’s position vacant during the leave, or may decide to fill the position.

Pay during a Personal Leave. Vacation must be exhausted before beginning an unpaid personal leave. All remaining time on personal leave is unpaid.

Benefits during a Personal Leave. The College continues its normal benefits contributions toward insurance benefits until the end of the month in which an unpaid personal leave begins. After that date, the employee is responsible for the full cost of insurance benefits, and may choose which of those benefits will be continued during the leave. College retirement contributions, holiday pay and vacation and sick time accruals continue only while the employee is in paid status.

Return to Work. An employee on a personal leave is expected to return to work immediately following the personal leave of absence, if the employee’s job has been held open. Failure to return from a personal leave will result in termination of employment.
MILITARY LEAVE OF ABSENCE

Bowdoin College supports employees serving on active duty or as reservists in any branch of the military, including the United States National Guard, Air Force, Marines, Army, Navy, Coast Guard, and the Maine Army and Air National Guard. The College complies with all federal and state laws regulating any absence from work for the purpose of military service. Reservists may be recalled by the military in a variety of different ways ranging from national defense and wartime activities to domestic emergencies (e.g., hurricane, fire, flood or other disaster). A recall may be “voluntary” (optional for the member) or “involuntary” (mandatory for those recalled).

Eligibility. A leave of absence will be granted to any employee fulfilling reserve training, drilling and/or annual active duty service requirements. Every effort should be made by the reservist to notify his/her supervisor and Human Resources in advance of expected absences for military service. In emergency call-up situations, short notice will be taken into consideration. A copy of the reservist’s military orders should be provided to the supervisor and to Human Resources for personnel record keeping and contact purposes.

Pay during a Military Leave. Generally, Reservists are required to complete a two-week period of active duty annually. Absence due to annual or emergency reserve duty or active duty may be taken as either paid vacation time (if the employee has vacation available and chooses to take it) or as an unpaid leave of absence.

Benefits during a Military Leave. During a military leave of absence, to the extent applicable, benefits such as vacation and sick time accrual and length of College service continue to accrue. Costs for health and dental insurance are the employee’s responsibility for any leave exceeding the annual two-week active duty military requirement. If injured while serving in the military, medical coverage and lost wages would be covered by the Federal government.

Return to Work. Upon completion of Reserve active duty or military training, a Reservist will be reinstated with the same length of service, status, pay and other benefits that would have accumulated if the employee had remained continuously on the job. If the College has hired a replacement during the time of absence, the Reservist will be returned to his/her former position.
SABBATICAL LEAVE

Eligibility. A sabbatical leave may be granted to eligible members of the faculty in accordance with the Sabbatical Leave Policy outlined in the Faculty Handbook. All sabbatical leaves must be approved by the Dean for Academic Affairs.

Pay during Sabbatical Leaves. The Sabbatical Leave Policy provides for payment at full salary for a one-semester leave or at half salary for a two-semester leave. The following payment options are available for a two-semester leave:
- twelve equal monthly payments
- six equal monthly payments during one semester and no payments during the other semester
- 80% of salary in six equal monthly payments during one semester and 20% in six equal monthly payments during the other semester.

If the faculty member does not contact Human Resources with a preferred option prior to the beginning of the sabbatical leave, the default option is to pay the salary in equal amounts over twelve months.

Benefits during a Sabbatical Leave. The College continues to pay its portion of all benefit plans including life, long term disability, health and dental insurance premiums. Employee contributions are made through payroll deduction, providing an option is chosen that allows payment over the entire course of the sabbatical leave. In cases when payment is made over one semester only, the faculty member will be billed the same amount during the unpaid semester that would have otherwise been deducted through payroll. Retirement contributions are based on actual compensation paid during the sabbatical leave.

Return to Work. Upon a faculty member’s return from a sabbatical leave, full pay and benefits are resumed.

BEREAVEMENT LEAVE

Bowdoin College grants up to five days of paid bereavement leave to employees who suffer the death of a close relative or an individual whose relationship with the employee is characterized by mutual responsibility and support. The amount of leave time should be discussed with and reviewed by the supervisor and depends, for each occurrence, on the closeness of the relationship, travel time, and other relevant circumstances. Hourly employees should mark bereavement time on the time sheet as "OTHER" and include the explanation as
“BEREAVEMENT LEAVE.” Additional time may be taken from vacation time with the approval of the supervisor.

**JURY / WITNESS DUTY**

**Jury Duty.** Leaves of absence with full pay will be granted to all personnel selected for jury duty service. Employees summoned for juror service must present a copy of the summons to their department head. This copy will be forwarded to Human Resources for inclusion in the employee’s personnel file. For each work day an employee serves as a juror, the College will pay customary wages or salary, provided the employee presents proof of jury service (e.g., signed jury slip). The employee must also notify the supervisor on a daily basis when jury service is required. Employees regularly scheduled to work either the second or third shift will receive the customary shift differentials as part of their compensation. Hours spent as a juror will be considered as "hours worked" and will therefore be counted in the calculation of overtime, up to the regularly scheduled hours for each day.

Third shift employees are released for the night shift prior to the day of jury service. First and second shift employees are released for the day or evening of the day of jury service. If not required to serve on a particular day after reporting for jury duty, a first or second shift employee is expected to report to work. If an employee is released early from jury service, he/she should contact a supervisor for instructions on whether to report for the remainder of a scheduled shift.

Time sheets for hourly employees should be marked "J" for jury duty for each date of service along with the number of hours normally worked. Salaried employees should submit memoranda recording dates of jury service.

**Witness Leave.** Employees required by the College to attend court proceedings as witnesses will be compensated at their regular rate of pay (including shift differential, if applicable) for hours spent in court. These hours shall be considered "hours worked" for purposes of calculating overtime.

Employees appearing in court for non-College related matters will not be compensated for lost time. They may, however, draw upon accrued vacation time. These hours are also considered "hours worked" for the purpose of calculating overtime.
EDUCATIONAL ASSISTANCE

Bowdoin College has a program designed to allow employees to take courses on campus and become special students. Regular full-time and part-time staff members who have completed their adaptation periods may become special students subject to approval by the supervisor and course instructor. To the extent classes conflict with regular work hours, satisfactory arrangements must be made with the supervisor to use vacation time or to adjust work hours and make up for any lost time.

A reduced tuition rate is indexed annually. For the 1999-2000 academic year, a rate of $140.00 per course applies. Spouses of eligible employees may also become special students at the same rate of $140.00 per course, with the approval of the course instructor. The employee or spouse may take one or two courses per semester and must meet course pre-requisite guidelines. As a non-matriculating special student, the employee or spouse may not pre-register for courses, but may take courses only as space is available. Work of special students is graded, and they receive a Bowdoin College transcript.

After completing at least eight, but no more than twelve credits at Bowdoin, special students may apply to Admissions Office for admission to matriculated status. If admitted, they may become regular full-time students, eligible for financial aid and residence on campus (and subject to regular tuition, room and board charges), or they may continue as matriculated special students. Matriculated special students continue to take no more than two courses per semester and continue to pay the special rate of $100.00 per course. However, they may pre-register for courses and declare a major. There is no time limit for completion of degree requirements.

Courses may also be audited at no charge to the employee or spouse. To audit a course, the employee or spouse must have consent of the instructor, and must meet course pre-requisites.

FACULTY / STAFF CHILDREN SCHOLARSHIP PROGRAM

Bowdoin College offers a scholarship program to the dependent child/ren of a member of its a) faculty of rank of Associate Professor or Professor or b) staff who has completed seven (7) continuous years of employment with the College. The child must be accepted as a student at an institution that offers a post-high school, undergraduate educational program and is accredited by a recognized regional or professional accrediting agency.

The College establishes a fixed scholarship amount each year. For the 1999-2000 academic year, the scholarship amount is $2884 per year or the amount of full tuition at the institution.
attended, whichever is less. An eligible child may receive the scholarship for up to eight (8) semesters or twelve (12) trimesters, provided that the child maintains a quality of work equal at least to the graduation average required at the institution attended.

In the case of a part-time employee who has completed seven (7) continuous years of employment, the annual scholarship amount will be prorated. If both parents of a child are eligible employees, the annual scholarship amount will be doubled.

To take advantage of this program, employees should contact Human Resources for the current scholarship amount and provide Human Resources with the child's full name, social security number and the name/address of the child's prospective college or university. Certification forms will be sent out to the participating colleges by Human Resources in early July and December. The checks are issued to the colleges on a semester basis as the completed forms are received back in Human Resources (half the scholarship amount for the fall semester and half for the spring semester, or one-third of the scholarship amount for each trimester).

**COMPUTER LOANS**

To assist employees at their jobs and to address the growing need for computer literacy, the College provides interest-free loans to full-time employees wishing to purchase computer equipment for personal use. Full-time employees who have successfully completed their adaptation period may apply for an interest-free computer loan at any time through the Treasurer’s Office.

**Terms of Computer Loans.** The College will finance 90% of the cost of computer equipment to a maximum of $3,500. The loan is interest free and the amount financed will be deducted through payroll deductions in equal installments for a maximum repayment period of three (3) years or the employee’s term of employment, whichever is less. At termination, any remaining balance on a computer loan must be repaid to the College in full.

