



California Staff Handbook

A Human Resources Guide

Date of Issuance: The staff handbook was most recently revised effective August 1, 2024.

Accountable Department: Human Resources; questions on policy content should be directed to the Associate Vice President for Human Resources.

CONTENTS

I.	INTRODUCTION	7
1.	About This Guide	7
2.	Affirmative Action	7
3.	Human Resources	8
4.	At-Will Employment.....	8
II.	Employment policies and procedures	9
1.	Our Expectations	9
2.	Employment Eligibility Verification (I-9)	9
3.	Staff Background Checks	9
4.	Driver’s License and Driver Training Protocol.....	9
5.	Intellectual Property Policy.....	10
6.	Provisional Period.....	10
7.	Hours of Work.....	11
7A.	Work Schedules/Attendance	11
7B.	Payment of Wages	11
7C.	Meal Periods and Breaks	12
8.	Timekeeping.....	13
9.	Flexible Work Arrangements.....	13
10.	Equal Employment Opportunity Policy	15
11.	Harassment/Sexual Misconduct	16
11A.	Anti-Bullying	16
11B.	Resources for Reporting	17
11C.	Investigation Procedures	18
11D.	Policy Against Retaliation	18
11E.	Additional Enforcement Information	18
11F.	Workplace Harassment Training.....	19
11G.	Sexual Misconduct Procedures for Staff Respondents.....	19
12.	California Mandatory Reporting Obligation	19
12A.	Child Protection	20
13.	Conflict of Interest/Commitment.....	20
14.	Confidentiality.....	21

- 15. University Property.....21
- 16. No Solicitation — No Distribution Policy21
- 17. Personnel Records.....21
- 18. Changes in Personal Information21
- 19. Lactation Support22
- 20. Pay Transparency Nondiscrimination22
- 21. Staff Development.....22
 - 21A. Applying for a Posted Position23
 - 21B. Eligibility Requirements23
 - 21C. Position Consideration and Communication24
 - 21D. When You Are Offered a Position.....24
 - 21E. Professional Development24
- 22. Employment Separation25
 - 22A. Unsatisfactory Work Performance and Other Involuntary Separations25
 - 22B. Layoff26
- III. Compensation and benefits.....28
 - 1. Compensation.....28
 - 1A. Safe Harbor Policy29
 - 2. Employment Date.....29
 - 3. Benefits Eligibility.....29
 - 4. Health and Welfare Benefits29
 - 4A. Medical, Prescription, Vision and Dental Plans29
 - 4B. Life and AD&D Insurance.....30
 - 5. Financial Benefits.....30
 - 5A. Retirement Savings.....30
 - 5B. Spending Accounts30
 - 5C. Tuition Benefit Programs31
 - 6. Holidays and Floating Holidays.....32
 - 7. Paid Time Off.....32
 - 7A. Eligibility and PTO Calculation32
 - 7B. PTO Accrual34
 - 7C. Reserve Sick Days34

7D. Limitations.....34

8. Paid Sick Leave.....34

9. Workers' Compensation35

10. Leaves for Non-Work Related Injury or Illness.....35

 10A. Disability Leave of Absence36

 10B. Family and Medical Leave.....37

11. Leaves of Absence Related to Pregnancy38

12. Staff Parental Leave Program39

13. Paid Family Leave39

14. Military Leaves of Absence40

 14A. Military Family Leave40

 14B. Military Leave41

 14C. Military Spouse Leave41

 14D. Civil Air Patrol Leave42

15. Personal Leave.....42

16. Jury and Witness Duty; Other Court Appearances42

17. Bereavement.....42

 17A. Leave for Reproductive Loss43

18. Leave for Victims and Witnesses44

 18A. Victims of Felony Crime Leave44

 18B. Victims of Domestic Violence/Sexual Assaults/Stalking Leave.....44

19. School Leave (Disciplinary Matter Attendance)45

20. School Leave (School Activity Attendance)45

21. Rehabilitation Leave45

22. Bone Marrow Donation Leave45

23. Organ Donation Leave46

24. Volunteer Civil Service Personnel46

25. Voting Time Off46

26. Literary Assistance Accommodation46

27. Other Leaves Required By Law47

28. Employee Assistance Program (EAP).....47

 28A. Summary of Services.....47

28B. Time Off for Counseling.....47

28C. Release of Information47

IV. Staff Relations48

1. Receiving Feedback About Your Work Performance.....48

2. Solving Work-Related Problems at Carnegie Mellon through Informal Channels.....48

 2A. Your Supervisor48

 2B. HR Business Partner48

 2C. Additional Resources.....48

3. Staff Grievance Procedure: A Formal Process for Resolving Work Related Problems48

 3A. Filing a Grievance.....49

 3B. Steps in the Grievance Procedure50

4. Disciplinary Guidelines.....51

 4A. Performance Coaching.....52

 4B. Verbal Warning52

 4C. Written Warning.....52

 4D. Suspension.....53

 4E. Involuntary Separation of Employment53

V. EMPLOYEE SAFETY.....54

1. Confidential Ethics Reporting Hotline54

2. CMU-Alert Emergency Notification System54

3. Emergency Closings54

4. Emergency Preparedness and Response55

5. Information Security Office55

6. Alcohol and Drugs55

7. Workplace Threats and Violence56

8. Deadly Weapons.....56

9. Sexual Assault and Relationship Violence56

Welcome to the Carnegie Mellon Community!

As one of the top research universities in the world, Carnegie Mellon University is only as good as the people who help us innovate and operate every day. Faculty and staff at Carnegie Mellon are the heart of the university's success — working with students to accomplish the university's mission to have a transformative impact by advancing human knowledge and the human condition, catalyzing new research to benefit the economy, and educating the next generation of thinkers, innovators, doers and creators. Find more on [Carnegie Mellon's mission](#).

Carnegie Mellon strives to create an environment where every member of our community can not only contribute to the university's success, but also achieve personal career satisfaction and growth.

The *California Staff Handbook: A Human Resources Guide* serves as a resource for staff members during their Carnegie Mellon careers to provide an overview of university policies, procedures and employment practices, as well as benefits and resources.

I. INTRODUCTION

1. About This Guide

The ***California Staff Handbook: A Human Resources Guide*** ("handbook") is applicable to all California staff employees of the university. This handbook does not apply to faculty or students.

This handbook addresses many employment situations and is designed to give you an understanding of Carnegie Mellon's employment practices and procedures. All of these practices and procedures are stated with the understanding that, consistent with California law, and absent a written employment agreement to the contrary, you are hired on an "at will" basis, and either you or the university are free to discontinue your employment at any time, with or without advance notice, and with or without cause.

The policies, practices and procedures stated in this handbook will change over time. A summary of these changes will be posted periodically.

2. Affirmative Action

It is the policy of Carnegie Mellon to take affirmative action to enhance the diversity of our administration, faculty, staff, and student body. The policy supports the university's strategic plan to achieve excellence and recognition in teaching and research by developing and using the full range of human talent.

Carnegie Mellon is committed to promoting diversity initiatives that attract qualified minority, female, veteran and disabled candidates. Furthermore, the university is committed to:

- using job-related requirements to evaluate staff for promotion and applicants for employment;
- prohibiting discrimination on the basis of race, color, national origin, sex (including pregnancy, childbirth, and breast feeding), physical or mental disability, age, gender, gender identity, gender expression (including sex stereotype), sexual orientation, hair texture, protective hairstyles, marital status, registered domestic partner status, national or ethnic origin, religion, ancestry, military or veteran status, medical condition including genetic characteristics, genetic information, family care or medical or other leave status, or any other consideration made unlawful by federal, state, or local laws; and
- complying with applicable federal, state and local laws.

The Office of Human Resources coordinates, implements and monitors affirmative action policies and programs, reports results, and handles or refers complaints to appropriate university contact points. The university's equal employment opportunity and affirmative action commitments are met through the broad-based, decentralized efforts of the campus community.

The administration of Carnegie Mellon's equal employment and affirmative action policies is a shared responsibility. The president of the university, as well as the provost, vice presidents, deans, department heads and hiring supervisors, support the importance of affirmative action as a critical component of university operations.

Through administration of these equal employment opportunity and affirmative action policies, the university intends to ensure that all people are included in the diversity that strengthens Carnegie Mellon in its pursuit of excellence.

For more information on this subject matter, refer to the university's [Equal Employment Opportunity/Affirmative Action Policy](#).

Additionally, Carnegie Mellon University does not discriminate in admission, employment, or administration of its programs or activities on the basis of race, color, national origin, sex, disability, age, sexual orientation, gender identity, pregnancy or related condition, family status, marital status, parental status, religion, ancestry, veteran status, or genetic information. Furthermore, Carnegie Mellon University does not discriminate and is required not to discriminate in violation of federal, state, or local laws or executive orders. For more information please see the university's [Statement of Assurance](#).

3. Human Resources

It is the goal of the Office of Human Resources to promote the university's mission by providing high-quality HR services and programs that:

- Help attract, develop and retain a world-class, diverse workforce;
- Offer proactive and innovative support to faculty and staff; and
- Ensure policies are developed, disseminated and applied in a manner consistent with legal and regulatory requirements.

For more information about the services Human Resources provides, go to the [HR website](#), which includes information about benefits and compensation, recruiting and staffing services and professional development services.

4. At-Will Employment

Employment at Carnegie Mellon is employment at-will. Employment at-will may be terminated with or without cause and with or without notice at any time by the employee or Carnegie Mellon. Moreover, Carnegie Mellon reserves the right to determine, and to alter, the terms and conditions of employment (including but not limited to salary, job duties, promotions, demotions and discipline) at its sole discretion, with or without advance notice and with or without cause.

Policies set forth in this handbook are not intended to create an express or implied contract, nor are they to be construed to constitute express or implied contractual obligations of any kind between Carnegie Mellon and any of its employees. Moreover, none of the provisions of this handbook alter the general principle of at-will employment at Carnegie Mellon.

The at-will term of employment can be modified only by way of a writing that is signed by an authorized representative of the university and the employee.

II. EMPLOYMENT POLICIES AND PROCEDURES

1. Our Expectations

You are expected to give your best efforts at all times toward your assigned job duties. While you are on the job, you are expected to be working, and using your time and Carnegie Mellon resources for the purpose of doing your job.

Every employee, regardless of the position held, has general responsibilities to Carnegie Mellon and its community. These responsibilities include: maintaining high standards of quality and productivity; properly caring for Carnegie Mellon equipment and property; having regular attendance; complying with all rules, regulations, policies and procedures of the university; cooperating with and respecting other members of the Carnegie Mellon community (including supervisors, co-workers, faculty and students) and their property; and generally demonstrating integrity as a Carnegie Mellon employee.

2. Employment Eligibility Verification (I-9)

The Immigration Reform and Control Act of 1986 requires employers to verify the identity and employment authorization of new employees within three days of hire. The United States Citizenship and Immigration Services requires employees to provide identification and proof of their authorization to work in the United States via the Form I-9. Reverification is required any time an individual experiences a change in immigration status that affects work authorization.

To ensure compliance with federal law, Carnegie Mellon maintains the Employment Eligibility Verification (I-9) Policy, which set forth the university's I-9 and E-Verify requirements for individuals employed by the university or receiving a stipend through Payroll Services. For more information, refer to the [Employment Eligibility Verification \(I-9\) Policy \[pdf\]](#).

3. Staff Background Checks

In order to protect the safety and well-being of its students, employees, and visitors and to avoid reputational or other harm to the university, Carnegie Mellon requires all individuals to satisfy background checks prior to beginning employment in a United States based staff position with the university and post-hire when required by law or deemed necessary based on the duties of the position. For more information, refer to the [Staff Background Check Policy \[pdf\]](#).

4. Driver's License and Driver Training Protocol

This protocol applies to employees whose job classification or position requires, as an essential job function, that they operate a vehicle on university business, and therefore possess and maintain a valid driver's license and/or any special driving certification. Hiring supervisors should include the requirement to operate a vehicle as an essential job function only after review with the Office of Human Resources in advance of posting and recruiting for a position.

Driver's License Verification: The Office of Human Resources has the responsibility to verify the validity of an employee's driver's license and acceptability of their driver's citation record on file with the state as a condition of employment with signed authorization from the employee. Employees who refuse

authorization may be subject to disciplinary action up to and including involuntary separation of employment. The university has sole discretion regarding the acceptability of the driver's citation record.

Defensive Driver/Driver Safety Training — University Vehicles: Those employees who are subject to this protocol and who drive university vehicles are required to take [Driver Safety Training](#) every three years, at a minimum. This training is in addition to any driver training that is required by the department, which may include training that is specific to a type of vehicle, or a particular situation, or as a result of an at-fault accident or at-work driver's license violation. A university vehicle includes vehicles that are licensed for road use and may be owned, leased, rented or otherwise under the legal custody and/or control of the university.

Loss or Suspension/Restriction of Driver's License: In the event of loss or suspension/restriction of driver's license and/or any required driving certification, the employee must notify their immediate supervisor before operating a vehicle on university business but no later than 48 hours after learning of the suspension/restriction. An employee who has been charged with a violation of statutes that affects their driver's license or who has their driving privileges suspended, revoked or barred for violating such statutes, including but not limited to operating a vehicle while intoxicated, vehicular homicide or habitual violation, shall not be permitted to operate a vehicle on behalf of the university for a period of three months or until the time when the Department of Transportation or the appropriate state licensing agency restores the employee's ability to drive, whichever occurs last. The suspension of university driving privileges shall take effect at the same time as the state imposed suspension/restriction of the driver's license. Where an employee has been charged with a violation of the above-referenced statutes, the university reserves the right to suspend university driving privileges even if the state has not imposed a suspension/restriction. Employees are required to immediately report any violation of the above-referenced statutes to their supervisor.

