

second week of employment for the number of days worked during the pay period. Contract salary amounts, less any legally authorized deductions will be paid out over a 12-month period that may not coincide with work dates on the contract. Upon termination of employment, all wages, less any legally authorized deductions, will be paid at the next pay period. Full-time wages or salary, whichever is applicable, will be paid in approximately equal installments on a bi-weekly basis, only after services have been rendered, less any legally authorized deductions. Part-time faculty salary will be paid in three increments, less any legally authorized deductions. Final payment will be made on or after the last day of teaching, only after grades, grade books, and other required items are submitted.

4.420 Emergency Closure/Weather Related Absence Policy

- A. Closure of the college due to inclement weather or other emergencies will be at the discretion of the college's President. On days when the college is closed because of inclement weather or other emergencies, some very important work may be necessary to ensure the safety and normal operation of the campus. While this generally applies to the maintenance staff, the nature of the services and customers may require others to report. The President and Chief Financial Officer/Treasurer will coordinate such activities. Irregular hours may be necessary for some employees. Wages/Compensation for this work is addressed in section 4.810.
- B. In cases of inclement weather or other emergencies, the President may decide that the College will be closed to students but all employees are expected to report. Those who cannot report must use accumulated personal leave or vacation leave. Time off without pay will be permitted only as a last resort.
- C. If the College closes due to weather-related emergencies, employees will be paid for the hours they were scheduled to work that day and do not have to utilize vacation or personal leave.

4.430 Flexible Scheduling

The College recognizes the need for flexibility and alternative work arrangements for eligible employees and suitable positions. Flexible Scheduling is one option that may promote employee productivity and work/life balance, and may also be of benefit to the environment and society in general.

Flexible Scheduling is a voluntary work alternative, approval is at the convenience and sole discretion of the College, and is reviewed on a case-by-case basis. These procedures serve as guidelines for formal Flexible Scheduling arrangements.

A. Eligibility

Full-time Administrative and Support Staff employees are eligible to apply for Flexible Scheduling. An approved, signed Flexible Scheduling Work Agreement must be on file with the Human Resources department prior to Flexible Scheduling.

B. Suitability

Before entering into any Flexible Scheduling Work Agreement, the employee and his/her supervisor, with the assistance of the Human Resources department, will evaluate the suitability of such an arrangement with particular attention to the following areas:

- Benefit to the College - the arrangement assists in the completion of the College's goals.
- Employee Suitability - the employee and manager will assess the needs and work habits of the employee, compared to traits customarily recognized as appropriate for successful Flexible Scheduling.
- Job Responsibilities - the employee and manager will discuss the job responsibilities and determine if the job is appropriate for a Flexible Scheduling arrangement.
- Supervisor's ability to effectively manage the Flexible Scheduling employee's duties.
- Equipment needs, alternate work site space and design considerations and scheduling issues.
- Tax and other legal implications for the business use of the employee's alternate location on IRS and state and local government restrictions. Responsibility for fulfilling all obligations in this area rests solely with the employee.

Generally, requests for Flexible Scheduling will not be approved when any of the following are noted:

- The nature of the job requires the employee's physical presence (e.g. Flexible Scheduling may not be appropriate for an employee who closely supervises the work of other employees or requires face-to-face contact to provide effective customer service), or when efficiency is compromised when the employee is not present.
- The employee's performance evaluations do not indicate sustained high performance.

- The employee's observed productivity levels are problematic.
- The employee requires close supervision as indicated, for example, by the employee's consistent need for guidance on technical matters.
- The employee's current assignment requires frequent supervision, direction or input from others who are on-site at the College.
- The employee has received disciplinary action or has a demonstrated attendance problem.

Flexible Scheduling is not intended to permit employees to have time to work at other jobs, run their own businesses, or to accommodate child care needs. Failure to fulfill both qualitative and quantitative work requirements, whether under a traditional employment arrangement or a Flexible Scheduling agreement, may be cause for disciplinary action, up to and including termination.

C. Trial Period

If the employee and supervisor agree, and Human Resources concurs, a Flexible Scheduling Work Agreement will be prepared and signed by all parties and a ninety (90) business days trial period will commence.

D. Work Schedule

As part of the Flexible Scheduling Work Agreement, the employee and his/her supervisor will agree on the number of days of Flexible Scheduling allowed each week, the work schedule the employee will customarily maintain, and the manner and frequency of communication. Regardless of the location of the workstation or the time of day actual work is accomplished, employees on a Flexible Schedule are expected to work their designated number of hours per week. Employees are expected to follow supervisor-approved work schedules; management has the final decision regarding an employee's work schedule and location. The Flexible Scheduling employee agrees to be accessible by phone or other agreed upon method within a reasonable time period during the agreed upon work schedule.