**Application Process.** Loans are granted on a first-come, first-served basis. Funds become available as they are replenished by employees’ payments through payroll deduction. When funds become available through the fund established for computer loans, loan applicants will be notified. This process takes approximately one month. Occasionally, when there is a high demand, requests must be wait-listed for longer periods. Loan applicants may call in advance to check on fund availability. Receipts for computers purchased on approved loans must be submitted to the Treasurer’s Office immediately after the purchase of the equipment.
**Repayment**. Once the loan is approved, the employee signs a promissory note, agreeing to pay the balance in full through payroll deduction. In the event that an employee terminates employment before the balance is paid in full, the entire remaining balance becomes immediately due. Arrangement with the Controller's Office for payment of the full balance is the responsibility of the terminating employee and must be made prior to the last day worked at the College. Unless otherwise notified of an arrangement with the Controller's Office, payroll will deduct the remaining balance of the computer loan from an employee's final paycheck. If there are insufficient funds in the final paycheck to cover the remaining balance, the Controller's Office will notify the employee and bill him/her for the entire remaining balance.

**EMPLOYEE ASSISTANCE PROGRAM**

Through the Employee Assistance Program (EAP), the College provides free, confidential counseling services to all benefits-eligible employees and members of their immediate families. These services include problem assessment, brief counseling (up to 3 sessions per year fully paid by the College), and referral for further assistance if necessary. At the point when the counselor provides a referral, payment for all future services is in accordance with the individual's health plan benefit.

EAP counselors are trained to deal with a wide range of psychological, interpersonal, marital, and familial issues, and are prepared to make appropriate referrals for difficulties related to health, finances, or legal issues. Bowdoin EAP counselors are particularly attuned to helping employees resolve on-the-job conflicts. Also, the service is available to supervisors who have concerns about an employee. The EAP counselor is prepared to act as a consultant to the supervisor and a resource to the employee who may have a personal problem affecting his or her work. When a manager refers an employee to the EAP, the only information the manager receives is whether or not the EAP appointment was kept. Whatever the specific problem, most individuals who utilize Bowdoin EAP services find significant emotional relief and practical benefit in having a supportive, objective listener to use as a "sounding board."

Appointments are available with counselors both on and off campus. For on-campus services, appointments may be scheduled by calling the Counseling Service at x3145. The Counseling Service is located at 38 College Street, and is open Monday - Friday from 8:30 a.m. - 5:00 p.m. After hours appointments may be arranged if necessary. To schedule an off-campus appointment, refer to the most current Employee Assistance Program brochure available from Human Resources or the Counseling Service for the name and telephone number of an off-campus counselor who works closely with our program.
RETIREE BENEFITS

Eligibility. An employee who leaves College employment, having completed at least fifteen years of continuous service in a regular position after having attained age 40 is considered a retiree.

Retirement Benefits. All participants in the Bowdoin College Retirement Plan are fully vested (the funds belong to each employee from the time the College remits them). Retirees have numerous annuity and "cash-out" options at retirement, as outlined in the Plan Document and in the Bowdoin College Retirement Planning Guide.

Insurance Benefits. Retirees and eligible family members may participate in group medical coverage through the College. Those under age 65 may be covered under the Bowdoin College Health Plan, and those over age 65 may be covered under one of two available Medicare Supplement Plans. Detailed information about coverage and costs can be obtained from Human Resources.

Retirees may continue dental insurance under COBRA for up to eighteen months, by paying the full cost plus a 2% administrative fee. Basic life insurance and supplemental life insurance coverage may be "ported" as term insurance (converted to billed-at-home coverage) at retirement, subject to plan limits.

Other Benefits. Accrued but unused vacation time is paid out in the final paycheck. Sick time is not vested, and no payment for unused sick time is made at the time of retirement.

Retirees may continue to participate in the life of the College by attending various campus events. They may use athletic facilities by purchasing a facility pass from the Athletics Department, subject to applicable terms and conditions.
6. Human Resources/Employment Policies
6. HUMAN RESOURCES / EMPLOYMENT POLICIES

EMPLOYEE RECORDS
Human Resources maintains a personnel file for each employee of Bowdoin College. Supervisors may also keep departmental personnel files. The official records of employment include the completed job application or resume, salary history, career progression, performance evaluations and records of disciplinary actions (if applicable).

Access to central personnel files is limited to those who maintain the files in Human Resources and those who have a legitimate need to use the material in them. Those permitted access include the immediate supervisor, department head, senior officer, or a prospective supervisor considering an employee's internal application for a new position, and Human Resources staff. Additional records of employee benefits and confidential medical information such as pre-employment physical examination results, workers' compensation records, doctor's notes and certain claim forms are also kept in Human Resources, but in separate files, and access to these files is generally limited to Human Resources staff for necessary human resource functions.

Every employee has the right to review his/her personnel file. To review an individual central personnel file, an employee should schedule an appointment with a member of the Human Resources staff who will be present to answer any questions about materials in the file or make copies of documents. To review a departmental file, employees should contact their immediate supervisor. In general, the same rules apply.

Personal information regarding an employee will not be released by Human Resources personnel over the phone. Annually, employees are given the option to publish personal information (e.g., address, home telephone number, etc.) in the Bowdoin College printed directory and the Internet online directory. Information not published in the College's directory will not be made available to friends, relatives, or others. Similarly, such information will not be shared with other employees unless required for official College business.

CONFIDENTIALITY
Employees of Bowdoin College are expected to act responsibly and in accordance with state and federal laws when accessing and using confidential information. Many of the College’s records regarding students, employees, parents, donors and friends of the College are considered confidential and may not be accessed by unauthorized personnel or disclosed to others. Other records regarding departmental or College operations or the work of College committees may
also be considered confidential. Supervisors may answer more specific questions about what is considered confidential. If employees are at all uncertain, they should speak with their supervisors before releasing any information that may be confidential or sensitive. The College takes such matters very seriously, since its reputation can be damaged and individuals may be harmed by careless or deliberate misuse of confidential information. Violations of confidentiality will subject the offender to disciplinary action, up to and including immediate termination of employment, and in some cases to legal action.

**JOB DESCRIPTIONS**

Each position at the College should have a current job description that has been drafted by the supervisor or department head and approved by the appropriate Senior Officer. Job descriptions are kept on file in Human Resources. A job description summarizes:

- the purpose of the job and its essential functions;
- the necessary knowledge, skills, and abilities, including any degrees, licenses, certificates or registrations required to perform the job;
- the type and amount of experience required to perform the job;
- physical requirements;
- working conditions under which the job is typically performed;
- the department within which the position falls;
- the position to which the job reports;
- daily departmental, college, and outside contacts;
- supervisory responsibility (if any);
- job tasks, duties and responsibilities.

The duties listed in a job description are not all-inclusive, but list the major responsibilities. A supervisor or department head may assign additional duties not noted in the job description.

In an effort to maintain a high level of occupational safety and wellness, the College has identified certain jobs on campus as having substantial physical requirements warranting a pre-placement physical exam. This requirement is noted in the job description. In accordance with ADA requirements, the pre-placement physical is ordered once the job has been offered and prior to the start of employment.

Jobs typically change over time, so it is important that job descriptions be updated when necessary. Additionally, each year during the annual performance appraisal process, supervisors
have an opportunity to update job descriptions for their employees. All job descriptions are written in compliance with ADA and EEOC guidelines.

**JOB POSTINGS AND BACKGROUND CHECKS**

In its employment and admissions practices, Bowdoin College conforms with all applicable federal and state statutes and regulations. It does not discriminate on the basis of age, race, color, sex, sexual orientation, marital status, religion, creed, ancestry, national and ethnic origin, physical or mental disability.

All regular and long-term temporary staff positions will be listed in the *Weekly Notice of Position Vacancies*, which is posted in Human Resources and in many departments across campus. This information is also available on the Job Information Line (207-725-3923) and on the College's web site at www.bowdoin.edu/cwis/employment/staff.html.

All positions will be posted internally for at least one (1) week. Advertisements may be placed in outside publications concurrently with the internal posting. The decision to advertise outside the College is made by the departmental manager in charge of hiring for a certain position in consultation with Human Resources, in conformance with the College's Affirmative Action Plan.

**Background Checks.** All individuals applying for work at the College must complete an Employment Application. The College reserves the right to conduct investigations of personal history in determining a candidate's qualifications for employment or transfer. Such investigation may include obtaining a driving record report, or criminal background check, and contacting previous employers and other references as listed by the candidate. False statements or omissions on the resume or Employment Application may result in disqualification from the applicant pool or immediate dismissal.

**TRANSFERS, PROMOTIONS AND RECLASSIFICATIONS**

**Transfers.** A transfer is movement within the College from one position or department to another. A transfer can be to a position at the same grade level, to a position at a higher grade level (a promotion), or to a position at a lower grade level. Employees who have satisfactorily completed the six-month adaptation period may apply to transfer to another position at the College. An employee in his or her adaptation period may apply for a transfer or promotion with the permission of the department head and the Director of Human Resources. To apply for internal positions, an employee should complete an internal application form or submit a letter of interest and resume,
as instructed in the Weekly Notice of Position Vacancies. Interviews are granted based upon candidates’ qualifications for the position.

**Promotions.** A promotion is a transfer to a position at a higher pay grade level, either within a department or in a different department. To apply for a promotion, an employee should complete an internal application form or submit a letter of interest and resume as outlined above.

**Reclassifications.** A reclassification is an adjustment of the job, job title, job description and sometimes the pay grade level for an employee’s current position. It recognizes that position responsibilities may grow and change over time in ways that should be formally reflected by the College’s compensation plan. If significant job changes have occurred, an employee or supervisor may request a classification review by Human Resources to determine if reclassification is appropriate.