Disciplinary Action for Failure to Maintain a Driver's License and/or Driving Privileges: An employee whose job classification or position requires the possession and maintenance of a driver's license and/or any required special driving certification in order to perform the essential functions of the job and who subsequently has their license, special certification, and/or university driving privileges revoked, rescinded, suspended or the renewal denied, may be subject to disciplinary action up to and including involuntary separation of employment for failure to maintain the necessary qualification required for that position.

5. Intellectual Property Policy

Upon accepting employment, new staff members are required to review and sign an agreement that addresses the ownership of intellectual property. For more information, refer to the [Intellectual Property Policy](#).

6. Provisional Period

New staff members are hired under a six-month provisional period. During this time, the staff member determines whether or not the position meets their expectations, and the supervisor determines whether or not the staff member has the knowledge and skills to perform the job satisfactorily. The

provisional period is a time for open communication by both parties about what is going well and what needs improvement.

Your supervisor may offer feedback on your work performance during the provisional period. In some departments, this feedback includes a formal performance review during the provisional period and another at its conclusion.

If you and your supervisor cannot resolve some area of dissatisfaction during your initial provisional period, either party may terminate the employment relationship without prior notice. A new staff member is not eligible to use the staff grievance procedure (described in the [Staff Relations section](#)) during the initial provisional period unless the issue involves alleged discrimination.

A provisional period also applies to current staff members who transfer into new positions within the same department or to a different department at the university. Since these staff members have already served an initial provisional period of employment, they are eligible to use the staff grievance procedure.

Completion of the provisional period does not entitle an employee to remain employed by Carnegie Mellon for any definite period of time. Both the employee and Carnegie Mellon are free, at any time, with or without notice and with or without cause, to end the employment relationship.

7. Hours of Work

The standard workweek for full-time staff members at Carnegie Mellon is 37.5 hours.

7A. Work Schedules/Attendance

The Carnegie Mellon workweek begins at 12:01 a.m. on Monday and ends at midnight on Sunday. Though most staff work from 8:30 a.m. to 5 p.m. Monday through Friday, you may be assigned a different schedule based on your position and department's needs.

Full-time staff members normally work 7.5 hours a day with an unpaid meal period. Part-time staff may have an unpaid meal period depending on the length of their workday.

You are expected to be at work on time and to work a full schedule each day. If illness or other problems will cause you to miss work, you are asked to notify your supervisor within the first hour of your scheduled workday. If you must miss work because of an emergency or other unexpected circumstance, you must notify your supervisor as soon as possible. Absences of more than one day must be reported daily, unless other arrangements have been made with your supervisor. Failure to provide notification may result in disciplinary action, up to and including termination.

Unreported absences of two consecutive days or more will be considered abandonment of employment and, therefore, a voluntary separation.

7B. Payment of Wages

Employees are paid monthly no later than the 26th day of the month. If a payday falls on a weekend, the payday will be the Friday before. If a payday falls on a weekday holiday, the payday will be the day before.

Employees must elect to receive their pay via direct deposit or Wisely ADP Paycard. If an employee does not select direct deposit or a Wisely ADP Paycard, they will receive a Wisely ADP Paycard to the address on file in Workday.

If an employee resigns, their paycheck will be available on the final day of work provided the employee has given at least 72 hours' prior notice. Otherwise, their paycheck will be mailed by regular mail to their last known address within 72 hours after the date when the employee is considered to have terminated. If an employee is terminated involuntarily, their paycheck will be available at the time of discharge. The employee's final paycheck will include payment for all wages due and not previously paid and for accrued but unused PTO, minus authorized withholdings.

7C. Meal Periods and Breaks

Carnegie Mellon offers meal and rest periods to non-exempt employees in accordance with California law and encourages employees to take them.

All non-exempt employees working five or more hours in a day are required to take at least a 30-minute unpaid meal break.

Hours Worked	# of Meal Periods Required
0 to 4.9	0
5 to 9.9	1
10 or more up to 14	2

A meal period less than 30 minutes does not comply with California law. The meal period may not be split into two 15-minute breaks and may not be combined with rest periods. Meal periods and breaks should be coordinated with the employee's supervisor; however, employees are required to take their meal period no later than the end of their fifth hour of work (in other words, no later than 4:59 from the start of the shift). For example, if an employee's shift starts at 7:00 a.m., the meal period should be started no later than 11:59 a.m. Employees are relieved of all work duties during meal periods. Employees who are unable to take their scheduled meal period should notify their manager/supervisor immediately and prior to the meal period. Employees may leave the premises during their meal break. A non-exempt employee may waive this meal break if the non-exempt employee is scheduled for no more than a six-hour shift and has executed a written meal period waiver.

All non-exempt employees also receive ten-minute paid rest breaks, the number of which vary depending on the hours worked.

Hours Worked	# of Rest Periods Required
0 to 3.5	0
3.6 to 6	1
6.1 to 10	2
10.1 to 14	3
14.1 to 18	4

If an employee works an eight-hour day, rest periods should be taken with one in the first four hours of work and one in the next four hours (or portion of four hours) of work. Two or more rest periods cannot be combined into a longer rest break. Employees are relieved of all duties during their rest periods.

Employees may leave the premises during their rest break.

Employees should notify their supervisor or [Human Resources business partner](#) if they are not able to take meal and rest breaks in accordance with this policy. Failure to take meal or rest periods in accordance with this policy and report such issues to management may result in disciplinary action, up to and including involuntary separation.

8. Timekeeping

To ensure employees are properly paid, all employees are responsible for accurately recording their hours worked. Employees may not work off the clock. Carnegie Mellon requires that each non-exempt employee maintain a timekeeping record in Workday. Hours worked must be accurately recorded in the employee's timekeeping record. Recorded time must accurately reflect all regular and overtime hours worked, absences, late arrivals and early departures.

If an employee's recorded time is not accurate, the employee should notify his or her supervisor immediately. Upon receipt of a paycheck, the employee should verify that the paycheck accurately reflects all regular and overtime hours each week.

Repeated failure to accurately record your time may result in loss of time and/or disciplinary action, up to and including termination of employment. Tampering with, altering, or falsifying time records or recording time for another employee will not be tolerated and will result in disciplinary action, up to and including termination of employment. If an employee has any questions about Carnegie Mellon's timekeeping procedures, they should contact their supervisor for clarification.

9. Flexible Work Arrangements

In recognition of the diversity of organizational needs, Carnegie Mellon offers flexible work arrangements for eligible staff members in situations where the business needs of the college/division can be equally or

better met while allowing the staff member to balance professional and personal responsibilities. Flexible work arrangements, which are intended to support productivity and increase engagement, are available at the discretion of the staff member's supervisor and can be modified or discontinued by the university at any time.

At Carnegie Mellon, a flexible work arrangement (FWA) is the organizing of work such that the work location or work schedule meets the university's needs while balancing the staff member's work and personal needs. FWAs can address the scheduling of work hours and/or the place where the work is done. Carnegie Mellon offers four types of flexible work arrangements; however, not all types of flexible work are suitable for all positions:

- **Flexible Schedule:** A schedule that allows the staff member to adjust their start and end times, within certain limits, but does not alter the total number of hours worked in a workweek.
- **Compressed Schedule:** A schedule in which the number of hours expected to be worked each week are accomplished in less than the standard number of workdays. The most common form of compressed schedule accommodates the standard number of hours in a four-day workweek.
- **Remote Work:** An arrangement in which the staff member works away from an assigned Carnegie Mellon office or workspace (i.e., CMU campus, satellite office, etc.). Generally, the location of a remote worker is outside the geographical vicinity of the Carnegie Mellon worksite, and the staff member is not expected to travel regularly to the Carnegie Mellon office or workspace. Approval for remote work is location-specific (based on city and state). Separate approval is required for staff members who wish to work from multiple cities/states or for staff members who wish to change the city/state from which remote work is performed.
- **Telecommuting:** An arrangement that allows the staff member to have an alternative work location (usually their home) and not commute to a Carnegie Mellon office or workspace for part or all of the workweek. A telecommuting staff member is generally within geographic proximity to a Carnegie Mellon worksite and can be expected to engage in meetings and activities on site.

Any consideration of a FWA must include the business needs of the department. Also, due to the cost and risk associated with determining and ensuring compliance with the employment and tax laws of various domestic jurisdictions, Carnegie Mellon limits remote work to those jurisdictions where Carnegie Mellon is registered to do business and process payroll.

In compliance with California law, the university will reimburse staff members for all reasonable and necessary business expenses (equipment and services) needed to fulfill their day-to-day responsibilities. The university will not reimburse employees for expenditures that are solely for personal use.

Refer to the [Flexible Work Arrangement Guidelines for Faculty and Staff \[pdf\]](#) for guidance on requesting and approving FWAs for staff members in positions based in the United States.

See also Carnegie Mellon's [Policy on Flexible Working Hours](#).

10. Equal Employment Opportunity Policy

It is Carnegie Mellon's policy to provide equal employment opportunity for all applicants and employees. Carnegie Mellon is an equal opportunity employer and makes employment decisions on the basis of merit. We want to have the best available person in every job. Carnegie Mellon's [Statement of Assurance](#) policy and California law (collectively "the policy") prohibit unlawful discrimination based on race, color, national origin, sex (including pregnancy, childbirth, and breast feeding), physical or mental disability, age, gender, gender identity, gender expression (including sex stereotype), sexual orientation, hair texture, protective hairstyles, marital status, registered domestic partner status, national or ethnic origin, religion, ancestry, military or veteran status, medical condition including genetic characteristics, genetic information, sex (including pregnancy, childbirth, and breast feeding), sexual orientation, political affiliation, family care or medical or other leave status, or any other consideration made unlawful by federal, state, or local laws. The policy also prohibits unlawful discrimination based on the perception that anyone has any of those characteristics or is associated with a person who has or is perceived as having any of those characteristics. All such unlawful discrimination will not be tolerated. Carnegie Mellon is committed to compliance with all applicable laws providing equal employment opportunities. This commitment applies to all persons involved in organizational operations and prohibits unlawful discrimination by any employee, including supervisors and coworkers.

To comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability, individuals with a sincerely held religious belief, military service members and victims of domestic violence, stalking, or violent crime, Carnegie Mellon will make reasonable accommodations for an applicant or an employee if the reasonable accommodation is necessary for the individual to perform essential job duties efficiently without serious risk to health and safety, unless such accommodation imposes an undue hardship on Carnegie Mellon.

The [Office of Disability Services](#) assists staff members seeking accommodations for disabilities to ensure that qualified individuals receive reasonable accommodations as guaranteed by the Americans with Disabilities Act (ADA) and Section 503 of the Rehabilitation Act of 1973 and the California Fair Employment and Housing Act (FEHA). Employees interested in accommodations are encouraged to discuss your workplace accommodation needs with your supervisor, [HR business partner](#), or the [Office of Disability Services](#) at 412-268-5072.

If any employee believes they have been subjected to any form of unlawful discrimination, or has been a witness to such discrimination, the employee should submit a written complaint to their supervisor, [HR business partner](#), [Equal Opportunity Services](#) or to the [Office for Institutional Equity and Title IX](#). Complaints should be specific and should include the names of the individuals involved and the names of any witnesses. If any assistance is needed with making a complaint, or if it is preferred to make a complaint in person, contact the [Office of Disability Services](#). Carnegie Mellon will promptly undertake a fair, thorough, and objective investigation. While Carnegie Mellon will endeavor to maintain the confidentiality of employee complaints, the investigation will not be completely confidential and information may be disclosed on a need to know basis as determined in Carnegie Mellon's sole discretion.

All supervisors who become aware of any discrimination must promptly report it to [Equal Opportunity Services](#) or to the [Office for Institutional Equity and Title IX](#). Supervisors who fail to take appropriate action to enforce this policy will be subject to appropriate disciplinary action, up to and including involuntary separation of employment. If Carnegie Mellon determines that unlawful discrimination has occurred, effective remedial action will be taken commensurate with the severity of the offense, up to and including termination. Appropriate action also will be taken to deter any future discrimination. Carnegie Mellon will not retaliate against any employee for filing a complaint or participating in an investigation. Carnegie Mellon will not knowingly permit retaliation by management, employees or co-workers.

For more information, refer to Carnegie Mellon's [Equal Employment Opportunity/Affirmative Action Policy](#).

11. Discrimination, Harassment and Sexual Misconduct

It is the policy of Carnegie Mellon to maintain an academic and work environment that promotes the confidence to work, study, innovate and perform without fear of harassment and sexual misconduct. Such misconduct diminishes individual dignity, is contrary to the values of the university and is a barrier to fulfilling the university's mission. It will not be tolerated at Carnegie Mellon.

Carnegie Mellon will take all reasonable steps to prevent harassment and sexual misconduct. In this regard, it is the responsibility of every member of the university community to foster an environment free of harassment and sexual misconduct. All members of the university community are encouraged to take reasonable and prudent actions to prevent or stop such behavior.

The university's [Statement of Assurance Policy](#) prohibits unlawful discrimination, harassment and retaliation on the basis of any legally protected class. Detailed definitions are available in the Procedures for the Statement of Assurance Violations. The university's Interim Discriminatory and Sexual Misconduct Policy contains grievance procedures that provide for the prompt and equitable resolution of Complaints alleging any action which is prohibited by the Statement of Assurance.

The university's [Interim Discriminatory and Sexual Misconduct Policy](#) prohibits all forms of discrimination on the basis of any Protected Class, including disparate treatment discrimination, discriminatory harassment, sex-based harassment, sexual assault, sexual exploitation, sexual harassment, stalking, dating violence, domestic violence, retaliation, and violation of protective measures (collectively referred to as "Prohibited Conduct"). Detailed definitions of the categories of Prohibited Conduct are set forth in the Policy.

All staff members are expected to be familiar with and must abide by the Policy. Staff members found in violation of the Policy may be subject to discipline up to and including involuntary separation of employment.

11A. Anti-Bullying

In addition to Carnegie Mellon's [Interim Discriminatory and Sexual Misconduct Policy](#), Carnegie Mellon believes it necessary to delineate a policy regarding workplace bullying, as such bullying has numerous

negative effects on both individual employees. Workplace bullying may cause the loss of trained and talented employees, reduce productivity and morale, and create legal risks. Carnegie Mellon believes all employees should be able to work in an environment free of bullying.