E. Equipment

The College will determine the appropriate equipment needs for each Flexible Scheduling arrangement on a case-by-case basis. Equipment supplied by the College will be maintained by the College. Equipment supplied by the employee, if deemed appropriate by the College, will be maintained by the employee. The College accepts no responsibility for damage or repairs to employee-owned equipment. The College reserves

the right to make determinations as to appropriate equipment, subject to change at any time. Equipment supplied by the College is to be used for College purposes only. The Flexible Scheduling employee must sign an inventory sheet for all College property supplied and agree to take appropriate action to protect the property from damage or theft. Upon termination of employment or the Flexible Scheduling Work Agreement all College property will be returned to the College, unless other arrangements have been made. The employee will be responsible for any and all damage to the property. The College will supply the Flexible Scheduling employee with appropriate office supplies (pens, paper, etc.) for successful completion of job responsibilities. The College will also reimburse the employee for all other business-related expenses such as phone calls, shipping costs, etc. that are reasonably incurred in accordance with job responsibilities, subject to compliance with the College's reimbursement process.

F. Work Environment

As part of the Flexible Scheduling Work Agreement, the Flexible Scheduling employee will notify the College of the location of the employee's alternate work site from which the employee will cyber commute. The College will not be responsible for costs associated with initial setup of the employee's alternate work site such as remodeling, furniture or lighting, nor for repairs or modifications to the alternate work site.

G. Security and Confidentiality

Consistent with the College's expectations of information asset security for employees working at the College full-time, Flexible Scheduling employees will be expected to ensure the protection of proprietary College, student, and customer information accessible from their alternate work site. Steps include, but are not limited to, use of secured locked file cabinets and desks, regular password maintenance, and any other steps appropriate for the job and the environment.

H. Safety Inspection

A representative of the College may visit the employee's alternate work site at any time to inspect for possible work hazards and suggest modifications.

I. Illness and Injuries

Injuries sustained by the employee while at their alternate work site and in conjunction with their regular work duties are normally covered by the College's workers' compensation program. Flexible Scheduling employees are responsible for notifying the College of such injuries in accordance

with the College worker's compensation procedures. The employee is liable for any injuries sustained by visitors to their alternate work site.

Employees cannot work from an alternate work site during medical leave without their physician's written authorization.

J. Liability

The College assumes no liability for injuries occurring in the employee's alternate work site outside of work hours. Employees should note that some homeowner policies do not automatically cover injuries arising out of, or relating to, the business use of the home. For the employee's protection, employees should have their homeowners/tenants liability policy endorsed to cover bodily injury and property damage to all third parties arising out of or relating to the business use of their home. Employees who live in rented property should be aware that their lease may not permit business use of the premises.

The College accepts no responsibility for the safety, security or suitability of any alternative work site. The College also accepts no responsibility for the personal property of any employee.

K. Trial Period Evaluation

Evaluation of the Flexible Scheduling employee's performance during the trial period will include daily interaction by phone and e-mail between the employee and his/her supervisor, and weekly face-to-face meetings to discuss work progress and problems. At the conclusion of the trial period the employee and his/her supervisor will each complete an evaluation of the arrangement and make recommendations for continuance or modifications.

L. Communication Plan

An appropriate level of communication between the Flexible Scheduling employee and his/her supervisor will be agreed to as part of the discussion process and will be more formal during the trial period. After conclusion of the trial period, the supervisor and employee will communicate at a level consistent with employees working at the College or in a manner and frequency that seems appropriate for the job and the Flexible Scheduling employee involved.

M. Overtime

Flexible Scheduling employees who are not exempt from the overtime requirements of the Fair Labor Standards Act will be required to record all hours worked in a manner designated by the College. Flexible Scheduling employees will be held to a higher standard of compliance than College-

based employees due to the nature of the work arrangement. Hours worked in excess of those specified per day and per work week, in accordance with state and federal requirements will require the advance approval of the supervisor. Failure to comply with this requirement can result in the immediate cessation of the Flexible Scheduling Work Agreement.

N. Termination of Agreement

The availability of Flexible Scheduling as a flexible work arrangement for employees can be discontinued at any time by the employee or at the discretion of the College. Every effort will be made by the College to provide two weeks' notice of such a change to accommodate commuting, child care and other circumstances that may arise from such a change. There may be instances, however, where no notice is possible.

O. Other

There shall be no additional pay for Flexible Scheduling. Nor shall mileage be paid for transportation between an employee's alternate work site and the College.

4.440 Reductions in Work Force

Conditions may arise that necessitate the reduction of the College workforce. Abolishment of positions may occur for, among other reasons, reasons of budget, lack of work, or reorganization.

4.441 Reduction in Work Force

- A. All reductions in work force must be in compliance with College policies and must be approved by the President. Organizational needs should be balanced with human resource considerations, including impact on affirmative action objectives and compliance with College policies.
- B. Reduction in work force situations should be approached with sensitivity. The Office of Human Resources and other relevant College administrators should review and recommend approval or disapproval of the reduction in work force to the President. The Office of Human Resources should ensure that the reduction in force is not used to circumvent good performance management practices. After approval of the reduction in work force by the President, written notification is given to the affected College employee not less than two weeks (10 working days) prior to the effective date.