**PROFESSIONAL DEVELOPMENT**

As a learning institution, Bowdoin College encourages all staff members to grow and develop in their jobs by participating in workshops, conferences, training programs and other professional development opportunities. The College offers many such programs on campus throughout the year. These programs are offered at little or no cost to employees or departments and are offered by Human Resources, Computing and Information Services, the Library and other College departments. Individual departments also offer their own in-service training programs for their employees. Announcements are typically sent through campus mail or e-mail, and advance registration may be required. Supervisors can arrange for release time so employees can attend the programs of interest.

The College also provides funding for specialized professional development opportunities. Supervisors can advise employees about outside programs and seminars that may be appropriate. In addition to funding from individual departments, staff members may apply for support from the Professional Development Fund for specialized training and development opportunities that might be beyond departmental resources. Any staff member may apply for funds by following the guidelines for the Professional Development Fund, available from the Human Resources department. A Professional Development Committee, composed of administrative and support staff members, reviews requests for funds and makes many awards for under $1,000, as well as a few larger awards. Awards are made monthly. Successful proposals have been made for job-related seminars and classes, professional conferences and visits to other colleges for program comparisons.
REFERENCES

Employees or former employees interested in obtaining references should direct their requests to Human Resources. Likewise, supervisors receiving requests for references should direct them to Human Resources. In the interest of aiding present or past employees in securing credit, employment, or admission to educational institutions, the following information will be verified in response to telephoned verbal requests:

- Title of Position
- Date of Hire (day, month and year)
- Date of Termination of Employment

Additional information will be provided by Human Resources only upon written authorization from the employee. Employees should understand that if they sign a pre-printed questionnaire from another employer, Human Resources staff will answer all questions according to the records and recommendations of the department where the employee works (or has worked). If an employee authorizes the College to release information, the employee waives the right to hold the College liable for providing that information. If the employee prepares his or her own letter of authorization asking the College to release employment information, (s)he should itemize the specific data to be released in the authorization letter.

If a supervisor or co-worker serves as a personal or professional reference for another employee or former employee, it should be made clear that such a reference does not represent an official reference from Bowdoin College. The following guidelines should be followed in providing telephone or written references:

- For a professional reference, comments should be confined to job performance, skills, education, and other job-related items.
- Comments should be objective and truthful.
- If you are unsure about providing a reference, or you are uncomfortable about discussing some aspects of an individual's work, please consult with Human Resources before proceeding.
7. Employee Safety and Health
7. EMPLOYEE SAFETY AND HEALTH

ACCIDENT REPORTING

Any College employee who is injured or involved in an accident in the course of his/her duties must report the incident to a supervisor immediately, even if personal injury did not result from the accident. Failure to do so may result in disciplinary action. Supervisors are then responsible to complete a Supervisor's Accident/Incident Report and file it with the Director of Safety within 24 hours of the occurrence.

This system of reporting has been very effective in identifying the probable cause of accidents and allows for prompt action in preventing recurrence. It also serves to notify Human Resources staff if there has been a personal injury and provides initial information for the filing of Workers' Compensation claims if necessary.

If the accident results in damage to College equipment, facilities, or property, it should also be reported to the appropriate department as well as Facilities Management and Security.

FIRST AID AND MEDICAL TREATMENT

Any employee requiring first aid treatment in the workplace should report it to his/her supervisor immediately (see Accident Reporting, above). For basic first aid not requiring professional medical attention, first aid kits are available in many areas for convenient use if needed. The Health Center is open on a limited basis during academic year and summer breaks. When it is not open, two local hospitals provide emergency care: Parkview Memorial Hospital on Maine Street and Midcoast Hospital on Baribeau Drive. In case of emergency and/or if the Blood Spill Team must be activated, call Security directly at x3500 to request an ambulance or for their assistance. They will then call 911.

ALCOHOL/DRUG USE AND TESTING

Bowdoin College retains the right and Responsibility to expect each employee to report to work and to perform his/her duties in a manner that will not jeopardize the health and safety of co-workers or students. Any employee who is in the workplace or is working while under the influence of alcohol or drugs (beyond appropriate prescription usage) is subject to disciplinary action, up to and including immediate termination of employment. In addition, employees should consult their personal physician to determine any workplace safety concerns associated with the use of prescribed medications. In the event prescription drug use may affect the ability of the employee to perform his/her duties or perform these duties in a safe manner, the employee should obtain a note
from the prescribing physician. The note must identify any restrictions on regular work activities
due to the drug or its side effects.

While the College has not established a "comprehensive drug and alcohol testing program," if there
is reason to believe that any employee is under the influence of alcohol in the workplace (e.g.,
alcohol on an employee's breath, irregular behavior, etc.), the College reserves the right to require a
breathalyzer test at its own expense.

All employees are expected to follow Maine laws on alcohol use when serving alcohol in an official
capacity or when consuming alcohol as a College guest.

DRUG-FREE WORKPLACE ACT
The Drug-free Workplace Act of 1988 requires recipients of federal monies to provide and maintain a
drug-free workplace. In compliance with this federal provision, employees and students should
review Bowdoin College's policies regarding alcohol and drug use. Related sections in this
handbook include Alcohol/Drug Use and Testing (p. 7-1) and Employee Assistance Program
(p. 5-25). The Student Handbook is also available for reference. Together, these materials provide
detailed descriptions of prohibited conduct, health risks, community resources for support and
treatment, and institutional disciplinary and criminal sanctions.

The College has no intention of intruding into the private lives of its employees; however, it does
retain the right and responsibility to expect both employees and students to conduct themselves in
a manner that will not jeopardize the health and safety of others. Some of the drugs that are illegal
under state and federal law include marijuana, heroin, hashish, cocaine, hallucinogens, and
depressants and/or stimulants when not prescribed for medical care.

Any employee under the influence of illegal drugs or who possesses or consumes illegal drugs at
Bowdoin is subject to College disciplinary procedures and action, up to and including immediate
termination of employment. The illegal manufacture, distribution, or sale of illegal substances on
the premises is strictly prohibited and will result in immediate termination. Any illegal substance
found shall be turned over to the appropriate law enforcement agency.

Federal law specifically requires that, as a condition of employment under a federal grant, an
employee must abide by the terms of this notice and is required to notify the College of any criminal
drug statute convictions for a violation occurring in this workplace no later than five days after the
conviction. If any such employee is convicted of any illegal drug activity in the workplace,
the College must notify the federal granting agency of the violation within ten days and must take appropriate action against the affected employee. Sanctions must be imposed within thirty days of the date the College first learns of the conviction and may range from discharge to mandatory, satisfactory participation in an assistance or rehabilitation program.

As part of the drug-free awareness program, the College will continue to advise and inform employees and students of the dangers of drug use and abuse in the workplace. Upon request, Bowdoin will offer non-financial assistance to employees and students seeking treatment or rehabilitation services. Referrals for assistance are available from the campus Counseling Service through the Employee Assistance Program (see p. 5-24).

FITNESS FOR DUTY

Employees must advise their immediate supervisor if they become unfit to safely perform their assigned duties for any reason including personal health issues or work related conditions. The supervisor may then require a doctor’s note or documentation regarding specific limitations or restrictions for that employee (e.g., lifting limits, standing restrictions). Likewise, if a supervisor suspects that an employee may be unfit to safely perform the duties of his/her position, the supervisor may require that the employee obtain (at the College's expense) certification from a medical professional that the employee can perform essential functions of the job with or without reasonable accommodation. Every effort should be made by the supervisor and the employee to ensure that the medical professional is fully informed of the demands of the job. Although an employee's personal medical condition is confidential, the College reserves the right to obtain clarification from the physician and certify that an employee is fit for duty based on his/her current job description. An employee may not be allowed to return to work until such time as medical certification has been received.

WORKERS’ COMPENSATION

As required by Maine State law, Workers’ Compensation is available for coverage of costs associated with employee injuries/illnesses that arise out of or are incurred in the course of an employee's duties at work. Upon prompt reporting to an immediate supervisor of a work-related injury or illness, a Supervisor's Accident/Injury Report must be completed and sent to Human Resources. Using information in the report, Human Resources will file a Workers’ Compensation claim on behalf of the injured employee. Traveling to and from work, lunch breaks, recreational sports activities, or personal errands are not considered work-related activities. However, traveling to and from College meetings, teaching a class, or performing administrative or other duties may be considered "work-related".
In the event of a compensable injury or illness causing lost time from work, the Maine Workers’ Compensation program provides payment of eligible medical costs and 80% of an employee’s after-tax wages. There is a 7-day “waiting period” before lost wages must be paid by Workers’ Compensation. This means that an employee injured in the course of his/her work who is ordered out of work by a physician must use accrued sick and/or vacation time for the first seven days of absence. If the lost time reaches 8 days, then lost wages are paid at 80% of the after-tax rate, beginning from the 8th day. If the employee continues to be out of work for 14 days or more, then lost wages are paid back to the first lost day.

The College has a comprehensive Return to Work Program that Human Resources administers in close conjunction with departmental supervisors. Insofar as possible, the College will make reasonable accommodations for injured employees to assist them in their safe transition back to the workplace.

**Return to Work.** When an employee is ordered out of work by a physician as a result of an injury or illness arising from work at Bowdoin College, Human Resources staff and supervisors immediately try to identify work which may be suitable for that employee upon his/her return. Human Resources staff request attending physicians to specify the employee’s work capacity and limitations that may be needed to accommodate recovery. In general, the College strives to keep employees in their respective departments during this time period, unless suitable work is unavailable. In this case, Human Resources staff may locate restricted work in another department until the employee can resume his/her normal duties. Reasonable efforts will be made to locate work within medically-ordered restrictions, but in some cases this may not be possible. Work restrictions ordered by medical professionals must be strictly followed and communicated clearly to supervisors and Human Resources staff. Overtime generally is not authorized for any employee who cannot perform the essential job functions. Failure to follow medically-ordered work restrictions may result in disciplinary action.