Workplace bullying refers to repeated, unreasonable actions of individuals (or a group) directed towards an employee (or a group of employees), which are intended to intimidate, degrade, humiliate, or undermine; or which create a risk to the health or safety of the employee(s). Some examples of workplace bullying include repeated acts of:

- Unwarranted or invalid criticism;
- Blame without factual justification;
- Being treated differently than the rest of an employee's work group;
- Being the target of cursing or disrespectful language;
- Exclusion or social isolation;
- Being the target of shouting or other behavior intended to humiliate the employee;
- Excessive "prank" jokes or teasing of an employee; and/or
- Using intimidation to make someone feel uncomfortable or pressure to do something against one's will.

Carnegie Mellon considers workplace bullying unacceptable and will not tolerate it under any circumstances. Managers and supervisors assume the responsibility to ensure employees are not bullied. Any employee who bullies a co-worker will be subject to disciplinary action, up to and including immediate involuntary separation.

Carnegie Mellon encourages all employees to report workplace bullying to a supervisor or their [HR business partner](#). The [staff ombudsperson](#) is also available as a resource. All complaints of workplace bullying will be treated seriously and investigated promptly. In the investigation process, Carnegie Mellon will attempt to maintain confidentiality to the fullest extent possible; however, the investigation will not be completely confidential.

It is a violation of university policy to retaliate or otherwise victimize an employee who makes a complaint or a witness who serves in the investigation of a workplace bullying allegation

11B. Resources for Mandatory Reporting

All Carnegie Mellon Employees are required to report information about potential violations of Interim Discriminatory and Sexual Misconduct Policy to the Office for Institutional Equity and Title IX or the Title IX Coordinator.

Reports may be submitted by phone (412-268-7125) or by email (institutionalequity@andrew.cmu.edu).

[HR business partners](#) are also available to help facilitate the reporting of any suspected violations of this Policy. Please see [Section IV of the Interim Discriminatory and Sexual Misconduct Policy](#) for more information about how to file a report and mandatory reporting obligations.

11C. Investigation Procedures

Carnegie Mellon takes all complaints of discrimination, harassment, bullying, and retaliation seriously. Carnegie Mellon will promptly investigate the facts and circumstances of any good faith complaint. To the extent possible, Carnegie Mellon will endeavor to keep your concerns confidential.

Every manager and supervisor who learns of any employee's concern about conduct in violation of this policy, whether in a formal complaint or informally, must immediately report any complaints to the [Office for Institutional Equity and Title IX](#) or their [HR business partner](#) who can facilitate the reporting and coordination with the appropriate entities of any suspected violations of this Policy.

Upon completion of the investigation, Carnegie Mellon will take corrective measures against any person who has engaged in conduct in violation of this policy, if Carnegie Mellon determines such measures are necessary. These measures may include, but are not limited to, counseling, suspension, or immediate termination.

11D. Policy Against Retaliation

It is the policy of Carnegie Mellon to protect from retaliation any individual who makes a good faith report of a suspected violation of any applicable law or regulation, university Policy or procedure, any contractual obligation of the university, and any report made pursuant to Section 9 of the Carnegie Mellon [Code of Business Ethics and Conduct](#). Carnegie Mellon faculty, staff, and students shall not in any way intimidate, reprimand or take retaliatory action against any individual who makes a good faith report of a suspected violation. Individuals who violate this policy shall be subject to appropriate disciplinary action, up to and including dismissal from the university.

If a staff member believes that someone has violated this no retaliation policy, they should immediately report the matter to their supervisor or [HR business partner](#). If the staff member feels uncomfortable reporting a suspected violation through established channels, they may file a report through the Carnegie Mellon's [Ethics Reporting Hotline](#).

Carnegie Mellon cannot remedy claimed discrimination, harassment, or retaliation unless employees bring these claims to the attention of management. Failure to report claims of discrimination, harassment, and/or retaliation prevents Carnegie Mellon from taking steps to remedy the problem.

For more information, refer to the [Policy Against Retaliation](#).

11E. Additional Enforcement Information

In addition to Carnegie Mellon's internal complaint procedure, employees should also be aware that the federal Equal Employment Opportunity Commission (EEOC) and the California Department of Fair Employment and Housing (DFEH) investigate and prosecute complaints of harassment in employment. Employees who believe that they have been harassed may file a complaint with either of these agencies.

The staff member may also contact the DFEH toll free at 800-884-1684 or visit <http://www.dfeh.ca.gov/> and/or the EEOC toll free at 800-669-4000 or visit <http://www.eeoc.gov/>. The staff member may not be

retaliated against for filing a complaint with, or otherwise participating in an investigation, proceeding, or hearing conducted by the DFEH, the EEOC, or any other government agency.

11F. Workplace Harassment Training

The Office of Human Resources provides an online program called Preventing Workplace Harassment to increase awareness and understanding of potentially offensive behaviors, to foster an atmosphere of respect and professionalism, and to set the tone and expectation that sexually-harassing behavior will not be tolerated.

This computer-based training program explains the different forms that sexual harassment can take as well as university and individual legal obligations, and provides practical guidance on how to determine if an action could be construed as harassing. It can be accessed from the [Human Resources website](#). **All Carnegie Mellon University staff members are expected to complete this training program within their first 30 days at Carnegie Mellon.**

11G. Discriminatory and Sexual Misconduct Procedures for Staff Respondents

The following procedures apply to the adjudication of alleged Prohibited Conduct against Staff Respondents under cases of Other Prohibited Misconduct involving staff respondents under [Section VI.D of the Interim Discriminatory and Sexual Misconduct Policy](#).

The Title IX coordinator will send a copy of the Complaint, the Investigative Report, and any relevant evidence to the assistant vice president for human resources, people & organizational effectiveness. The assistant vice president for human resources, people and organizational effectiveness has discretion to:

- i. Adjudicate the matter via the [Procedures for Adjudication without a Live Hearing \[pdf\]](#) with the AVPHR serving as the Decisionmaker; or
- ii. Refer the matter for live hearing using the Hearing Procedures set forth in [Section VI.E of the Interim Discriminatory and Sexual Misconduct Policy](#).

In either case, the parties may appeal the outcome as detailed in [Section VI.F of the Interim Discriminatory and Sexual Misconduct Policy](#).

12. California Mandatory Reporting Obligation

Carnegie Mellon's [Policy on the Protection of Children in Carnegie Mellon University Programs, Activities and Facilities](#) requires university employees and volunteers to comply with all laws requiring the mandatory reporting of suspected child abuse in the applicable jurisdiction. Regardless of whether reporting is mandatory under applicable law, all Carnegie Mellon employees and volunteers are strongly encouraged to immediately report any suspected child abuse.

Under the California Child Abuse and Neglect Reporting Act (CANRA) all "Mandated Reporters" must report observed or suspected child abuse or neglect to agencies designated to receive such reports (these include local police and sheriffs' departments and county welfare departments). Carnegie Mellon employees may contact the Carnegie Mellon University Police Department or Child Protection Operations within the Office of Human Resources for assistance in filing a mandatory report in California. For

purposes of mandatory reporting, a child includes any individual under the age of 18, even those who are enrolled as students or who are not legally minors.

In California, “Mandated Reporters” at Carnegie Mellon include an employee:

- Whose duties bring them into contact with children on a regular basis, or who supervises those whose duties bring them into contact with children on a regular basis;
- All licensed health professionals and counselors, including social workers; law enforcement officers; athletic coaches; and others;
- Whose duties include the handling of discrimination complaints as defined in CANRA; or
- Who supervises a minor employee.

Questions about whether a particular individual is a Mandated Reporter should be directed to the Office of General Counsel.

Separate from CANRA, the California Penal Code requires any person who reasonably believes they have observed murder, rape, or certain lewd or lascivious acts where the victim is a child under the age of 14 years to notify a peace officer (such as a community police officer or a county sheriff) of the potential crime.

12A. Child Protection

The university's [Policy on the Protection of Children in Carnegie Mellon University Programs, Activities and Facilities](#) sets forth the university's legal obligations, requirements for and expectations of faculty, staff, students, contractors and volunteers who operate and/or participate in programs involving minors. The purpose of this Policy is to ensure the safety and well-being of minors while setting high standards to encourage the pursuit of excellence in our engagement, outreach, and service to the community. All members of the Carnegie Mellon community, including faculty, staff, students, contractors and volunteers, are expected to act in accordance with this policy.

13. Conflict of Interest/Commitment

In pursuit of the university's mission, faculty and staff often become involved in outside activities. While extramural activities benefit the university and are generally encouraged, in some circumstances such activities give rise to conflicts of interest or commitment. Conflicts of interest occur when university members are in a position to influence a decision on policy or purchases where they might directly or indirectly receive financial benefit or give improper advantage to associates. Conflicts of commitment arise when university members' involvement in outside activities interferes with their primary commitments to the university. University members should only become involved in extramural activities insofar as the activities do not interfere with their responsibilities to the university. The university strongly encourages university members to disclose to the appropriate dean or department head their outside commitments on a regular basis.

For more information, refer to the [Policy on Conflict of Interest/Commitment](#).

14. Confidentiality

Staff members at the university may have access to confidential, proprietary, or private information of various types, including but not limited to student records, employee records, alumni or donor records, admissions records, payroll records, university business information, financial records, personally identifiable information, intellectual property, research data, medical records, and other information subject to contractual or legal obligations of confidentiality. Staff members are expected to maintain the confidentiality of the foregoing information and to follow all applicable legal, contractual and policy restrictions regarding the use, disclosure and safeguarding of such information.

Employees who violate confidentiality standards may be subject to discipline, up to and including involuntary separation from employment. Nothing herein is intended to abridge employees' rights under Section 7 of the National Labor Relations Act.

15. University Property

Carnegie Mellon reserves the right to search university property and personal property brought into the workplace and reserves the right to use other investigative methods, including video surveillance, as the university deems necessary. Refusal to cooperate in the conducting of a search will be considered a violation of this policy and the staff member may be subject to discipline, up to and including involuntary separation of employment.

16. No Solicitation — No Distribution Policy

An employee may not solicit for any purpose (or distribute materials or literature of any kind) to another employee(s) when either employee is on working time. Working time does not include authorized break periods, meal times or other periods during the workday when the employee is authorized not to be engaged in the performance of work duties. An employee may not distribute materials or literature in working areas at any time. Violation of these rules will subject an employee to appropriate discipline. Nothing herein is intended to abridge employees' rights under Section 7 of the National Labor Relations Act.

17. Personnel Records

A staff employee may review their personnel file in accordance with applicable law. To do so, submit a request in writing to the associate vice president and chief human resources officer.

The manager of HR administrative operations will work with the department to provide the staff member with access to the hard copy or electronic records within a reasonable time period but no later than 30 business days from the date of receiving the written request.

18. Changes in Personal Information

Staff members can update personal and contact information in Workday using the [self-service function](#). Refer to the [Update Contact Information guide \[pdf\]](#).

For changes to your work address, please contact [HR Employee Services](#).

19. Lactation Support

Carnegie Mellon promotes a family-friendly work and study environment and provides a supportive and flexible environment for employees and students as they transition back to work or their studies after the birth of a child. In compliance with the Fair Labor Standards Act and California law and to support the Carnegie Mellon community in health and wellness, Carnegie Mellon provides reasonable break time during the workday for breastfeeding employees to express breast milk and will provide a clean, private space for such activity. Employees and student workers who need lactation breaks should contact their supervisor and [HR business partner](#) in order to identify a private, non-bathroom space for breastfeeding and or expressing milk. Carnegie Mellon encourages all eligible employees who intend to take breaks under this policy to notify their supervisor of their intent.

Lactation breaks under this policy are generally unpaid. Employees who use their regular paid rest breaks as their lactation breaks are paid during the rest breaks. Employees who use their meal break or additional non-working time to express breast milk should let their supervisor know, and generally such time will be unpaid.

Employees who are required to record time in accordance with Carnegie Mellon's timekeeping practices must accurately record the start and end of lactation breaks in their timekeeping record in Workday.

Exempt employees may be provided break time with pay when necessary to comply with applicable laws.

Employees have the right to file a complaint with the State of California's Labor Commissioner for any violation of a right under the lactation accommodation law, including the prohibition against retaliation. If an employee is subjected to any conduct that the employee believes violates this policy, the employee should promptly speak to, write, or otherwise contact their [HR business partner](#) or [Equal Opportunity Services](#), who will ensure that a prompt investigation is conducted and take prompt corrective action, if appropriate. The [staff ombudsperson](#) is also available as a resource for reporting employee concerns.

For more information, refer to the [Lactation Support Policy \[pdf\]](#).

20. Pay Transparency Nondiscrimination

Carnegie Mellon will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. However, employees who have access to the compensation information of other employees or applicants as a part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the university's legal duty to furnish information.

21. Staff Development

CMU supports an environment and culture that values the pursuit of career mobility and encourages all interested staff members to pursue internal career opportunities that align with their background,

experiences and interests. While not required, a discussion between the employee and their supervisor is encouraged prior to pursuing another internal opportunity. The knowledge of the staff member's pursuit of another opportunity should in no way negatively affect their current standing, treatment, or other conditions of their current position.

All staff members are encouraged to review the internal CMU [careers site](#) and apply to any opportunity that seems to be a good match with their career goals and experience. Employees can create a personal profile within Workday that details their interests, certifications, education, job history and work experiences. Updated profiles allow employees to apply for internal job postings quickly and efficiently. Additionally, updated profiles provide a database of internal talent that supervisors and HR recruiters can leverage to identify employees qualified for internal postings and/or development opportunities. For a step by step guide on how to update your profile, please check out the [Career Profile and Related Tools for Employees System Guide \[pdf\]](#). Requests for assistance should be directed to [HR Employee Services](#).