**PRE-PLACEMENT PHYSICAL EXAMS**

To insure that newly-hired or newly-transferred employees at the College are properly matched to the physical requirements of the jobs for which they are hired, Pre-placement Physicals are required for certain jobs in some departments. Before a position is posted, the job description and physical requirements of the position are reviewed and a determination is made whether a physical is required. Human Resources has an updated and complete written policy that specifies departments and job categories that require physicals.
The Americans with Disabilities Act (ADA) requires that pre-placement physicals be completed after the job offer is made but prior to the start of work. This evaluation is based on the physical requirements and essential elements of the job and is intended to identify whether the prospective employee may perform these elements safely. If any problems are identified, a review of the job requirements and capacity for the employee to perform them will be organized by Human Resources. Documentation of results will be reviewed in Human Resources and placed in the employee's confidential medical and benefits file.

**WELLNESS**

Bowdoin College encourages employees to engage in activities that will enhance their health and wellness as individuals. With a full array of athletic and recreational facilities available for use and many staff members knowledgeable in various areas of health and wellness, employees have unique opportunities readily available to them. Smoking cessation and weight reduction classes are held regularly in the local community and are at times sponsored by the College. Counseling Services offers an [Employee Assistance Program](#) (see p. 5-25) that provides limited mental health services for eligible employees and their dependents. Various other wellness initiatives may be offered at different times, depending on interest level and activities scheduled at the College.

**SMOKING**

Workplace smoking in the state of Maine is regulated by the Workplace Smoking Act of 1985, the Smoker's Rights Act of 1991, and certain rules issued by the Department of Human Services in 1990. These regulations require the College to establish a smoking policy that must at least prohibit smoking except in certain designated areas and may prohibit smoking throughout the facility. Any designated smoking area (including an individual office) must be physically separated from areas where other employees work so that smoke does not reach work areas. Although the College encourages employees to refrain from using tobacco products for health reasons, the College will not discipline or discriminate against an employee who uses tobacco products outside his/her employment. However, the College may discipline or discharge an employee who uses tobacco products at work in violation of the smoking policy.

The occupants of each campus building may designate smoking areas, subject to the approval of the College. The College may designate entire buildings to be smoke-free, due to the nature of the functions housed in the buildings. Unless an area has been specifically designated as a smoking area, it is presumed to be a non-smoking area.
Employees who smoke outdoors or in designated indoor smoking areas on campus should dispose of smoking materials in appropriate receptacles and not litter. Supervisors in each area are responsible to enforce the smoking policy, communicate with employees about designated smoking areas, and determine when breaks are appropriate for smoking. Questions regarding this policy or complaints about smoking in the workplace should be directed to Human Resources or the Safety Office.

**VEHICLE USE AND SAFETY**

Certain employees of the College may be required to operate motor vehicles in the course of their work. In some cases, such as Facilities Management or Security, a College vehicle is provided for regular business use. The Facilities Management department also has a limited number of vehicles available for use by classes and athletic teams and by employees for business travel. Employees may also be required to drive their personal vehicle or a rental vehicle for College business. Carpooling is encouraged when employees travel to seminars, meetings or other group functions off campus. Travel expense information, such as mileage reimbursement rates and procedures, may be obtained from the Controller's Office.

Any employee driving a College-owned, rental, or personal vehicle on College business must have a valid driver's license. To borrow or to be assigned a College-owned vehicle, the employee must present a valid driver's license and certification of a satisfactory driving record. An employee required to drive for business purposes must notify his or her supervisor of any license restrictions, suspensions, or revocations. College-owned vehicles are not to be driven for personal use without written authorization from the College.

Any time employees are required to drive for business purposes, they must wear seat belts as required by College policy and Maine law. Employees are expected to drive safely. All employees whose work requires them to drive must comply with all applicable traffic rules. They are also expected to complete a Defensive Driving Course, offered periodically by the Safety Office.
WEATHER EMERGENCIES

As a residential college, Bowdoin does not cancel scheduled classes due to weather emergencies. However, in the case of extreme weather conditions, the Treasurer may declare a "weather emergency" during which only certain departments are open and in which essential personnel, as determined in advance by the College, are required to work. This authority may be delegated to the Director of Facilities Management on weekends and outside of normal operating hours. It should be generally presumed that classes will continue and that, at a minimum, essential services such as dining, facilities management, and security will remain operating. Detailed information about the Weather Emergency policy is provided annually to all employees. Please be sure to refer to the most recent edition.

Essential Personnel. "Essential personnel" typically includes those responsible for aspects of the academic or residential programs that must continue to operate while classes are in session and students are in residence. Certain administrative functions may also be designated as essential. Essential personnel are designated by the senior staff members overseeing each area. When a weather emergency has been declared, all essential personnel must report to work as scheduled. Regular staff members required to work during a weather emergency receive compensatory time for hours worked to be taken at a later date. Other staff scheduled to work (except casuals and short-term temporary employees) receive their regular pay. If an employee is on vacation or sick time during a weather emergency, his/her time off is still considered vacation or sick time.

Generally, the following departments will remain open during weather emergencies:

- All academic departments
- Libraries (may be reduced staff)
- Museums
- Student Affairs
- Dining Services (unless otherwise notified)
- Facilities Management (unless otherwise notified)
- Computing and Information Services (may be reduced staff)

Parking Bans. To facilitate snow removal from campus lots and roads, it is necessary to have parking lots cleared of vehicles. Therefore, a parking ban from 12 midnight to 6:00 a.m. will be in effect during, and the day after, snowstorms. During this period, vehicles may be parked in the Coffin Street lot and perimeter parking is near the Dayton Arena. Vehicles found in banned parking areas will be towed at the owner's expense.
**Announcements.** Announcements that Bowdoin College has declared a weather emergency during which only essential personnel should report for, and remain at work, will be:

1. Broadcast over radio stations: WGAN (AM 560), WJTO (AM730), WBOR (FM 91.1)
2. Broadcast over television stations: WCSH-TV (Ch 6) and WGME-TV (Ch 13)
3. Issued through Bowdoin e-mail and voice mail.

Please contact your immediate supervisor if you are uncertain about a weather emergency announcement.

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**PETS IN THE WORKPLACE**

Pets are prohibited, except for those serving as aides for the disabled, inside College buildings including all academic, administrative and student residential buildings. If individuals choose to bring their pets to the campus grounds for outdoor activities, courtesy and respect must be extended to colleagues, students, and visitors in the area. Pet owners are required to keep pets under their control (leash or voice command), and should always consider the safety, health and possible fears that others may feel in the presence of animals. Leaving pets unattended outside of buildings is not permitted. Also, it is the owner’s responsibility to properly clean up after pets while on College property. Pet owners may be asked to prove that their animals are currently vaccinated against rabies or that other relevant health precautions are being taken.

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**BUILDING SECURITY**

Administrative buildings are normally locked during non-business hours and on weekends. Keys needed for an employee's work may be obtained from Facilities Management upon proper authorization. For everyone's safety and the security of College facilities, equipment and material, employees should insure that their work area/office is closed and locked during non-business hours. Keys, alarm codes and entry cards should be closely guarded, and any breach of building security (e.g., lost or stolen keys) must be reported to the Security Department immediately at x3314. Employees may not make copies of College-issued keys. It is the employee's responsibility to return keys to his/her supervisor upon termination of employment.

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**FIREARMS AND WEAPONS**

Under no circumstances are firearms or weapons allowed on the campus. Prohibited weapons include knives larger than a pocket knife, bats, guns of any sort, and most irritant sprays. This policy is not intended to prohibit an employee from carrying a small pepper spray or a Swiss Army
knife. Whether on or off duty, an employee bearing firearms or other weapons to campus, whether
on his/her person, or in a container or a vehicle, will be subject to disciplinary action, up
to and including immediate termination of employment. Security personnel may carry appropriate
protective equipment, as deemed necessary by the Director of Security. Any employee having
knowledge of an individual carrying a firearm or weapon on campus must report it to Security
immediately. (See Workplace Violence Prevention below for further details on this subject.)

WORKPLACE VIOLENCE PREVENTION

Bowdoin College will not tolerate any form of violence in the workplace. Workplace violence may be
defined as either physical or verbal aggression and may occur in various forms, including verbal
threats and assaults. It is very important that all employees and supervisors are aware of this
policy and report directly to Security any incidents that they perceive as potentially violent. The
appropriate supervisor or department head should also be notified. In an effort to prevent workplace
violence at Bowdoin College, all reported threats will be thoroughly investigated through a
cooperative effort by the appropriate supervisors, department heads, and Security.

Caution and common sense can minimize the risk of workplace violence. All employees should
keep in mind the following Personal Safety Tips:

- Never open the door of your office to a stranger before or after regular business hours.
- Notify Security if working exceptionally early or late hours alone.
- When alone, do not mention this fact to telephone callers.
- Build a rapport with other employees to facilitate distinguishing strangers from co-workers.
- Report any strange or threatening looking individuals to Security.
- Make a mental note of the appearance of suspicious strangers in case a later crisis does
  occur.

Any employee who engages in any form of workplace violence will be subject to disciplinary action
up to and including immediate termination of employment. Supervisors must document any event
or report of workplace violence in their areas and advise Security of the same, even if the threat or
situation does not at first seem serious. The report should be thorough and contain as many
detailed facts as possible including:

- name of person reporting the incident
- name of the employee alleged to have been violent or threatening
- date of the report and incident
- location where the incident occurred
- name(s) of the potential victims
• name(s) of witnesses
• description of details of the incident
• specific description of verbal or physical violence that occurred
• details that might assist in identification (e.g., license plate number).
8. Facilities and Services
8. FACILITIES AND SERVICES

ATHLETIC FACILITIES
Athletic facilities are generally available for use by the Bowdoin College community except when they are scheduled for student programs. Athletics regularly publicizes the hours of operation and guidelines pertaining to the use of all facilities including an indoor swimming pool, tennis and squash courts, indoor and outdoor tracks, an ice arena, a fully-equipped fitness center, two gymnasiums and two free weight rooms. Lockers are also available for rental at a small annual fee through the Athletics Department.

Access to facilities is controlled through the use of the Bowdoin College Identification Card, which must be presented upon entry to any facility. Athletic Facility cards are also available for any spouse/domestic partner or qualified dependent. Contact Athletics directly to obtain these cards.

Learn to swim classes, skating lessons, aerobics, and other classes may be offered by Athletics at various times of the year. Each semester, Athletics circulates a list of courses in which employees may participate at no charge. In addition, season and individual game tickets to various athletic events may be sold at discounted rates to faculty and staff.

CHILDREN'S CENTER
The College provides a high quality early childhood program for children of faculty, staff, and the community at the Children's Center facilities located on South Street. The Center is licensed by the Maine Department of Human Services, is nationally accredited, and its programs are validated every three years by the National Academy of Early Childhood Programs. The Center provides care through innovative programs in the following categories:

- Infant Program: for children 6 weeks to 18 months old
- Toddler Program: for children 18 months to 3 years old
- Preschool Program: for children 3 to 5 years old

The Center is open Monday through Friday throughout the year from 7:45 a.m. - 5:30 p.m. For more information about the Center and enrollment, contact the Director at x3700. Once their children are enrolled, employees may arrange for direct payment through payroll deduction for childcare services at the Center. Employees may also enroll in dependent care reimbursement accounts to pay for childcare on a pre-tax basis by contacting Human Resources.
COMPUTING FACILITIES

Bowdoin College provides computing facilities for students, faculty and staff of the College. Details and guidelines for their use may be obtained directly through the Computing and Information Services Department (CIS). The full text of the Bowdoin College Computer Use Policy is posted in all computer labs and is available on the College's World Wide Web site. The following are the highlights of this policy.

It is expected that all computer users will follow basic standards of appropriate conduct while using College computers, facilities and networks. This includes not interfering with normal operations of CIS or the Internet or otherwise adversely affecting the ability of others to use these resources. When using e-mail through the College or on the Internet, discretion must be applied to insure that only appropriate material is transmitted. The use of the computer system for harassing, intimidating, or other offensive purposes is strictly prohibited.

All users must be aware that the design of Bowdoin's computer system does not guarantee privacy. The College retains ownership of its networks and system files, and reserves the right to access the system and any information in that system. For example, users should be aware that during technical difficulties, there may be occasion for CIS staff to examine the contents of files without prior notice to the user.

The Computer Use Policy governs the use of all computing equipment or facilities owned or operated by the College, including the use of our services or facilities via the Internet, dial-in modem, or other means. It is posted in all public computing spaces, sent to all faculty and staff members, and is freely available at CIS. All users are required to be familiar with and to comply with the Computer Use Policy, and by using the system, agree to its provisions.

To safeguard the computer system and enforce the Computer Use Policy, the CIS staff may limit or restrict any account holder's usage of the computing facilities, and may remove or otherwise alter any data, file, or system resources that may be inconsistent with the proper use of that system. Improper use of computer equipment and facilities may result in further disciplinary action by the College, in the same manner as violations of other College policies.

DINING FACILITIES

Bowdoin has an award-winning and outstanding Dining Service. The Moulton Union and Wentworth Hall dining areas are open daily to the College community for breakfast, lunch and dinner. On weekends during the academic year, brunch and dinner are served. Discounted
prices are available to employees; unlimited seconds are included in the cost of the meal. Food items from Jack Magee’s Grill and the Café in Smith Union are also available on an à la carte basis. The Convenience Store in Smith Union sells a variety of items, including ready-made sandwiches, fresh baked goods, cold drinks and snacks. Employees may pay with cash, or use Polar Plus (see below).

Hours of operation for all of these facilities may vary during academic year and summer breaks and they are publicized widely to the Bowdoin community.

LIBRARY FACILITIES
The Bowdoin College Library is actually a number of libraries, collections and services. It consists of the Hawthorne-Longfellow Library, the Hatch Science Library, the Pierce Art Library, the Music Library, the Language Media Center, Audio Visual Services, Educational Technology, Special Collections and Archives, and Government Documents. These collections form the basis of print collections on campus, but the Library also serves as an electronic gateway to collections at Bates and Colby Colleges, and through Inter-Library Loan programs, to collections all over the state of Maine and across the country. A number of academic departments and programs also have libraries, including Africana Studies, Economics, and the Women’s Resource Center.

Faculty and staff members are welcome to use the resources of the Library and may use their Bowdoin identification cards to check out books and other materials. Library cards for family members may be requested at the Circulation Desk in the Hawthorne-Longfellow Library. Hours of operation for library facilities may vary during the academic year and summer breaks and they are publicized widely to the Bowdoin community.

POLAR PLUS
A regular faculty or staff member may elect to use his/her Bowdoin identification card to charge purchases from Dining Service, the Bookstore, or Campus Services. The cost of all purchases will be deducted automatically from the next paycheck. To participate, employees must complete a Polar Plus Deduction Authorization form issued by Human Resources. If employees choose to use Polar Plus they will receive a small discount for certain Dining Services purchases. Employees are responsible for all charges. To cancel Polar Plus usage, employees must notify Human Resources in writing. The College reserves the right to terminate this agreement by notifying employees in writing.
WORKPLACE ADVISORS

Although employees always have access to supervisors and managers, Human Resources and the Employee Assistance Program (EAP) counselors, there may be circumstances in which employees feel uncomfortable with these alternatives. This discomfort may be due to perceived conflict of interest, limitations on EAP services, or direct involvement of either the supervisor/manager or Human Resources in the problem at hand. In addition, employees occasionally need to be able to talk to someone confidentially, knowing that no action will be taken unless the employee decides that action should be taken. At times, there is also interest in a less formal problem-solving effort than the College’s formal grievance procedure.

The College has established the Workplace Advisor program to assist employees in resolving problems they may experience in the workplace. Employees can bring work-related problems to the attention of a confidential advisor and seek advice on how best to resolve these issues. In addition, there may be other problems that are partially or totally unrelated to work that may be troubling employees, and for which the thoughts of a neutral party might be helpful. Typical concerns might include:

- Concerns in which the employee is not clear who can be of assistance;
- Specific conflict situations (perhaps a single isolated issue);
- Ongoing conflict in work relationships (between any two employees, whether or not there is a supervisory relationship between them);
- Employee stress issues due to workload, family/work issues or other job stresses.

The College has appointed a group of six Workplace Advisors from various areas of the College, including faculty, administrative staff and support staff. A list of the current Workplace Advisors, including contact information, is published annually.

Role of Workplace Advisors. Any employee may approach the workplace advisor of his/her choice on a confidential basis, to obtain advice, guidance, assistance or referral to other resources for the problem at hand. The employee may select whichever workplace advisor seems appropriate under the circumstances. The workplace advisor may assist the employee by:

- Providing information and assistance to visitors (employees who choose to access the service).

  This includes:
  - listening and asking questions to understand the situation
  - acting as a sounding board
  - providing information about and referral to other campus resources
- helping the visitor to explore options for resolving the situation
- empowering the visitor to decide which option(s) might be best to pursue

• With the visitor's consent, participating in active problem-solving, through information gathering and/or facilitating discussions between the visitor and others involved in the conflict. (This might make it impossible to maintain the visitor's confidentiality, which is why further involvement by the workplace advisor would require agreement.) The workplace advisor provides a neutral or objective viewpoint in such discussions.

• Providing confidential "trend" feedback to the President and senior managers, when a series of problems seems to be occurring over a specific policy or procedure, or with respect to a particular area or department. Each semester, workplace advisors will meet as a group and discuss any trends they have seen in terms of employee issues or problems that have been brought to their attention as individuals. The workplace advisors will then meet as a group with the President to provide appropriate feedback on trends or policy issues that have been identified, and may meet with senior staff as needed for discussion. Information shared in this way would be carefully filtered to maintain the anonymity of employees who had approached the workplace advisors for help.

Confidentiality. The importance of confidentiality cannot be stressed enough. Workplace advisors are expected to maintain the confidences of visitors who consult them. Care will be taken in choosing meeting places and other means of communication to ensure that privacy is respected and confidentiality is maintained.

Only with a visitor’s explicit permission will a workplace advisor communicate with another person about a specific conflict or consultation, except in three situations:

1. If the workplace advisor believes that any individual is in immediate physical danger from self or another person, (s)he will consult with an Employee Assistance Program (EAP) counselor, who will handle the matter in accordance with applicable professional standards for health care providers. The initial consultation with the EAP counselor need not identify the name of the visitor unless, in the professional judgment of the EAP counselor, such disclosure is necessary.