You can learn about campus employment opportunities in a variety of ways:

- Open staff positions are listed on the Human Resources jobs website, [Careers@CarnegieMellon](#). Each posting includes the job title, department, pay grade if available, and a brief description of the responsibilities and requirements of the job. Internal job applicants are directed to view open positions in Workday. Refer to [Workday Recruiting for Internal Applicants \[pdf\]](#).
- If you require an accommodation to participate in any part of the employment process, please contact Disability Services at employeeaccess@andrew.cmu.edu or 412-269-3930.
- Some positions are advertised in local and national publications as well as on job and career websites.

21A. Applying for a Posted Position

To apply for a posted position, you should submit an online application and resume via the [Careers functionality in Workday](#). You are encouraged to also include a cover letter summarizing your interest in the position. Since some jobs are filled soon after being posted, it is important that you apply as early as possible in the recruitment process.

21B. Eligibility Requirements

To be eligible for consideration for a new role, the staff member must:

1. Complete 12 months of continuous service in their current role;
2. Demonstrate a history of satisfactory performance within the past six months; and,
3. Meet the minimum qualifications associated with the position, as listed on the job posting.

Upon receipt of application, recruiters will verify and confirm that the internal candidate meets the eligibility requirements by contacting the staff member's assigned [HR business partner](#).

If it is determined that the eligibility requirements are not met, the internal candidate will be notified that they will not be moving forward in the search process. If the eligibility requirements are met, or an

exception has been approved, the recruiter will forward the candidate to the hiring team for further review and consideration.

Exception Process:

Except under very unusual circumstances, staff members are required to complete 12 months of continuous service in a position to be eligible to apply for positions in other departments.

Staff members who wish to apply for positions before fulfilling this requirement may do so only if they have successfully completed their provisional period and obtained their current supervisor's approval. This approval should be provided to the staff member's [HR business partner](#).

The following are not subject to the 12-month service requirement:

- Fixed-term staff members approaching the end of their assignment
- Promotional opportunities within your department

21C. Position Consideration and Communication

All candidates will normally receive notification from the recruiter or hiring manager regarding their application status, as well as the outcome of the search when it concludes. Candidates can also view their overall status by logging into their career profile and reviewing their application activity.

21D. When You Are Offered a Position

When you are offered a position in another department, the staff member is responsible for supplying timely and appropriate notice to their supervisor.

Appropriate notice for staff members in nonexempt positions is at least two weeks, and appropriate notice for staff members in exempt positions is at least one month. These timelines should be considered when identifying or negotiating the start date in your new role.

Under extenuating circumstances, exceptions may be made, but exceptions require the approval of the current department's leadership following consultation with the HR business partner.

While not common, if the staff member is planning to take time off in between the end of their current position and the start of the new position, this will require the use of paid time off and should be discussed with, and approved by, their current supervisor and new supervisor.

If a transfer involves no change in your employment status, your benefits eligibility remains the same and accrued Paid Time Off days are carried over to the new position. If a transfer involves a change from part-time to full-time status or full-time to part-time status, contact HR Employee Services at hr-help@andrew.cmu.edu or 412-268-4600 to learn how the change will affect your benefits.

21E. Professional Development

Learning and development is a key factor in helping staff members to realize their full potential. The university identifies employee success as an integral component of its strategic plan. Continuing to learn and grow professionally is an important aspect of all Carnegie Mellon careers.

Supervisors and staff members should work in partnership to identify development opportunities that will serve the needs of the department and employees. A variety of courses are available through the Office of Human Resources, ranging from professional and personal development to managerial and leadership skills development.

For more information regarding learning and development opportunities available at Carnegie Mellon, refer to the [Development Program Guide](#).

22. Employment Separation

Staff members resigning from employment at Carnegie Mellon should notify their supervisor as soon as possible and begin the resignation process by utilizing the self-service resignation process in Workday. Refer to [Leaving the University](#) for more information about the process. In compliance with the Consolidated Omnibus Budget Reconciliation Act (COBRA), once an employee has separated in Workday, information concerning continuing participation in the university group health plans will be sent to the employee. Staff members with outstanding loans from the Credit Union are asked to contact the Credit Union at 412-268-2905 as soon as possible.

Upon separation, staff are expected to return their university ID card, university computer equipment, keys and other university property, as well as their transit sticker. Failure to return the sticker may result in tax consequences. No payment is made at separation for any days in an employee's reserved sick day bank.

Voluntary Separation/Resignation: Carnegie Mellon expects all staff members to give reasonable notice when voluntarily separating from employment with the university to ensure a smooth transition. Notice should be given to your supervisor in the form of a letter of resignation that specifies the last day of work and the reason for resignation. Appropriate notice for staff members in nonexempt positions is at least two weeks, and appropriate notice for staff members in exempt positions is at least one month. Generally, your final paycheck will include payment for accrued, unused PTO days per the PTO policy guidelines. (PTO is described in the [Compensation and Benefits section](#) of this handbook.) If you have used more PTO days than you've earned, the university expects you to make arrangement to pay this debt. Failure to return to work at the end of an authorized personal leave of absence is considered a voluntary separation effective as of the day the employee would have returned from leave unless the employee made prior arrangements.

Involuntary Separation: Employment with the university is at-will. Items A through R in the [Unsatisfactory Work Performance and Other Involuntary Separations section](#) detail some examples of conduct and reasons that may lead to involuntary separation. These sections are not an exhaustive list and in no way alter or eliminate the at-will status of your employment relationship with Carnegie Mellon.

22A. Unsatisfactory Work Performance and Other Involuntary Separations

Employees who engage in any misconduct or whose performance is unsatisfactory may be subject to disciplinary action, up to and including immediate involuntary separation of employment. For more information, please refer to the [Disciplinary Guidelines](#) in Section IV. Staff Relations of this handbook.

It is not possible to provide employees a complete list of every possible reason for involuntary separation. However, in order to provide employees some guidance, the following are some examples of types of conduct that may lead to involuntary separation. Many of these examples are discussed in greater detail in other sections of the handbook. This list is intended only to provide examples; it is not exhaustive and it should be remembered that employment with Carnegie Mellon is at-will.

- a. making false statements on your employment application or other records;
- b. failure to perform in accordance with expectations;
- c. violation of university policies, including but not limited to, the Alcohol and Drug Policy, the Paid Time Off Policy, and the Harassment/Anti-Bullying/Discriminatory and Sexual Misconduct Policy (Interim);
- d. unauthorized use of your Carnegie Mellon affiliation for personal gain;
- e. theft, misappropriation or mismanagement of money or property;
- f. deliberate destruction or damage to Carnegie Mellon property or a co-worker's or student's property;
- g. assaulting, threatening, intimidating, coercing or interfering with another person while on the job;
- h. the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance on Carnegie Mellon premises;
- i. any violation of criminal law that places the university (or its reputation) or persons associated with the university in jeopardy;
- j. impairment on the job due to substance abuse;
- k. excessive absenteeism or tardiness;
- l. failure to report, at the earliest possible time, an accident involving a staff member driving a university vehicle;
- m. unauthorized possession of weapons on university property or while on university business;
- n. insubordination;
- o. gross negligence;
- p. behavior or language directed toward the university or co-workers that is in violation of university standards;
- q. releasing confidential university information to persons not authorized to have this information; or,
- r. fighting or provoking a fight on university premises or during work time.

The university reserves the right to address any situations, including any instances of alleged misconduct, as the university deems appropriate.

22B. Layoff

On occasion, budget cutbacks, reorganizations, changes in leadership, or decreased funding lead to a reduction in the university's workforce. When this occurs, factors such as (but not necessarily limited to) skills, experience, job performance, employment history and length of service may influence decisions on eliminating jobs and separating employment. Regular, full-time staff members who are laid off due to budget cutbacks, reorganizations, changes in leadership, or decreased funding will receive at least one

month's notice in writing, or pay for one month in lieu of prior written notice or a combination of written notice and pay totaling one month.

Your [HR business partner](#) is available to provide you with information about employment practices and procedures. You are encouraged to review the CMU [careers site](#) and apply to any opportunity that seems to be a good match with your career goals and experience. The university cannot guarantee that a new position will be found.

A staff member who has been laid off may continue in a university health insurance program under the Consolidated Omnibus Budget Reconciliation Act (COBRA) and California law for up to 36 months by paying the full cost of the insurance. Staff members re-employed within 12 months of layoff will retain their original employment date for purposes of calculating PTO entitlement, but no PTO is accrued during the layoff itself. Reinstatement in the retirement plan is governed by the terms of the plan. Staff separated as a result of a layoff will be paid for accrued, unused PTO per the PTO policy guidelines described in the [Compensation and Benefits](#) section of this handbook and may be eligible for unemployment compensation.

III. COMPENSATION AND BENEFITS

1. Compensation

Carnegie Mellon's compensation philosophy is that, through a market-competitive, performance-based compensation program, the university can attract, develop and retain the talent necessary to realize its vision of transforming society through continual innovation in education, research, creativity and entrepreneurship.

Through its compensation philosophy and strategy, the university provides equitable and competitive pay practices designed to fulfill Carnegie Mellon's commitment to nondiscrimination with regard to age, ancestry, belief, color, creed, hair texture, protective hairstyles, gender, gender identity, gender expression (including sex stereotype), genetic information, medical condition including genetic characteristics, family care or medical or other leave status, physical or mental disability, marital status, registered domestic partner status, national or ethnic origin, ancestry, race, religion, sex (including pregnancy, childbirth, and breastfeeding), sexual orientation, military or veteran status, political affiliation, or any other category or characteristic protected by applicable law.

As a part of the associated processes and administration of compensation across the university, each position is required to have an up-to-date job description (JD) on file. The JD is a key tool in keeping Carnegie Mellon's compensation structure aligned with its philosophy, strategic principles and the job classification model. This multi-purpose document, which outlines the duties, requirements and responsibilities of the job, is used in the following ways:

- To define the position
- To establish the market value of the position, compare the position to others on campus and determine Fair Labor Standards Act status (job evaluation)
- To recruit candidates to fill a position
- To establish a hiring salary
- As the standard by which an incumbent's performance is evaluated and rewarded

As such, it is critical that each new position has an accurate JD and that the JD remains up to date.

The Office of Human Resources (OHR) staff are available to assist with all compensation related matters. As OHR is tasked with executing Carnegie Mellon's compensation program in collaboration with colleges and divisions, the university encourages hiring managers and supervisors to work in close association with their HR business partner from the onset of any new hire or subsequent compensation adjustment. The goal of early collaboration is to facilitate and streamline the compensation process and to ensure that compensation practices remain in line with the university's compensation philosophy. Hiring managers and supervisors are encouraged to contact their [HR business partner](#) for guidance, compliance assistance, and support regarding all compensation-related needs.

For more information, refer to the following compensation resources:

- [Compensation Guidelines – Staff \[pdf\]](#)
- [Compensation Guidelines – Activity Pay and One-Time Payments \[pdf\]](#)

- [Guidelines for the Use of Compensation Data \(External and Internal\) at CMU \[pdf\]](#)
- [The Fair Labor Standards Act \(FLSA\): Guidance on FLSA Status, Overtime and Nonexempt Employee Timekeeping \[pdf\]](#)

1A. Safe Harbor Policy

It is Carnegie Mellon's intent 1) to pay all employees qualifying as exempt under the current provisions of the Fair Labor Standards Act ("FLSA") on a salary basis, 2) to prohibit improper deductions from the salary of FLSA exempt employees, and 3) to correct any improper deductions.

Refer to Carnegie Mellon's [Safe Harbor Policy \[pdf\]](#) for more information.

2. Employment Date

The day you begin working at Carnegie Mellon as a paid, non-student staff member is your employment date. Your eligibility to participate in benefit plans, accumulation of PTO and other criteria related to length of service at the university are based on your employment date.

Employees who end employment at Carnegie Mellon after September 1, 1989 for reasons other than those listed under [Unsatisfactory Work Performance and Other Involuntary Separations](#) and return to paid, non-student employment within one year will not have a break in employment. You will continue to use your original employment date for determining your annual accrual of PTO days and for other criteria related to length of service at the university. However, if your time away from Carnegie Mellon employment lasts for more than one year from your date of separation, your employment date will be the date you resume employment with Carnegie Mellon.

3. Benefits Eligibility

Carnegie Mellon offers a wide variety of benefits for staff members.

In general, benefits eligibility is based on the following:

- Staff members scheduled to work at least 37.5 hours a week are eligible for full-time staff benefits.
- Staff members scheduled to work at least 17.5 hours a week or 46.7% of a full-time schedule are eligible for part-time staff benefits.
- All staff members who are employed by the university, regardless of hours worked, may contribute to a retirement savings plan by payroll deduction.
 - Part-time staff members, including TES staff members are eligible for university contributions once they reach 1,000 hours in an employment year.

Find more information regarding [benefits for staff members](#).

4. Health and Welfare Benefits

4A. Medical, Prescription, Vision and Dental Plans

Carnegie Mellon offers several health plan options for benefits eligible staff.

Staff members must enroll in health and welfare benefits within 30 days of the date they become eligible (e.g., hire date, change in employment status) and can only make changes during Open Enrollment, or if they experience a [qualifying life or family status change](#).

Find information on [Health and Welfare Benefits](#), including plan options available through the university, eligibility requirements, and the associated rates, coverage, and resources provided by each plan.

4B. Life and AD&D Insurance

Carnegie Mellon provides basic life insurance coverage equal to the staff member's annual base salary, rounded up to the nearest thousand up to a maximum of \$500,000, at no cost. For full-time, benefits-eligible employees, the basic life insurance includes an AD&D component. If your death is the result of an accident, your beneficiary will receive double your insurance amount. AD&D coverage also pays a certain amount if you lose a limb or certain vital functions as a result of an accident.

Month After Death Benefit: In the event an eligible full-time faculty or staff member dies while actively employed by the university (employees on disability leave are not eligible), their life insurance beneficiaries will receive a cash payment equal to one month's pay: one-ninth of an academic year salary or one-twelfth of a twelve-month employee's salary. For eligible Campus Police Association members, this equals 168 hours of straight-time pay. To be eligible for this feature, you must have one year of continuous service at Carnegie Mellon. Coverage begins automatically when you are eligible; no enrollment is necessary.

Find more information on [Life and AD&D Insurance](#).

5. Financial Benefits

5A. Retirement Savings

There are two retirement savings plans available through Carnegie Mellon:

- Carnegie Mellon University Faculty and Staff Retirement Plan for eligible faculty and staff who are U.S. citizens or U.S. permanent residents, to which the university contributes (automatically) and employees may make supplemental contributions
- Carnegie Mellon University 401(k) Plan for eligible faculty and staff who are non-U.S. citizens and non-U.S. residents (non-resident aliens) on their hire date, to which the university contributes (automatically) and employees may make supplemental contributions

Find more information on [retirement savings plans](#), including eligibility, investment options and summary plan documents.

5B. Spending Accounts

Carnegie Mellon offers four types of spending accounts:

- Health Savings Account (HSA) — Accompanies High Deductible Health Plans and is used to pay for qualified medical, prescription, dental and vision expenses with tax-free dollars. You own this account and can take the account dollars with you if you leave the university.

- Health Care Flexible Spending Account (HCFSA) — With the HCFSA, you put aside money from your pay on a pre-tax basis to cover anticipated health care expenses for yourself or your eligible dependents. Qualified health care expenses not otherwise covered by medical, prescription, dental or vision insurance may be reimbursed.
- Limited Purpose Flexible Spending Account (LPFSA) — The LPFSA is a special type of flexible spending account that can be used with an HSA and lets you use pre-tax dollars to pay for qualified dental and vision expenses. Using funds from your LPFSA instead of your HSA to pay for eligible expenses allows your HSA to continue to grow tax-free into retirement.
- Dependent Care Reimbursement Account (DCRA) — The DCRA helps you lower your dependent care expenses by paying with tax-free money. With the DCRA, you put aside money from your pay on a pre-tax basis to cover anticipated dependent daycare or elder care expenses while you work or attend school. Qualified dependent care expenses include daycare or sitter fees, before/after school care, summer day camps, and elder care for a parent living in your home. Find more information on [Dependent Care Reimbursement Accounts](#).

Find more information on [spending accounts](#), including eligibility, maximum contribution amounts and eligible expenses.

5C. Tuition Benefit Programs

Carnegie Mellon enables you to further your education, enhance your skills and pursue career development through the Tuition Benefits program. Benefits-eligible staff members can receive tuition remission or assistance for themselves and their dependent children. Courses may be taken at Carnegie Mellon or at another institution.

For eligible full-time staff members, the university provides 100% tuition remission for up to two courses at any one time taken at Carnegie Mellon. The university pays 50% of the tuition costs for courses taken at other institutions. (Courses at other schools must be credit bearing and career-related.) For eligible part-time employees, the university pays the tuition costs for one course at any one time taken at Carnegie Mellon. The university does not pay for courses taken at other institutions by part-time employees.

The university also provides tuition benefits to an eligible staff member's dependent children enrolled in undergraduate courses at Carnegie Mellon or other accredited institutions. Staff members must have completed three full years of service with Carnegie Mellon and must be full-time benefits-eligible to satisfy the eligibility requirements. The three-year service requirement may be reduced or waived if the employee performed sufficient service at another college/university and meets participation requirements. Children of staff members must satisfy the following eligibility requirements:

- Must meet IRS dependency exemption criteria; and
- Must be born to, legally adopted by, or a stepchild of the eligible staff member, or the child of the employee's domestic partner; and
- Must be enrolled in an undergraduate (bachelor or associate) degree program, trade school

certification program, or community college before the age of 30.

Tuition benefits will be subject to applicable federal income and social security tax and will be withheld from the employee's pay.

Staff members must apply through Workday for employee tuition benefits. Find more information on the university's [tuition benefits for staff members](#) and their [dependent children](#).

6. Holidays and Floating Holidays

Carnegie Mellon provides holidays and floating holidays to eligible full-time staff members (excluding those in appointments of less than four months). The university's U.S. campuses observe 11 official holidays per calendar year.

U.S. regular, full-time staff members may take three floating holidays during the calendar year. These floating holidays may be taken by the staff member to observe the following:

- a religious or federal holiday not observed as an official university holiday
- to support childcare needs during school closures or breaks for staff members with school age children; or,
- to celebrate a day of personal significance such as the staff member's birthday, a family member's birthday, or a relationship anniversary.

Floating holidays may also be used contiguous to an official university holiday, scheduled PTO time, or any of the days listed above.

Staff members must document the event for which they are requesting to use a floating holiday in Workday. The request must be scheduled and approved in advance by the supervisor. Supervisors are responsible for verifying the staff member's request for use of a floating holiday is compliant with this policy.

The number of floating holidays new staff members are entitled is prorated based on hire date. No payment for unused floating holidays is made to staff members who separate their employment with the university. In addition, unused floating holidays do not carry forward to the next calendar year.

For more information, refer to the [Paid Holidays Policy \[pdf\]](#). Refer to the [Holidays page](#) for the university's current holiday schedule and additional information.

7. Paid Time Off

7A. Eligibility and PTO Calculation

Beginning with the first day of the month coinciding with or following their date of employment, and on the first day of each month thereafter, regular, full-time staff members earn Paid Time Off (PTO). Staff members whose employment terms are four months or less are not regular, full-time staff members. Staff members must be actively at work (not on leave of absence) to earn PTO. The amount of PTO earned is based on years of service at Carnegie Mellon according to the PTO accrual schedule below. PTO

is normally scheduled in full-day or half-day increments, although non-exempt as well as exempt employees may schedule time in hourly increments.

When the need for time off is foreseeable, PTO day must be scheduled in advance and is subject to supervisor approval. Where the need for time off is not foreseeable (e.g., due to illness or emergency) you must notify your supervisor of the need for PTO as soon as possible. PTO may be taken for vacation and personal time. PTO can also be used to take sick leave for yourself or a family member, for preventive care or diagnosis, care or treatment of an existing health condition, or for specified purposes if you are a victim of domestic violence, sexual assault or stalking. Family members include your parents, children, spouse, registered domestic partner, grandparents, grandchildren, and siblings. Preventive care includes annual physicals and flu shots. Holidays, jury duty and bereavement days are provided under separate policies and do not count as PTO days.

PTO is earned as follows:

Years of Service	PTO Days Earned Per Month	Maximum PTO Days Earned Per Year
Up to & including year 3	1.42 days	17 days
Beginning year 4	1.67 days	20 days
Beginning year 8	2.08 days	25 days
Beginning year 16	2.50 days	30 days

For example, a staff member who is in their fourth employment year (has completed three full years of service) would earn 1.67 PTO days per month, or 20 days per employment year.

PTO days are not earned during any leaves of absence. (If an employee is on a leave of absence on the first day of a month, PTO will not accrue for that month.) Employees resume earning and accruing PTO on the first day of the month following their return to work. (If they return to work on the first of the month, they will resume earning PTO on that day.)

When a staff member's status changes from full-time to part-time, the final monthly paycheck will include payment for any accrued, unused PTO days to which the employee is entitled. Part-time staff members are not entitled to and do not earn PTO. However, part-time staff members are eligible to receive Paid Sick Leave, as set forth in Volume III, Section 8 of this handbook. Part-time staff members who are subsequently hired into a full-time position will have any accrued unused Paid Sick Leave converted to PTO. In addition, part-time staff members who are subsequently hired into a full-time, benefits-eligible position may count each year in which they have worked 1,000 hours or more while part-time as a year of service on the PTO schedule. For example, if a part-time staff member worked 1,000 hours during each of four employment years and then became a full-time, benefits-eligible staff member, they would be eligible for 1.67 PTO days per month during the first year of full-time employment.

Staff members are encouraged to keep records of their PTO days earned and used. For each pay period, the university will provide you with notice of the amount of PTO available for use. This notice may be provided electronically (e.g., via Workday), on your pay statement or in a separate writing.

Any questions regarding PTO earned and used should be directed to your supervisor.

7B. PTO Accrual

Staff members may accrue PTO up to a maximum of two and one half times the employee's maximum annual accrual. Once this cap is reached, PTO stops accruing until the staff member has taken PTO and their accumulation is brought below the cap.

7C. Reserve Sick Days

Staff members who have reached their maximum accumulation of PTO days and have stopped accruing PTO may accrue Reserve Sick Days (RSDs) in lieu of PTO. RSDs will be accrued at the same rate as the staff member would otherwise accrue PTO, up to a maximum accumulation of 130 RSDs. If you become disabled, RSDs may be used in lieu of receiving benefits under the Short-Term Disability Plan.

To use RSDs, however, staff members must apply for short-term disability benefits. By using RSDs rather than short-term disability benefits, you receive 100 percent of your weekly salary instead of 60 percent as provided under the university's Short-Term Disability Plan. RSDs may be used only in the event of disability. **No payment is made for unused RSDs upon separation of employment and are forfeited.**

7D. Limitations

When a staff member separates from employment with Carnegie Mellon, they will be paid for all earned but unused PTO days.

A staff member cannot use PTO on the last day of employment. Unless on an approved leave of absence, a staff member must be actively working on the date employment ends.

If the employee foregoes a scheduled and approved PTO day for a work-related emergency or unexpected work requirement, the employee should discuss the situation with their supervisor. The supervisor can help resolve this situation in consultation with the [HR business partner](#), as required.

8. Paid Sick Leave

Part-time staff members who are not eligible for PTO will receive 40 hours of paid sick leave each calendar year. Staff members not eligible for PTO who work within the city of Los Angeles (LA) will receive 48 hours of paid sick leave each calendar year. On January 1 of each year, part-time staff members will receive their annual allotment of paid sick leave. Up to 40 hours of accrued unused paid sick leave may be carried over from year to year. The accrual cap, or maximum amount of unused paid sick leave an employee can accrue in total, is 80 hours.

Part-time staff members hired after January 1 of each year, will receive their annual allotment of paid sick leave on their first day of employment. However, paid sick leave cannot be used until they have worked for at least 90 days. Paid sick leave may be used in hourly increments.

Where the need for time off is foreseeable, paid sick leave must be scheduled in advance and is subject to supervisor's approval. Where the need for time off is unforeseeable (e.g., illness, emergency, etc.), the staff member must notify their supervisor of the need for leave as soon as practicable. Staff members can take paid sick leave for themselves or a family member, for preventive care or diagnosis, care or treatment of an existing health condition, or for specified purposes if they are a victim of domestic violence, sexual assault or stalking. Family members include their parents, children, spouse, registered domestic partner, grandparents, grandchildren, and siblings. Preventive care includes annual physicals and flu shots. Holidays, jury duty and bereavement leave are provided under separate policies and do not count as paid sick leave.

When a staff member transfers from a part-time position to a full-time position, any earned but unused paid sick leave will be converted to PTO.

Accrued unused paid sick leave will not be paid out when a staff member separates from employment. If a staff member separates from the university and is rehired within one year from the date of separation, previously accrued and unused paid sick days will be reinstated.

Staff members are encouraged to keep records of their paid sick leave earned and used. For each pay period, the university will provide you with notice of the amount of Paid Sick Leave available for use. This notice may be provided electronically (e.g., via Workday), on the pay statement or in a separate writing.

Find detailed information on [Paid Sick Days](#).

9. Workers' Compensation

As required by California law, all California staff members are covered by workers' compensation insurance.

You should notify your supervisor immediately of a work-related injury or illness so that the [Injury/Illness Report and the Acknowledgement of Employee Rights \[pdf\]](#) can be completed. This report is sent to the Office of Human Resources so that a claim, if needed, can be filed. Claims must be filed within five calendar days of the injury.

If you are unable to return to work due to a work-related injury or illness, you should immediately notify both your supervisor and the [leaves administration manager](#) within the Office of Human Resources.

Find detailed information on what to do if you sustain a [work-related injury or illness](#) through the course of employment at Carnegie Mellon. For leave for work injury, refer to the [Staff Leave of Absence Policy \[pdf\]](#) and [Leave of Absence Guidelines for Staff \[pdf\]](#).

Refer to the [Environmental Health & Safety](#) website for more information on the Carnegie Mellon's accident prevention and reporting protocols.

10. Leaves for Non-Work Related Injury or Illness

10A. Disability Leave of Absence

The university provides for non-occupational disability leaves of absence for staff members who are unable to work due to injury, illness or pregnancy. A disability leave of absence runs concurrently with any other leave of absence for which you are eligible.

Short-term disability insurance covers non-work related illnesses and injuries, pregnancy and childbirth for up to 26 weeks, including the seven-workday waiting period. If the disability extends beyond six months, staff may also be eligible for income replacement under the Long-Term Disability (LTD) benefits plan.

Staff members on disability leave due to a work-related illness or injury should apply for Workers' Compensation benefits for medical expenses and lost income. Staff are not eligible to receive Workers' Compensation and/or Unemployment Compensation benefits in addition to Short-Term Disability benefits for the same period of time. In addition, if you receive State Disability Insurance (SDI), the university will integrate any RSD and PTO pay with these benefits and any Short-Term Disability benefits so that the employee receives full pay but no more.

Refer to the [Illness or Disability page](#) for more detailed information on how to initiate a disability leave.

Job Restoration after a Disability Leave: Carnegie Mellon will make every reasonable effort to restore staff members to their positions after a disability leave of absence in accordance with local, state and federal law.