2. In the event of a reported sexual assault or rape occurring on the campus, the workplace advisor will consult with Campus Security. Depending on the facts, appropriate steps may be
taken by the College to prevent harm to other members of the campus community. As required by law, all disclosures to any College employee of an on-campus sexual assault are tabulated for statistical purposes by Campus Security, without identifying information.

3. If child abuse is reported to a workplace advisor who is also a teacher or a College supervisor, (s)he is required under Maine law to report the matter to the Department of Human Services.

**Problem-solving alternatives.** Workplace advisors are not empowered or authorized by the College to impose resolutions on visitors who have consulted them or on other parties to a particular conflict. They may, if requested, offer alternatives for the parties to consider as resolutions. If the assistance of the workplace advisor does not help the employee with the problem at hand, the employee may always request intervention by supervisors, managers or Human Resources. The formal grievance process (see p. 9-1) may also be used at the option of the employee. However, one of many advantages of consulting a workplace advisor is that it may promote speedier and less formal resolutions before a small problem becomes a major conflict.

**Selection of Workplace Advisors.** Workplace advisors are selected from the College community. Selection is based on willingness to participate, commitment to problem solving and a general sense of trustworthiness, especially in terms of confidentiality. Their work is viewed as an important service to the College and its employees. Though workplace advisors do not receive any additional compensation for this service, it is expected that they will be given relief from other committee work or service to the College to enable them to devote the necessary time to this important role.

**To Consult a Workplace Advisor.** Workplace advisors will be available during their normal work hours for consultation and will be provided appropriate release time for this purpose. An employee may consult a workplace advisor by phone or in person. Meetings and other necessary discussions associated with consultations will be arranged by mutual agreement and convenience. Workplace advisors are not certified, trained or licensed as professional counselors. Visitors should bear this in mind in deciding the types of problems they might discuss with a workplace advisor.
9. Standards of Conduct and Disciplinary Action
9. STANDARDS OF CONDUCT AND DISCIPLINARY ACTION

DISCIPLINE AND DISCHARGE
Like many other places where a large number of people work, Bowdoin College requires that basic standards of conduct be followed to protect the rights of everyone and to ensure that we meet our service obligations to students, staff, faculty and the public. Any discipline that is imposed is intended to correct or modify an individual's conduct, to deter such conduct on the part of others, and to protect the rights of the College and everyone working or associated with the College.

Any act or failure to act which interferes with the rights or interests of the College, its employees or students will subject the offender to disciplinary action. Discipline may take the form of verbal or written warnings, suspension with or without pay, or immediate termination of employment. All disciplinary action will be determined based on the seriousness and frequency of the offense, the employee's past record and the circumstances of the case. Because of the individual nature of each situation, the College reserves the right to impose such discipline as it deems appropriate under the circumstances.

GRIEVANCE PROCEDURE
Bowdoin College strives to ensure equitable treatment of employees in all matters of employment and is committed to prevent discrimination against any employee on the basis of age, race, color, gender, sexual orientation, marital status, religion, creed, ancestry, national and ethnic origin, physical or mental disability. Any employee has the right to present any personal concern or grievance regarding employment at the College and have it considered on its merits.

Preferably, problems may be handled on an informal basis between staff members and supervisors. However, if a problem is not resolved on an informal basis, the College provides other avenues for addressing the problem. One avenue is for a staff member to consult with one of the Workplace Advisors (see p. 8-4) about the problem. A second option is for the staff member to follow a more formal internal grievance process which has been established by the College for the orderly resolution of all concerns related to conditions of employment or alleged discriminatory policies, procedures or acts. Because resolving problems internally benefits both the employee and the College, no external parties may participate in this process. For grievances involving sexual harassment, refer to the Policy Against Sexual Harassment (see Appendix, p. A-1) for alternative procedures available to address such problems.
Step I. Any staff member who wishes to utilize the grievance process should file a written grievance notice with his/her department head within ten (10) calendar days of the event or application of policy. The notice should include in reasonable detail those acts or occurrences which are being questioned, the reason for the grievance, any documents or other information which should be considered, and the remedy or redress being requested. The employee should forward a copy of the complaint to Human Resources.

The department head will respond in writing after investigation and consideration of the matter. This response should be provided to the employee as soon as possible, but in any event no later than fourteen (14) days after receipt of the original grievance notice by the department head. A copy of the response should be forwarded to Human Resources. If the grievance is being filed against the department head because of an action or application of policy by the department head, the staff member may initiate the grievance at Step II. If the grievance is being filed against a senior officer because of an action or application of policy by the senior officer, the staff member may initiate the grievance at Step III.

Step II. If the issue is not resolved to the staff member’s satisfaction, a written appeal may be submitted to the appropriate senior officer within ten (10) calendar days after the date of the response. A copy of the appeal should be forwarded to Human Resources.

The senior officer to whom the department head reports will review the matter and investigate the circumstances, or will appoint a designate to conduct an investigation and report findings and recommendations to the senior officer. The senior officer will then provide the staff member and the department head with a written determination as soon as possible, but not later than thirty (30) days after receipt of the appeal by the senior officer. A copy of the determination should be forwarded to Human Resources.

Step III. Should the issue still not be resolved to the satisfaction of the staff member, a final appeal may be submitted to Human Resources within ten (10) calendar days of the date of the determination by the senior officer. The Director of Human Resources will forward all written statements to the President, who may render a final decision or, at his/her discretion, appoint a Grievance Committee consisting of no more than three members. The Director of Human Resources shall serve in an advisory capacity on any committee appointed by the President. The President or the Committee shall investigate and render a written decision as soon as possible, but no later than ninety (90) days after receipt of the appeal by the President. This decision is final.
The College takes grievances very seriously. The filing and response times outlined above are intended to provide resolution in a reasonable time frame, but also allow for a thorough review of the facts.

HARASSMENT
Bowdoin College strives to provide a place of study and work that is free from unlawful harassment of any kind. The College expressly prohibits any form of unlawful employee harassment based on race, color, religion, sex, sexual orientation, national origin, age, disability, veteran status or disabled veteran status. All employees are expected to respect the rights of their coworkers and conduct themselves in a way that supports the inclusion of students and employees of all different backgrounds. Employees who engage in unlawful harassment will be subject to disciplinary action, up to and including immediate termination of employment.

If an employee experiences any harassment on the job based on any of these factors, (s)he should promptly report the incident to a supervisor or department head, who will initiate an investigation of the matter and take appropriate action. It is also appropriate to contact the Director of Human Resources or the Assistant to the President for Multicultural Affairs/Affirmative Action for advice or assistance in making a complaint. No employee may retaliate against someone who files a complaint of unlawful harassment; such retaliation will subject the offender to additional charges and sanctions under this policy. However, if the College determines that an intentionally false or malicious complaint has been made under this policy, disciplinary action will be taken against the individual filing the complaint or providing false information regarding the complaint (see also Sexual Harassment below).

SEXUAL HARASSMENT
Bowdoin College is committed to providing its students, faculty and staff a community and place of study and work which is free of sexual harassment, intimidation and exploitation. The College cannot thrive unless individual rights are respected and each member of the community is treated with civility. Members of the College should understand that this standard must shape our interactions regardless of whether it is backed up by the threat of legal sanction. Sexual harassment in educational institutions is not simply inappropriate behavior proscribed by College policy; it is also prohibited by law. Sexual harassment is a violation of Title VII of the Civil Rights Act of 1964 (as amended), Title IX of the 1972 Education Amendments, and the Maine Human Rights Act.
The College will not tolerate any form of sexual harassment by faculty, staff, students or campus visitors. College policies provide ways for all members of the Bowdoin community to file complaints of sexual harassment and for investigation and resolution of such complaints. Because of the importance of this matter, information is provided to all new employees at orientation, and to all employees on an annual basis, including a description of prohibited conduct, an explanation of options available to employees for resolving complaints of sexual harassment, and a list of resources available to employees who have concerns or questions about sexual harassment. The full text of the College’s policy against sexual harassment can be found in the Appendix. Additional information regarding the Sexual Misconduct Board can be found in the Student Handbook.

PROFESSIONALISM

Bowdoin College seeks to maintain a professional atmosphere in which students, employees, parents, donors, visitors and members of the public can participate in educational and other programs. Employees are, therefore, requested to maintain appropriate dress, personal appearance and demeanor consistent with their service responsibilities. Similarly, employees are expected to keep their work areas orderly, consistent with access, efficiency, safety, health and environmental requirements.

Employees should be aware that they represent Bowdoin College while at work, whether in personal or telephone interactions. Others may form their first and only impression of the College based on the way employees treat them – all employees should strive to convey a good impression.
10. Leaving Employment
10. LEAVING EMPLOYMENT

TERMINATION OF EMPLOYMENT

**Employee Responsibilities.** Any employee who resigns from the College is expected to provide his/her supervisor with advance notice. Two weeks' notice is expected from hourly employees and one month's notice from salaried employees. Vacation and sick time cannot be used during the notice period without supervisory approval. The termination date is the last day actually worked or the date on which a leave of absence expires. Vacation, sick time and holiday pay cannot be used to extend a terminating employee's last day of work. Payment of wages for accrued but unused vacation time will be included in a final paycheck if Human Resources receives advance notice of termination. Otherwise, a separate check will be issued. Final paychecks will be issued in accordance with the regular payroll schedule.

It is the employee's responsibility to return all College property to his/her supervisor (see **Recovery of Property** below). Arrangements must also be made to satisfy any outstanding obligations (e.g., computer loans, accounts receivable, personal phone calls, etc.) with the appropriate departments.