Because Carnegie Mellon analyzes the circumstances of each request for disability leave on a case-by-case basis, the length of each job-protected disability leave will vary as well. Generally, however, a staff member on disability leave may return to their position if they return from disability leave no later than 12 weeks after the leave began — four or seven months in the case of pregnancy-related disability, depending on whether the staff member also takes 12 weeks of family and medical leave to bond with the newborn. Carnegie Mellon will make every effort to hold the staff member's position open for up to six months if circumstances allow. However, there is no guarantee that the staff member's position will be held beyond the 12-week period. Notwithstanding the foregoing, an employee experiencing a work-related disability requiring a leave of absence is entitled to return to their position unless they are replaced due to business necessity or their injuries are determined to be permanent and stationary and the employee is physically unable to return to their position with or without reasonable accommodation. Nothing herein precludes Carnegie Mellon from eliminating an employee's position during a leave of absence for legitimate business reasons, and if such action occurs, nothing herein requires Carnegie Mellon to return the employee to their position.

You are expected to notify your supervisor and the Benefits Office of your availability to return to work as soon as your disability ends. Staff members returning from a disability leave of absence will be required to provide written certification from their health care provider of their ability to resume work.

10B. Family and Medical Leave

Carnegie Mellon complies with the Family and Medical Leave Act of 1993 (FMLA) and the California Family Rights Act (CFRA). To be eligible for Family and Medical Leave, staff members must have been employed by Carnegie Mellon for at least 12 months in total, and must have worked for at least 1,250 hours during the 12 months immediately preceding the start of the leave. Eligible staff members are entitled to up to 12 weeks of unpaid leave in a 12-month period (or 26 weeks in a 12-month period to provide care to a seriously injured service member) for the following reasons:

- the birth of a child, or to care for a newly-born child;
- placement of a child with the staff member for adoption or foster care;
- to care for an immediate family member (which the FMLA defines as an employee's spouse, child, or parent and which the CFRA defines as an employee's spouse, domestic partner, child, domestic partner's child, grandchild, parent, parent-in-law, grandparent, or sibling) with a serious health condition;
- to care for a designated person which the CFRA defines as any individual related by blood or whose association with the employee is the equivalent of a family relationship, including domestic partners, with a serious illness;
- the staff member's serious health condition that makes the staff member unable to perform their job;
- to care for a covered service member with a serious injury or illness related to certain types of military service;
- to handle certain qualifying exigencies arising out of the fact that the staff member's spouse, son, daughter, or parent is on duty under a call or order to active duty in the uniformed services.

A "Serious Health Condition" is an illness, injury, impairment, or physical or mental condition that involves either an overnight stay in a medical care facility, or continuing treatment by a health care provider for a condition that either prevents the staff member from performing the functions of the staff member's job or prevents the qualified family member from participating in school or other daily activities. Subject to certain conditions, the continuing treatment requirement includes an incapacity of more than three full calendar days and two visits to a health care provider or one visit to a health care provider and a continuing regimen of care; an incapacity caused by pregnancy or prenatal visits, a chronic condition, or permanent or long-term conditions; or absences due to multiple treatments. Other situations may meet the definition of continuing treatment.

Carnegie Mellon measures the 12-month period in which leave is taken by the "rolling" 12-month method, measured backward from the date of any FMLA or CFRA leave with one exception. For leave to care for a covered service member, Carnegie Mellon calculates the 12-month period beginning on the first day the eligible employee takes FMLA or CFRA leave to care for a covered service member and ends 12 months after that date.

FMLA or CFRA leave for the birth or placement of a child for adoption or foster care must be concluded within 12 months of the birth or placement.

Leave taken under CFRA typically runs concurrently with FMLA leave except where leave is taken under the FMLA for a disability due to pregnancy, childbirth, or related medical conditions. Leave for pregnancy or pregnancy-related disability counts only toward the staff member's FMLA leave entitlement and not toward the leave rights granted under CFRA. PDL (described below) runs concurrently with FMLA. When PDL/FMLA leave ends, a staff member may then qualify for up to 12 weeks of CFRA bonding time leave. Refer to the instructions for completing the [Application for Family and Medical Leaves of Absence](#).

For more information on Leaves for Non-Work Related Injury or Illness including eligibility and leave benefits, refer to the [Staff Leave of Absence Policy \[pdf\]](#). The procedures for application are available in the [Leave of Absence Guidelines for Staff \[pdf\]](#).

11. Leaves of Absence Related to Pregnancy

In California, any staff member who is medically unable to work due to a pregnancy-related condition, including disability for childbirth and absence for severe morning sickness or necessary prenatal care, is eligible for Pregnancy Disability Leave for the duration of the disability, up to a maximum combined total of four months per pregnancy plus an additional 12 weeks of family and medical leave to bond with the newborn under the California Family Rights Act ("CFRA"). Carnegie Mellon requires medical verification of the staff member's inability to work or to perform one or more of the essential functions of their position without endangering themselves, their unborn child, or someone else. Carnegie Mellon will require medical clearance before the employee will be permitted to return to work.

Carnegie Mellon provides eligible staff members six to eight consecutive weeks of 100% paid leave to be used immediately following the birth of a child. Paid leave is equivalent to the staff member's normal weekly wage prior to the start of the leave. If the staff member is eligible for external wage replacement benefits (such as State Disability Insurance), the university's provided benefit will coordinate with external benefits to top off to 100% of the staff member's normal wages. It is the staff member's responsibility to apply for the applicable external wage replacement benefits. A staff member on pregnancy disability leave at any time before the birth of a child or after the six or eight weeks immediately following the birth of a child may, at the staff member's option, use accrued PTO during the leave, but receipt of PTO pay does not extend the length of the pregnancy disability leave. If the staff member receives State Disability Insurance (SDI) benefits, the university will integrate any RSD pay and PTO pay with these benefits and any Short-Term Disability benefits so that the staff member receives full pay but no more.

During a period of pregnancy disability leave, a staff member will be retained on Carnegie Mellon's medical, dental, vision and life insurance plans, health care spending account and the EAP, if applicable, under the same conditions that applied before the leave began.

To continue coverage, the staff member must continue to make any contributions that they made to the plans before taking the leave.

Upon their timely return from a pregnancy disability leave, under most circumstances staff members will be restored to the same position or a position similar to the one they held before the leave.

If, because of pregnancy, childbirth or related medical condition, a staff member needs a reasonable accommodation to perform the essential functions of their job and the employee's health care provider determines that the reasonable accommodation is medically advisable, the staff member must advise the [Office of Disability Services](#) of the particular accommodation needed. Carnegie Mellon requires that the staff member promptly provide medical verification of the date on which the accommodation became medically advisable, how long the accommodation will likely be needed, and the medical advisability of the accommodation because of the staff member's pregnancy, childbirth or related medical condition.

If you are eligible, you may also request a Personal Leave to the extent that this policy and the preceding leave of absence policies do not meet your needs. A personal leave is granted at the discretion of your department head and cannot exceed one year. (See the description for [Personal Leave](#) in this section of the handbook).

12. Staff Parental Leave Program

Carnegie Mellon provides eligible staff members with a [Staff Parental and Maternity Leave Program](#). The Staff Parental Leave Program provides six consecutive weeks of 100% paid leave that can be used within 12 months of the birth or placement of a child for adoption, foster care or legal guardianship. The Staff Parental Leave Program runs concurrently with the CFRA.

Paid leave is equivalent to the staff member's normal weekly wage prior to the start of the leave. If the staff member is eligible for external wage replacement benefits (such as disability insurance, the university's short-term disability insurance, state or local paid family leave [see below for more information on Paid Family Leave in California]), the university's provided benefit will coordinate with external benefits to top off to 100% of the staff member's normal wages. It is the staff member's responsibility to apply for the applicable external wage replacement benefits.

For more information on the Staff Parental and Maternity Leaves of Absence, including eligibility and leave benefits, refer to the [Staff Leave of Absence Policy \[pdf\]](#). The procedures for application are available in the [Leave of Absence Guidelines for Staff \[pdf\]](#).

13. Paid Family Leave

If the staff member stops working or reduces their work hours to care for a family member who is seriously ill or to bond with a new child, they may be eligible to receive Paid Family Leave benefits from the State of California for up to eight weeks in any 12 month period.

It is important to understand, however, that this provision does not entitle a Carnegie Mellon employee to any protected leave of absence from Carnegie Mellon. It does not provide employment protection to the eligible employees, nor does it provide employees with the right to return to work at Carnegie Mellon after the completion of the eight-week period.

However, if the staff member is off work on a protected family leave under the [Family and Medical Leave Policy](#), or other university approved leave of absence, and if they satisfy the eligibility requirements for

Paid Family Leave, they may be entitled to compensation through this program which would provide pay during an otherwise unpaid leave of absence.

To qualify for Paid Family Leave compensation, the staff member must meet the following requirements:

- Be covered by State Disability Insurance (SDI) (or a voluntary plan in lieu of SDI) and have earned at least \$300 from which deductions were withheld;
- Complete the claim form accurately, completely, truthfully and timely submit it to the California Employment Development Department;
- Supply medical information that supports the employee's claim that the care recipient is in need of their care;
- Provide documentation to support a claim for bonding with a new child.

Compensation under this program is funded entirely by employee contributions, and the amount of compensation is based upon the eligible employee's past quarterly earnings subject to a maximum weekly amount.

14. Military Leaves of Absence

14A. Military Family Leave

Eligible employees are entitled to take unpaid leave in connection with a covered family member's service in the Armed Forces as described below. An employee's rights and obligations regarding military family leave are governed by the university's [Family and Medical Leave Policy](#) except as otherwise required by law. Military family leave provides eligible employees unpaid leave for any one, or a combination of the following reasons:

- **Military Caregiver Leave:** Eligible employees who are family members of covered service members may take up to 26 workweeks of leave in a single 12-month period to care for a covered service member with a serious illness or injury incurred in the line of duty on active duty with the Armed Forces that may render the service member medically unfit to perform their duties with the Armed Forces. For purposes of this leave benefit only, eligible employees include the spouse, child, parent or next of kin of a covered service member. "Next of kin" means the nearest blood relative of the service member, other than the service member's spouse, parent, son, or daughter, in the following order of priority: blood relatives who have been granted legal custody of the service member by court decree or statutory provisions; siblings; grandparents; aunts and uncles; and first cousins; unless the service member has specifically designated in writing another blood relative as their nearest blood relative for purposes of Military Family Leave.
- **Qualifying Exigencies:** Eligible employees may take up to 12 workweeks of leave during any 12-month period because of a qualifying exigency arising out of the fact that the spouse, child or parent of the eligible employee is on covered active duty (or has been notified of an impending call or order to covered active duty) in the Armed Forces (including the National Guard or Reserves). Qualifying exigencies may include attending certain military events, short-notice

deployment, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.

The duration of military family leave is based on the reason for the leave as described below:

- Leave to care for an injured or ill service member, when combined with other FMLA qualifying leave, may not exceed 26 weeks in a single 12-month period.
- Military family leave runs concurrent with other leave entitlements provided under federal, state and local law.
- In cases of both spouses using the leave benefits set forth in this section, the leave will be subject to the limitations set forth by the FMLA.

Some states provide additional leave benefits for family members of service members. It is the university's policy to comply with such laws in any circumstances where they apply.

14B. Military Leave

Carnegie Mellon is committed to protecting the employment rights of employees who serve in the military. If an employee's absence from employment is necessitated by reason of service in the Uniformed Services, the employee will be granted Military Leave benefits by the university as provided in the [Staff Leave of Absence Policy \[pdf\]](#). The procedures for application are available in the [Leave of Absence Guidelines for Staff \[pdf\]](#).

An employee who requires a Military Leave should provide notice of the need for such leave to their supervisor and the leaves administration manager in the Office of Human Resources as far in advance of the anticipated leave as reasonably possible. However, Military Leave will not be denied for lack of advance notice. To initiate a Military Leave, an employee must submit notice to the leaves administration manager, along with copies of any relevant military orders.

14C. Military Spouse Leave

A California staff member who works an average of twenty or more hours per week whose spouse is a member of the Armed Forces, National Guard or Reserves who has been deployed during a period of military conflict is eligible to receive up to 10 unpaid days off when their spouse is on leave from military deployment.

The staff member must provide their supervisor with a notice of intention to take leave within two business days of receiving official notice that their spouse will be on leave from deployment. Employees taking family military leave must also provide Carnegie Mellon with written documentation certifying their spouse will be on leave from deployment.

A staff member who requires a Military Leave should provide notice of the need for such leave to their supervisor and the [leaves administration manager](#) in Human Resources as far in advance of the anticipated leave as reasonably possible. However, Military Leave will not be denied for lack of advance

notice. To initiate a Military Leave, the staff member must submit notice to the Leaves Administration Manager, along with copies of any relevant military orders.

14D. Civil Air Patrol Leave

Carnegie Mellon will provide not less than 10 days of leave per year for voluntary members of the California Wing of the Civil Air Patrol in order for volunteers to respond to an emergency operational mission.

The staff member volunteer must be employed for at least 90 days immediately preceding the commencement of leave. Staff members are required to give Carnegie Mellon as much notice as possible of the intended leave dates. Upon return, the staff member is entitled to their position or position with equivalent seniority, benefits, pay and other terms of employment unless conditions unrelated to leave render such restoration impractical.

15. Personal Leave

Carnegie Mellon provides personal leaves of absence of up to one year without pay to regular, full-time staff who have been employed for more than one year and are performing satisfactorily. Approval of a requested personal leave remains within the discretion of your department head.

For more information on personal leave, including eligibility and leave benefits, refer to the [Staff Leave of Absence Policy \[pdf\]](#). The procedures for application are available in the [Leave of Absence Guidelines for Staff \[pdf\]](#).

16. Jury and Witness Duty; Other Court Appearances

The university provides time off with pay for jury duty for regular, full-time staff members who are called to serve as jurors or as subpoenaed witnesses. Staff members whose employment terms are four months or less are not regular, full-time staff members and therefore only get unpaid time off. Staff members may elect to substitute accrued PTO during any unpaid leave due to jury duty or a witness appearance. Participation in the benefit plans in which you are enrolled and your eligibility for tuition benefits continue during the jury duty.

The request for jury duty should be made as soon as you receive a court notice for jury duty or a subpoena for service as a witness. Except in unusual circumstances, it is the policy of the university not to seek postponement or cancellation of an employee's service as a juror. You may remain on jury duty for the duration of service as juror or witness, as required by the court or by the subpoena.

You should return to work as soon as possible following completion of service as a juror or witness, but no later than on the next regularly scheduled day of work.

17. Bereavement

The university provides regular, full-time staff members with time off with pay for bereavement to arrange and attend a funeral and to see to the affairs of the estate of a deceased member of their immediate family. Staff members whose employment terms are four months or less are not regular, full-time staff members and therefore only get unpaid time off. Eligible staff members may request up to five

working days of bereavement for each eligible death. The time off with pay must be taken in full-day increments. "Immediate Family" includes spouse, registered domestic partner, child(ren), stepchild(ren), grandchild(ren), parents, stepparents, grandparents, siblings, and their spouse or registered domestic partner's children, grandchildren, parents, stepparents, grandparents, and siblings. It also includes up to five days of time off with pay for the gestational parent's reproductive loss (miscarriage and stillbirth).

In unusual circumstances, time (paid or unpaid) may be granted at the discretion of the supervisor with the advice of the [Human Resources business partner](#).

Bereavement time off with pay maintains all aspects of the employment relationship during the regularly scheduled days of work when the staff member is absent.

In compliance with the [California Family Rights Act](#), all staff members in California who have been employed for at least 30 days are eligible for up to five days of unpaid bereavement leave. Full-time staff members are eligible for up to five days of time off with pay for bereavement. All time off must be used within three months of the date of death.

The staff member should request a bereavement time off with pay as soon as they learn of the death of a member of their immediate family. For unpaid bereavement leave, staff members should email their request to [Leaves Management](#) to have the leave processed in Workday. A staff member on bereavement should return to work on the first regularly scheduled day of work following the end of the time off.

Refer to the [Loss of a Loved One page](#) for more information.

17A. Leave for Reproductive Loss

All staff members in California who have been employed for at least 30 days are eligible for up to five days of unpaid reproductive loss leave following a reproductive loss event as defined by [California state law](#). Full-time staff members are eligible for up to five days of time off with pay for the gestational parent's reproductive loss (miscarriage or stillbirth) under the university's Bereavement leave benefit above.

Reproductive loss leave must be used within three months of the event but is not required to be used on consecutive days. If a staff member was previously on or chooses to go on another type of leave immediately following a reproductive loss, the staff member may complete their reproductive leave loss within three months of the end date of other leave.

Staff members should email their request for reproductive loss leave to [Leaves Management](#) to have the leave processed in Workday. A staff member on reproductive loss leave should return to work on the first regularly scheduled day of work following the end of the time off.

18. Leave for Victims and Witnesses

18A. Victims of Felony Crime Leave

Carnegie Mellon will grant reasonable and necessary leave from work without pay to staff members who are victims, or whose spouse, child, stepchild, brother, stepbrother, sister, stepsister, mother, stepmother, father, stepfather, registered domestic partner, or child of a registered domestic partner is a victim of a violent or serious felony or felonious theft or embezzlement, for the purposes of attending legal proceedings related to the crime.

When feasible, affected staff members must provide Carnegie Mellon with advance notice of the staff member's need for leave, including a copy of the notice of the scheduled proceeding. If advance notice is not feasible, affected staff members must provide documentation evidencing the legal proceeding requiring the staff member's absence within a reasonable time after leave is taken. Exempt staff members may be provided time off with pay when necessary to comply with state and federal wage and hour laws.

18B. Victims of Domestic Violence/Sexual Assaults/Stalking Leave

Carnegie Mellon will not discriminate against staff members who are victims of domestic violence, sexual assault, stalking, or other crimes or abuses that caused physical injury or that caused mental injury and a threat of physical injury ("other qualifying crimes or abuses") for taking time off from work to obtain or attempt to obtain any relief, including but not limited to, a temporary restraining order, restraining order, or other injunctive relief to help ensure the health, safety, or welfare of a victim or their child.

Carnegie Mellon will also not discriminate against a staff member who is a victim of domestic violence, sexual assault, stalking, or other qualifying crimes or abuses for taking time off from work to seek medical attention for injuries caused by such acts, to obtain services from a domestic violence, sexual assault, stalking, or qualifying crimes or abuses program, to obtain psychological counseling related to the domestic violence, sexual assault, or stalking or to participate in actions to increase safety from future domestic violence, sexual assault, stalking, or other qualifying crimes or abuses including temporary or permanent relocation. Carnegie Mellon will make reasonable accommodations for victims of domestic violence, sexual assault, stalking, or other qualifying crimes or abuses including but not limited to the implementation of safety measures.

Affected staff members must give Carnegie Mellon reasonable notice that they are required to be absent for a purpose stated above, except for unscheduled or emergency court appearances or other emergency circumstances. In such a case, Carnegie Mellon will take no action against affected staff members if, within a reasonable time after the appearance, they provide Carnegie Mellon with documentary evidence that their absence was required for any of the above reasons.

This leave will be unpaid. However, affected staff members may use any unused sick time or PTO towards the leave. Exempt staff members may be provided time off with pay when necessary to comply with state and federal wage and hour laws.

19. School Leave (Disciplinary Matter Attendance)

Carnegie Mellon will grant unpaid time off for staff members who are parents or guardians of school-age children who need time off to attend disciplinary events at school such as hearings and/or meetings for other events including suspension and expulsion. Staff members are required to give reasonable notice to Carnegie Mellon that they need to take time off.

The staff member must use available PTO or personal leave for school visitation and must take leave without pay if no paid leave is available. Exempt staff members may be provided time off with pay when necessary to comply with state and federal wage and hour laws.

20. School Leave (School Activity Attendance)

Carnegie Mellon will grant staff members who are the parent, guardian, or grandparent having custody of children in grades K-12, or of children attending a licensed daycare facility, up to 40 hours of leave without pay per calendar year to participate in activities of their child's school or day care facility. This leave should not exceed eight hours in any calendar month. Requests for such leave must be made in advance of the planned absence and staff members must provide documentation from the school or day care facility as proof of their participation in school or day care activities.

The staff members must use available PTO or personal leave for school visitation and must take leave without pay if no paid leave is available. Exempt staff members may be provided time off with pay when necessary to comply with state and federal wage and hour laws.

21. Rehabilitation Leave

Carnegie Mellon is committed to providing assistance to our staff members. Any staff member who wishes to voluntarily enter and participate in an alcohol and/or drug rehabilitation program may be granted a reasonable accommodation. This accommodation may include time off without pay and/or an adjusted work schedule provided the accommodation does not impose an undue hardship on the university. In general, it is the staff member's responsibility to notify their supervisor or manager of the need for accommodation.

Exempt staff members may be provided time off with pay when necessary to comply with state and federal wage and hour laws.

This policy does not prevent Carnegie Mellon from refusing to hire or disciplining, up to and including termination, a staff member who, because of the current use of alcohol or drugs, is unable to perform their duties or cannot perform the duties in a manner that would not endanger their health or safety or the health or safety of others.

22. Bone Marrow Donation Leave

Staff members will be granted up to five working days of paid time off for the purpose of donating bone marrow. Staff members are required to utilize any earned PTO or sick leave, but if this leave has been exhausted, Carnegie Mellon will continue to pay regular wages for up to five working days. Leave can be taken intermittently.

The staff member's health coverage, accrued paid time off (e.g. vacation, sick leave, etc.), and other benefits will be maintained during the leave. Bone marrow donation leaves of absence do not run concurrently with leaves under the Family and Medical Leave Act (FMLA) or the California Family Rights Act (CFRA). Upon returning to work from a donor leave, the staff member will be restored to the same or an equivalent position.

Carnegie Mellon may request the staff member to provide a written certified doctor's note stating that the individual is a bone marrow donor and that there is a medical necessity for the donation.

23. Organ Donation Leave

Staff members who donate an organ to another will be granted up to 30 working days of paid leave and up to 30 working days of unpaid leave in a one-year period for this purpose. Staff members are required to utilize any earned but unused PTO and sick leave, but if this leave has been exhausted, Carnegie Mellon will continue to pay regular wages for up to 30 days. Exempt staff members will continue to receive their full salary in compliance with state and federal regulations.

The staff member's health coverage, accrued paid time off (e.g. vacation, sick leave, etc.), and other benefits will be maintained during the leave. Organ donation leaves of absence do not run concurrently with leaves under the Family and Medical Leave Act (FMLA) or the California Family Rights Act (CFRA). Upon returning to work from a donor leave, the staff member will be restored to the same or an equivalent position.

Carnegie Mellon may request the staff member to provide a written certified doctor's note stating that the individual is an organ donor and that there is a medical necessity for the donation.

24. Volunteer Civil Service Personnel

No staff member shall be disciplined for taking time off up to 14 days per year to perform emergency duty as a volunteer firefighter, peace officer, or emergency rescue personnel. Staff members are also eligible for unpaid leave for required training. If a staff member is an official volunteer firefighter, they should alert their direct supervisor that they may have to take time off for emergency duty. When taking time off for emergency duty, please alert the direct supervisor before doing so when possible.

25. Voting Time Off

Staff members who do not have sufficient time outside of their regular working hours to vote in an official state-sanctioned election may request time off to vote. If possible, staff members should make their request at least two days in advance of the election. Up to two hours of paid time off will be provided, at the beginning or end of the staff member's regular shift, whichever will allow the most free time for voting and the least time off work.

26. Literary Assistance Accommodation

Carnegie Mellon will grant a reasonable accommodation to staff members who enroll in an adult literacy education assistance program.

27. Other Leaves Required By Law

The university will also provide time off to staff members for other reasons as required by California law. For more information, please contact the [leaves administration manager](#) in Human Resources.

28. Employee Assistance Program (EAP)

28A. Summary of Services

Carnegie Mellon provides an environment designed to facilitate excellence in teaching and research, recognizes the importance of the university's human resources, and believes that the job performance of the individual determines the quality of the institution as a whole.

Furthermore, the university recognizes that job performance may be affected by personal problems, which, when addressed in a timely, confidential and professionally supportive manner, can be successfully resolved. Carnegie Mellon, therefore, has partnered with an outside EAP vendor to offer expert information on various topics like time management, job, money, relationships, well-being, family and life. Also available are personalized community referrals and telephone or face-to-face contact with an employee assistance professional. All of this information and more can be found on the EAP's website, which can be accessed from the [EAP page of Human Resources website](#).

All counseling through the EAP is on a voluntary basis, even if recommended to the employee by management, although it may be required as a condition of continued employment in certain disciplinary situations. Consultation with the EAP will not jeopardize an individual's job security, limit promotional opportunities within the university, or relieve the employee of their responsibility to meet established job performance and attendance standards.

The EAP vendor will hold information regarding any employee using the services in strictest confidence. No information will be released regarding an employee's problem without written authorization from the employee, unless required by law.

The EAP vendor will provide counselors to assess individual problems and provide referrals for those individuals who require specialized or long-term assistance in resolving their problems at no cost. However, fees (if any) for the services of referral resources are the responsibility of the individual and/or their group health plan. The EAP vendor is committed to minimizing costs by coordinating referrals, where possible, with the employee's existing insurance coverage.

28B. Time Off for Counseling

Employees are expected to use the EAP on their own time. Any time off from work to attend a counseling session is treated the same as other absences due to personal illness, injury or medical appointments. Arrangements should be made with the employee's supervisor in advance to schedule time away from work or make up any time lost.

28C. Release of Information

All counseling is conducted in strict confidence and no information from an individual's record will be provided to anyone without the individual's written consent, unless required by law.

IV. STAFF RELATIONS

1. Receiving Feedback About Your Work Performance

Your supervisor may give you feedback about your work performance in a variety of ways, both informal and formal. This can include, among other things, verbal feedback during meetings, emails, memos, and other more formal assessments of performance such as periodic or annual performance reviews.

Ongoing communication between you and your supervisor about your work performance helps to clarify job expectations and build effective working relationships.

2. Solving Work-Related Problems at Carnegie Mellon through Informal Channels

When work-related problems or concerns arise, there are a number of ways to address them, including the informal options detailed in this section.

2A. Your Supervisor

Your first line of communication on work-related matters is your supervisor. Discussion with your supervisor is often the most efficient and effective way to resolve problems. Therefore, where appropriate and where you are comfortable doing so, work-related problems or concerns should first be discussed with your immediate supervisor as soon as possible after they arise. Nothing herein is intended to abridge employees' rights under Section 7 of the National Labor Relations Act.

2B. HR Business Partner

If discussion with your supervisor does not resolve a work-related issue or you are not comfortable discussing an issue with them, your HR business partner is available to consult with you. Staff members can obtain information about workplace policies affecting their employment, request feedback about their particular situation and explore alternatives with their HR business partner. Staff members can schedule a meeting by contacting their [HR business partner](#).

2C. Additional Resources

The staff ombudsperson is available to consult with staff regarding work-related problems. The ombudsperson acts as a source of information and referral, aids in answering questions, and may assist in the resolution of workplace concerns. [Schedule an appointment](#) for a virtual meeting with the staff ombudsperson or call 412-268-1018.

3. Staff Grievance Procedure: A Formal Process for Resolving Work Related Problems

Where an employee believes they have wrongly been subjected to an "adverse action," they can file a formal staff grievance through the process outlined in this section. For purposes of this formal grievance process, "adverse action" is defined to include suspension without pay, demotion (movement to a position in another classification at a lesser level of responsibility and lower pay grade; a demotion is normally accompanied by a reduction in compensation), and furlough.

The grievance procedure is available to all staff members who have completed their provisional period, or for those staff members who did not have a provisional period, at least six months of employment with Carnegie Mellon. Staff members who have not satisfied this length of service requirement may not file a grievance. This process is not available to staff represented by a union or to faculty.

Staff members can use the grievance procedure without fear of reprisal or retaliation. It is a clear violation of university policy for a supervisor to retaliate against a staff member who uses the grievance procedure. Refer to the [Policy Against Retaliation](#).