Once a termination form has been submitted to the Human Resources Department, appropriate benefit continuation and/or conversion options will be automatically mailed to the employee's home address. The employee should ascertain that his/her address is correct at the time of termination of employment.

**Recovery of Property.** The following items are College property and must be returned by the employee to the supervisor or forwarded to the appropriate departments:

- Keys (Facilities Management)
- Safety equipment excluding safety shoes, prescription items, etc. (issuing department)
- Uniforms (issuing department)
- ID Card (Residential Life or Security)
- Athletic Passes (Athletics)
- Computer Equipment (issuing department)
- Credit Cards (Controller's Office)
- Parking Decal (Security)
- E-mail account (terminate with Computing and Information Services)
- Telephone personal security codes and voice mail (terminate with Telecommunications)
Exit interviews are not required. If desired, a personal meeting can be scheduled with a member of the Human Resources staff.
11. Miscellaneous
11. MISCELLANEOUS

HOLIDAY PARTIES AND EARLY DISMISSALS

Holiday Parties
The College usually hosts an annual holiday event, in the form of a luncheon or party, which is paid for by College funds. If individual departments choose to have their own holiday party, all expenses are the responsibility of the participants.

In general, Bowdoin College does not pay for departmental social events such as coffees, luncheons, or receptions. These expenses are expected to be funded by the participants, departments, or organizations.

Early Dismissals
Official College holidays are announced annually. Individual or departmental early dismissals prior to a College holiday are not permitted. All salaried and hourly administrative and support employees are expected to work full days or shifts prior to or immediately following College holidays unless they take vacation time.

HOUSING
The Brunswick community has a number of rental and real estate properties available. Apartments, condominiums, and houses can usually be rented at affordable rates and are often within walking distance of Bowdoin. Both the Brunswick Times Record daily newspaper and local rental agencies can provide appropriate leads. On-campus housing is available on a limited basis for a finite period of time. To obtain more information regarding on-campus housing, please contact the Assistant Director for Property and Budget Administration in Facilities Management.

Employees may also place or review listings in the housing book maintained in Human Resources. Bowdoin faculty and staff who wish to place listings may call or stop by the office for a form. Submitted listings are retained for three months and then are removed and discarded. Please notify Human Resources staff if the property is rented within three months so the listing may be removed. Unfortunately, Human Resources is unable to provide telephone referrals or to extend this service to individuals not employed by the College.

Members of the College community may also place real estate rental or sale listings in some College publications by contacting the Office of Communications. Listings in the housing book or College publications are offered as a courtesy and they do not create or imply any contractual or
MISCELLANEOUS

other obligations on the part of Bowdoin College. The College shall have no obligation or liability to any person listing property or who leases property through the use of the housing book.
Appendix
I. STATEMENT OF PURPOSE

Bowdoin College is committed to providing its students, faculty, and staff a community and place of study and work which is free of sexual harassment, intimidation and exploitation. The College cannot thrive unless individual rights are respected and each member of the community is treated with civility. Members of the College should understand that this standard must shape our interactions regardless of whether it is backed up by the threat of legal sanction.

The College will not tolerate any form of sexual harassment by faculty, staff, students, or campus visitors. This policy provides a mechanism for all members of the Bowdoin community to file complaints of sexual harassment and for investigation and resolution of such complaints. Nothing in this policy, however, should be construed to limit Bowdoin’s ability to take corrective action when Bowdoin’s Policy Against Sexual Harassment is violated. Violators of this policy will be subject to discipline up to and including termination from College employment. Sexual harassment in educational institutions is not simply inappropriate behavior proscribed by College policy; it is also prohibited by law. Sexual harassment is a violation of Title VII of the Civil Rights Act of 1964 (as amended), Title IX of the 1972 Education Amendments, and the Maine Human Rights Act.

II. POLICY STATEMENT

A. Prohibited Conduct

1. In general.

Sexual harassment, including peer harassment among students, staff or faculty, as well as harassment between those with differing degrees of power and authority will not be tolerated and is strictly prohibited by College policy. All members of the College community have a responsibility to insure that the College is free from all forms of sexual harassment. Sexual harassment refers to a broad range of behaviors including unwelcome sexual advances, requests for sexual favors, or other expressive, visual or physical conduct of a sexual or gender-motivated nature, regardless of sexual orientation, when:

- submission to such conduct is made explicitly or implicitly a term or condition of an individual’s employment or status in a course, program or activity
- submission to or rejection of such conduct is used as a basis for an employment-related, educational, or other decision affecting an individual
such conduct has the purpose or effect of unreasonably interfering with an individual’s work, educational performance or status
such conduct has the purpose or effect of creating an intimidating, hostile or offensive environment

The following are common examples of the types of conduct that may constitute sexual harassment:

• slurs, jokes or degrading comments of a sexual nature
• unwelcome sexual advances
• suggestive or lewd remarks
• unwelcome hugging, touching or kissing
• requests for sexual favors
• repeated offensive sexual flirtation or propositions
• the display of sexually suggestive pictures or objects
• repeated unwelcome physical contact or touching such as patting, pinching or constant brushing against another’s body
• unwelcome email, telephone calls, gifts or notes of a sexual nature

Consistent with the above guidelines, this policy prohibits any overt or subtle pressure for sexual favors including implying or threatening that an applicant's, employee's or student's cooperation of a sexual nature (or lack thereof) will have any effect on the person's employment, job assignment, wages, promotion, or any other condition of employment or future job opportunities or on the person's education or educational opportunities. This policy also prohibits any conduct which would tend to create an intimidating, hostile or offensive work or educational environment.

2. Abuse of Power and Professional Authority

All employees should be aware that consensual relationships within the workplace, particularly between individuals with institutionally conferred differences in status, may create perceptions of favoritism or unfair treatment. Further, if such relationships end, there is greater potential for damaging outcomes if one party later perceives the relationship to have been coercive or in any way involuntary. Faculty and staff are advised that voluntary consent by a student in such a relationship is difficult to determine with certainty, and such relationships may be less consensual than the faculty or staff member believes. Therefore, such relationships are strongly discouraged by the College.

Romantic and/or sexual relationships between supervisors and their staff or between faculty or staff and the students they evaluate or supervise, raise concerns about inappropriate use of authority, as well as issues of power and professionalism. In these relationships there exists the potential for sexual harassment, conflict of interests, and the abuse of authority, with adverse
effects on employees, students and the overall College community. In light of these dangers, these relationships are prohibited under this policy as follows:

a. **Employee/Student Conduct**

   Sexual harassment by a college employee of a student over whom he or she has authority or over whom he or she can reasonably expect to have authority during the time the student is at the College is particularly serious. In any event, sexual or romantic relationships (including requests for the same) between students and faculty or staff are strictly prohibited when:

   (i). The student is registered in a course taught by the faculty or staff member and has not yet received a final grade.

   (ii). The student is assigned to be advised by the faculty or staff member, whether serving as an undergraduate advisor, or member of a thesis committee.

   (iii). The student is a member of a team coached by the faculty or staff member.

   (iv). The faculty or staff member has a relationship with a student such that a student’s activity or work performance at the College is being supervised or evaluated directly or indirectly by the faculty or staff member.

b. **Supervisory Conduct**

   Any person who has authority, individually or collectively with others, (i) to dispense or influence rewards or discipline regarding another person; or (ii) to evaluate the work performance of another person, or (iii) to whom another person reports regarding work assignments, shall not engage in any sexual or romantic relationships (including requests for same) with that person.

3. **Retaliation**

   It shall also be a violation of this policy for any student, faculty or staff member of the College to retaliate against anyone who files a complaint of sexual harassment or who participates in an investigation of such a complaint.

**III. COMPLAINT PROCEDURE WHEN THE ACCUSED IS A STUDENT**

There are separate sexual harassment complaint procedures depending upon the status of the accused. Members of the College community who wish to file a complaint of sexual harassment by a student of the College should contact a member of the office of the Dean of Student Affairs or consult procedures set forth in the *Student Handbook*. 
IV. COMPLAINT PROCEDURE WHEN THE ACCUSED IS A FACULTY OR STAFF MEMBER

This section outlines the options and procedures available to faculty, staff and/or students of the College who wish to file a complaint of sexual harassment by a faculty or staff member. The complaint procedures set forth below are internal administrative procedures of the College. An aggrieved party also may file a complaint with the appropriate local, state or federal agency or in a court with jurisdiction over the action.¹ Any member of the College community who has a concern about conduct of a faculty or staff member that is prohibited under this policy should promptly contact one of the following individuals:

1. The Director of Human Resources;
2. The College’s Affirmative Action Officer;
3. The accused staff or faculty member’s supervisor or department head;
4. The complaining party’s supervisor or department head;
5. The Dean or Associate Dean for Academic Affairs; or
6. The Dean, Associate Dean or Assistant Dean of Student Affairs.

A complaint may be initiated by any member of the College community who feels she or he has experienced harassment by a faculty or staff member, or by anyone with knowledge of an incident. When the complainant is not the person who may have experienced sexual harassment, the College’s ability to investigate and resolve the situation may depend on the alleged victim’s willingness to participate in the investigation. While all complaints of sexual harassment filed under this policy will be investigated whether or not they are made by the alleged victim, complaints to be filed with the Sexual Misconduct Board, as described below, must be written and signed by the victim of harassment. In all instances, complaints of harassment should include the names of the complainant and the alleged harasser, a description of the objectionable conduct, the location, dates and times of the objectionable conduct, and the identification of witnesses or other persons with knowledge of the allegations.

Once a complaint is made to one of the persons listed above, the complainant shall be provided with information about the College’s policy and relevant laws as well as referrals to counseling or other support services, as needed.

An employee or student who files charges of sexual harassment by members of the faculty or staff shall be given the opportunity to pursue their complaint through one of two formal processes: (1) The Administrative Complaint Resolution Procedure, or (2) the Sexual Misconduct Board. The

¹The Maine Human Rights Commission is the state agency charged with investigating and enforcing Maine’s anti-discrimination laws, including its law prohibiting sexual harassment. The Commission can be contacted at the following address and telephone number: The Maine Human Rights Commission, State House Station 51, Augusta, Maine 04333. (207) 624-6050. Allegations of sexual assault should also be filed with Bowdoin College Security at extension 3314 or for emergencies, extension 3500.
Administrative Complaint Resolution Procedure is described below. The Sexual Misconduct Board procedures are described in the Student Handbook. The complaint will be handled through the Administrative Complaint Resolution Procedure, unless the employee notifies the Director of Human Resources that (s)he wants the matter referred to the Sexual Misconduct Board.

V. CONFIDENTIALITY

The College will attempt to preserve an individual's privacy and protect the confidentiality of reported information. Consultation with and involvement of employees, supervisors and others will be limited to those who may have information about the allegations, who need to know that a complaint has been made, or whose job responsibilities include human resource or equal opportunity matters. All those involved in the complaint and investigation process will be directed to keep information about the complaint confidential in order to protect the privacy of the complainant, the privacy of others, and the effectiveness of the process.

VI. RESOLUTION PROCEDURES

A. Preliminary Investigation

All complaints of sexual harassment involving College employees shall be referred to the Director of Human Resources. The Director, or his/her designee, shall conduct a preliminary investigation of the allegations in order to determine if any immediate action must be taken pending a full investigation of the complaint, either through the administrative process or before the Sexual Misconduct Board. The Director, or his/her designee, shall also advise both the complainant and the alleged harasser of the substance of the College’s non-retaliation policy.

B. Administrative Complaint Resolution Procedure

The Director of Human Resources shall work with the appropriate Manager or Department Head to conduct the investigation of sexual harassment complaints under the administrative complaint resolution procedure. The purpose of the investigation is to determine whether or not a violation of this policy has occurred. The investigation typically will entail interviews of the complainant and the alleged harasser, as well as other persons believed to have pertinent factual knowledge. The results of the investigation will be reviewed by the Director of Human Resources and the appropriate Senior Staff Officer who is in a supervisory position to the alleged harasser. The Senior Staff Officer will be responsible for determining whether a violation of the policy occurred and, if so, the appropriate remedies to be imposed. The standard of review shall be whether, based upon the information obtained during the investigation, it is more likely than not that a violation of the policy occurred.
Possible outcomes of the investigation include (a) a finding that the allegations are not supported, (b) a negotiated resolution of the complaint, or (c) a finding that a violation of the policy occurred. At the conclusion of the investigation, the parties shall be promptly informed about the outcome of the investigation. In cases where the allegations are substantiated, the Senior Staff Officer shall also administer appropriate disciplinary action up to and including termination from College employment.

**APPEALS OF SENIOR STAFF DECISIONS:**

Either the alleged harasser or the complainant may appeal the Senior Staff Officer's determinations as follows:

1. If the accused is a faculty member and the penalty is anything other than termination of employment, the appeal is made to the Faculty Affairs Committee as per the grievance provisions of the *Faculty Handbook*. If the penalty is termination of employment, the accused is entitled to a hearing under the provisions of the *Faculty Handbook* governing “Termination of Appointment for Cause.”
2. If the accused is a staff member, the appeal is made to the President or a committee established in accordance with the *Bowdoin College Employee Handbook* (see Grievance Procedure, Step III).

The appeal must be made in writing and must specify the grounds for the appeal. The Senior Staff Officer shall review the case with the appropriate Appeals Committee and explain the reasons for his or her findings and recommendations. An appeal may, in accordance with the terms of the applicable appeals process, result in an endorsement of the Senior Staff Officer’s decision and recommendation, disagreement with the original findings and penalties, or a recommendation of different penalties or sanctions. There shall be no further right of appeal from the final action determined by the applicable appeals process. Notification of the outcome of the appeal shall be governed by the terms of the applicable appeals process, although in any case the Senior Staff Officer will be notified of the final disposition of the case.

**C. Formal Complaint Resolution through the Sexual Misconduct Board**

A complainant may opt to pursue formal charges of sexual harassment through the Sexual Misconduct Board (hereafter “The Board”). The Board exists to determine whether violations of the Bowdoin College Policy Against Sexual Harassment have occurred. All of the members of the Sexual Misconduct Board receive training at the beginning of the year regarding the adjudication of cases of sexual harassment. A full description of the Board and its procedures may be found in the Student Handbook.
(1) Findings for Employee Cases:

The Board will issue its findings to the accused, the complainant, and the accuser's Senior Staff Officer within seven (7) working days. At that time, a copy will also be provided to the Director of Human Resources. If the Board determines that there are no reasonable grounds to believe that sexual harassment occurred, the complaint will be dismissed. If the Board determines that sexual harassment occurred, the appropriate Senior Staff Officer shall take appropriate disciplinary action up to and including termination of employment. The Senior Staff Officer shall notify the accused of the discipline to be taken, and shall notify the complainant that disciplinary action is being taken against the accused (but not discuss the specifics of the sanctions being imposed). Where the complainant or the alleged harasser is a Senior Staff Officer as determined by the President, findings shall be reported directly to the President for determination of appropriate discipline. A report of a complaint against an employee which is deemed to have merit and a record of the resulting disciplinary action will be placed in the harassing employee's personnel file.

Appeals of Board Findings and/or Sanctions for Employee Cases:

An appeal of the Sexual Misconduct Board's findings or sanctions imposed by the Senior Staff Officer may be made by the alleged harasser or the complainant within five (5) working days following receipt of notification (i) of the Board's findings if the Board finds no reasonable grounds to believe sexual harassment occurred, or (ii) of disciplinary action as described above if the Board finds sexual harassment occurred. There is a limit of one appeal for each hearing. The appeal is made to the following committees:

1. If the accused is a faculty member and the penalty is anything other than termination of employment, the appeal is made to the Faculty Affairs Committee as per the grievance provisions of the Faculty Handbook. If the penalty is termination of employment, the accused is entitled to a hearing under the provisions of the Faculty Handbook governing “Termination of Appointment for Cause.”

2. If the accused is a staff member, the appeal is made to the President or a committee established in accordance with the Bowdoin College Employee Handbook (see Grievance Procedure, Step III).

The appeal must be made in writing and must specify the grounds for the appeal. Except to the extent inconsistent with rights granted to the accused under the applicable appeals process, the grounds for appeal are limited to:

- procedural errors which may have prejudiced the Board
- evidence unavailable at the time of the hearing that would have been likely to affect the decision

The Chair of the Sexual Misconduct Board will review the case with the appropriate appeals committee and explain the reasons for the Board's findings. The appropriate appeals committee will review the appeal statement, the tape-recorded record of the hearing and any materials considered
at, the original hearing. If there is new evidence that was unavailable at the time of the hearing, that will be considered unless a different approach is required by the applicable appeals process.

The appropriate appeals committee may, in accordance with the terms of the applicable appeals process, endorse the Board’s decision and recommendation, disagree with the original findings and penalties, or recommend different penalties or sanctions. There shall be no further right of appeal from the final action determined by the applicable appeals process. Notification of the outcome of the appeal shall be governed by the terms of the applicable appeals process, although in any case the Sexual Misconduct Board will be notified of the final disposition of the case.

VII. COMPLAINTS INVOLVING A NON-MEMBER OF THE COLLEGE

A member of the College (faculty, staff, or student) may bring a charge of sexual harassment or sexual assault against a College guest, visitor, or vendor. If the complainant is a student, the complaint should be directed to the Dean of Student Affairs. If the complainant is a faculty or staff member, the complaint should be made to the Director of Human Resources. The Director of Human Resources will refer the matter to the appropriate Senior Staff Officer. If the complainant alleges that a criminal sexual violation has occurred, and chooses to inform the police, the College will provide support to the aggrieved person through such volunteers and employees of the College as appropriate. The Dean of Student Affairs or the Director of Human Resources will inform the alleged harasser of the complaint and may, after consultation with other relevant College officers, take steps to bar the alleged harasser from the campus if that is deemed to be appropriate. The member(s) of the College who hosted or contracted with the alleged harasser may be informed of the actions taken and the reasons for them.

VIII. RESOURCES

Members of the Bowdoin community may wish to use the following services for consultation and/or support:

On-Campus Resources

- Bowdoin College Security (Ext. 3314 or for emergencies Ext. 3500)
- Counseling Center (Ext. 3145)
- Dudley Coe Health Center (Ext. 3236)
- Employee Assistance Program (Ext. 3145 or 729-7710)
- Human Resources (Ext. 3837)
- Office of the Dean for Academic Affairs (Ext. 3578)
- Office of the Dean of Student Affairs (Ext. 3228)
- Safe Space (contact Residential Life Staff or Dean’s Office for names of student members)
- Women’s Resource Center (Ext. 3620)
• Workplace Advisors (see College Telephone Directory for names of current Workplace Advisors)

Off-Campus Resources
• Brunswick Police Department (911 or 725-5521)
• Mid Coast Hospital (729-0181)
• Parkview Hospital (729-1614)
• Sexual Assault Support Services of Midcoast Maine (1-800-871-7741 statewide or 1-800-822-5999 in the Brunswick area)
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