If there is more than one staff member involved in a particular matter as a grievant, each staff grievant is required to file a separate grievance. The university has discretion to determine whether related grievances will be investigated and resolved individually or together.

A grievant may have another university staff member assist them in preparing a grievance statement or accompany them at any time during the grievance process. This individual can be from the staff member's department or a member of Staff Council or any other staff member of the university. The staff member who is supporting the grievant is there to provide support and is not authorized to speak for or otherwise represent the grievant. Since the grievance procedure is provided for the internal resolution of problems and is not a legal forum, staff members may not be accompanied by legal counsel or anyone else who is not employed by the university.

Note: The staff grievance process is not intended to address issues of discrimination, harassment, any form of sexual misconduct, or research misconduct, nor is it intended as a forum to review employee discipline resulting from such issues. Staff members who wish to file a formal charge of discrimination or sexual misconduct should refer to the [Interim Discriminatory and Sexual Misconduct Policy](#) or contact the [Office for Institutional Equity and Title IX](#). Staff members who wish to file a formal allegation of research misconduct should refer to the [Research Misconduct Policy](#). For questions about violation of any other university policy, please contact your [HR business partner](#) who can refer you to the appropriate resource or process.

3A. Filing a Grievance

To commence a grievance, the staff member (“grievant”) submits a written statement describing the work-related problem and detailing the relevant facts and circumstances. The grievance statement should be submitted to the employee labor and relations partner (“ELRP”). Because it is more difficult to investigate and resolve outdated issues, grievances must be submitted to the ELRP in writing within 30 calendar days of the effective date of the adverse action or 30 days from the date the employee is notified of or otherwise learns of the action, whichever is later.

The following information should be included:

- Grievance Statement — A detailed description of the work-related issue.
- Background — A statement of the relevant facts supporting the grievant’s position, including information about the impact the issue has had or is having on the staff member.

- Requested Resolution — A statement of what the grievant is requesting as a satisfactory resolution to the grievance.

During the process, a grievant may supplement their initial grievance statement with additional information or documents in order to clarify the issues further. However, they cannot expand the scope of a grievance once it has been submitted for consideration. If a grievant who has already filed a grievance wishes to pursue a new and different issue, a new grievance must be filed. The grievant may stop the grievance process at any time by giving written notice to the ELRP.

3B. Steps in the Grievance Procedure

There are a number of steps in the grievance procedure which involve review of the matter by successively higher levels of supervisors in the grievant's reporting structure. The first review is by the direct supervisor, the second is by the department/division/unit head, and the third and final level of review is by the dean or vice president. If the grievant has already discussed the matter with the direct supervisor without resolution, or the grievant would prefer not to address the matter with the direct supervisor, the initial review may take place at the second step. The ELRP is available to explain this process to anyone considering filing a grievance, and will provide process advice during a grievance.

The decision at each step is final unless the grievant submits a timely, written request for further review at the next step.

The timelines below for response at each stage are intended to set general expectations; it is understood that the responsible supervisor at each stage may take as much time as is necessary to render a decision or attempt to achieve resolution.

Review by ELRP

Normally, within 10 business days of receipt of the written grievance statement, the ELRP determines if the submitted matter is grievable, as described in [Section 3](#), and takes one of the following actions:

- If the ELRP determines the matter is not grievable, the ELRP sends a written response to the grievant explaining the decision. Such determination shall be final and cannot be appealed. As appropriate, the ELRP may refer the grievance or portions of the grievance for review under other applicable policies.
- If the ELRP determines that the matter is grievable, the ELRP will do the following within 10 business days after making that determination: (i) meet with the grievant to discuss the issues raised in the grievance and possible resolutions; and (ii) forward a copy of the grievance to the direct supervisor, and notify the relevant department/division/unit head that a grievance has been filed.

Step 1 Review and Resolution by Direct Supervisor

At Step 1, the ELRP will take the following actions:

- a. Within 10 business days following the meeting with the grievant, the ELRP will meet with the direct supervisor to discuss the grievance, requested resolution, and the direct supervisor's response.
- b. Within 10 business days of the meeting with the direct supervisor, the ELRP will provide to the grievant a written summary of the direct supervisor's response, including any proposed resolution (the Step 1 response).

Step 2 Review and Resolution

If the staff member does not agree that the grievance has been satisfactorily resolved at Step 1, the staff member must notify the ELRP in writing (the "written notice") within 10 days after receiving the Step 1 response that the grievant seeks further review at the level of the department/division/unit head.

- a. Within 10 business days after receipt of the written notice, the ELRP will provide a copy of the grievance and related documentation from Step 1 to the department/division/unit head and will meet with them to discuss the grievance.
- b. Within 10 business days of the meeting with the department/division/unit head, the ELRP will provide to the grievant a written summary of the department/division/unit head's response, including any proposed resolution (the Step 2 response).

Step 3 Review and Resolution

If the staff member does not agree that the grievance has been satisfactorily resolved at Step 2, the staff member must notify the ELRP in writing (the "written notice") within 10 days after receiving the Step 2 response that the grievant seeks further review at the level of the dean or vice president.

- a. Within 10 business days after receipt of the written notice, the ELRP will provide a copy of the grievance and related documentation from Steps 1 and 2 to the dean/vice president and will meet with them to discuss the grievance.
- b. Within 10 business days of the meeting with the dean/vice president, the ELRP will provide to the grievant a written summary of the dean/vice president's response, including any proposed resolution.

A decision at the level of the dean/vice president is final and not subject to further review.

4. Disciplinary Guidelines

If a staff member's work performance is not satisfactory, or if the staff member has violated university policy, it is the supervisor's responsibility to take corrective action. To determine an appropriate course of action, the supervisor considers the staff member's status (whether the staff member is serving a provisional period), the nature and severity of the work performance issue, the frequency with which the problem has occurred and any extenuating circumstances.

Some situations, for example, may prompt a supervisor to take disciplinary action (including suspension or involuntary separation of employment, or both) without following all of the steps outlined below. The steps identified in items 4C, 4D, and 4E are generally undertaken only after the supervisor has discussed the performance issue with their manager and the HR business partner.

For further information, please refer to [Provisional Period](#), [Employment Separation](#) and [Personnel Records](#) in the Employment Policies and Procedures section, and the [Staff Grievance Procedure](#) in this section.

Nothing in this procedure is intended to, or in any way does, alter the at-will employment relationship between employees and Carnegie Mellon.

The following disciplinary guidelines have been developed.

4A. Performance Coaching

Performance coaching is often an effective means of resolving work-related problems while promoting mutual respect between staff members and supervisors. As part of this ongoing process, the supervisor identifies areas that need to be improved and specifies a method of improvement. When discussing work performance, the supervisor provides specific feedback to the staff member about how to improve performance. If coaching does not result in improved performance, the supervisor has a number of options, including those described below.

4B. Verbal Warning

A verbal warning directs a staff member's attention to a work performance issue or other work-related problem by giving the staff member specific information about the nature of the problem, the improvement needed, a timetable for future review, and the consequences of continued unsatisfactory performance. At this time, the supervisor will also share additional resources and/or support available to the staff member that may help them address the identified performance gap or help rectify the work-related problem. Once a verbal warning is communicated, there will be ongoing communication between the supervisor and the staff member about the issue or problem.

4C. Written Warning

If a staff member does not meet the performance standards or other work-related expectations communicated by the supervisor, a formal written warning can be issued. Normally, this step is undertaken only after the supervisor has discussed the performance or work-related issue with their manager and HR business partner.

The written warning is usually given to the staff member during or following a meeting between the staff member and the supervisor.

This disciplinary document contains specific information about the nature of the problem, the improvement needed, a timetable for future review and the consequences of continued unsatisfactory performance. A copy of the documentation is placed in the staff member's personnel file.

If the performance or work-related issues are not resolved, the supervisor may institute a performance improvement plan. This plan clearly articulates goals and objectives the staff member is expected to successfully accomplish within a pre-determined time period. During that period, the supervisor meets with the staff member on a regular basis to provide feedback and guidance on their progress.

If a performance improvement plan is not appropriate, an additional written warning or a final written warning may be issued.

4D. Suspension

Staff members who commit serious infractions of university policy or procedure or who have exhibited serious performance deficiencies may have their employment suspended for a period of time. In addition, suspension may be imposed to permit an investigation prior to taking final action. This step is undertaken after the supervisor has discussed the performance, behavior, or other work-related issue with their immediate supervisor and HR business partner.

Details of the suspension will be communicated to the staff member in writing. A copy of this communication is placed in the staff member's personnel file.

4E. Involuntary Separation of Employment

Staff members who are not performing satisfactorily or who have committed more egregious infractions are subject to involuntary separation of their employment. This step is undertaken after the supervisor has discussed the performance issue with their supervisor and HR business partner. Management's recommendation to involuntarily separate employment must be approved by the Office of Human Resources. All involuntary employment separations must be documented and communicated to the staff member in writing. A copy of this communication is saved in the staff member's personnel file.

Generally, the university will attempt to provide warnings, issue a final warning, or suspend the employee from the workplace before proceeding to a recommendation to involuntarily separate employment. However, the university reserves the right to combine and skip steps depending on the circumstances of each situation and the nature of the offense. As such, where appropriate, employment may be involuntarily separated without prior notice or disciplinary action consistent with the at-will employment policy. Refer to [Section II. Employment Policies and Procedures, 22A. Unsatisfactory Work Performance and Other Involuntary Separations](#) for more information.

V. EMPLOYEE SAFETY

Carnegie Mellon is committed to maintaining a safe and secure environment for the university community. The policies and programs referenced in this section demonstrate the university's commitment to safety and outline the reporting mechanisms in place for concerns or potential violations.

1. Confidential Ethics Reporting Hotline

In support of the health, safety and well-being of the university community, Carnegie Mellon provides a hotline that all members of the university community can use to confidentially report suspected unethical, discriminatory or illegal activity relating to financial matters, academic and student life, human relations, health and campus safety or research.

Students, faculty and staff can anonymously file a report by calling 844-587-0793 or visiting cmu.ethicspoint.com. All submissions will be reported to appropriate university personnel. Intentionally filing a false report is considered a violation of university standards.

The hotline is NOT an emergency service. To report an emergency in Los Angeles, call 911.

To report an emergency on the Silicon Valley campus, call 911 from a landline or 650-604-5555 from a cell phone. Refer to the Carnegie Mellon Silicon Valley [emergency information page](#).

2. CMU-Alert Emergency Notification System

The CMU-Alert emergency notification system is used to communicate important information during an emergency and is available to all students, faculty and staff members. CMU-Alert sends messages via multiple modes (primarily text, voice and email) simultaneously in the event of an emergency on campus.

Staff members are automatically subscribed to receive CMU-Alert messages to email, office phone and personal phone numbers listed in Workday, the university's human resources information system. Staff members can [update their personal and work contact information](#) using Workday's employee self-service function; find instructions on the [HR Employee Services website](#).

Rave Guardian is a free mobile app that is a companion to CMU-Alert. This app provides users with access to helpful safety and security resources on campus, a safety timer for a virtual buddy system, and interactive campus maps. It also pushes CMU-Alert emergency communications through the app to your smart phone. Learn more about the [Rave Guardian app](#), including installation instructions.

For the Silicon Valley campus, please use the CMU-Alert dedicated Silicon Valley notification group. Refer to the Carnegie Mellon Silicon Valley [emergency information page](#).

3. Emergency Closings

Carnegie Mellon will make every effort to maintain operations during severe weather or other emergencies. Everyone is expected to be at work unless the president announces that the university campus at which an employee works is closed. If this occurs, local television stations may report the closing, and the announcement will be posted on [Carnegie Mellon's news website](#). Staff members who provide essential services may be required to work.

If the university campus at which you work is open but you are unable to come to work because of severe weather or other emergency, you should notify your supervisor as soon as possible. If you are unable to come to work, you will be expected to use PTO or Paid Sick Leave. If PTO or Paid Sick Leave is unavailable, you will not be paid for the day.

For more information, refer to:

- [Policy on Temporary Emergency Closing of the University](#)
- [Temporary Emergency Closing and Inclement Weather Procedure \[pdf\]](#)
- [Policy on Temporary Closing of the University: Guidelines for Pay Practices \[pdf\]](#)

4. Emergency Preparedness and Response

The purpose of the Emergency Preparedness and Response Plan is to provide governance, guidelines, and structure for the management of actions and operations needed to address immediate requirements for an emergency incident or planned event.

The goals of the plan are:

- Preserve life and safety of students, faculty and staff;
- Provide concept of operations and direction, control, and coordination of resources needed for incident or event stabilization;
- Protect university property, the community, and the environment;
- Manage communications and information regarding incident and event response operations and safety; and
- Provide and analyze information to support decision making and action plans.

Staff members with diverse abilities and needs may request to be added to the University Emergency Evacuation List. The list is strictly voluntary and allows University Police and other first responders to develop a plan for your evacuation needs in the event of a campus emergency.

Find more information on the university's [Emergency Preparedness and Response Plan](#).

5. Information Security Office

Carnegie Mellon's [Information Security Office \(ISO\)](#) collaborates with the campus community to protect Carnegie Mellon from and to respond to threats to our electronic information resources and computing and networking infrastructure. ISO can be contacted at iso@andrew.cmu.edu or by calling 412-268-2044.

6. Alcohol and Drugs

The university permits the use of alcohol and drugs within its community only in a manner that is legal, responsible, and consistent with the expectations outlined in the Carnegie Mellon Alcohol and Drug Policy.

For more information, refer to the [Alcohol and Drug Policy](#).

7. Workplace Threats and Violence

Threats or acts of violence against anyone on property owned or controlled by the university will not be tolerated. Such behavior may result in criminal arrest and prosecution and/or disciplinary action, up to and including dismissal, against the perpetrators whether they are students, faculty or staff.

Workplace violence includes, but is not limited to:

- Making threatening remarks (written or verbal);
- Aggressive or hostile acts such as shouting, using profanity, throwing objects at another person, fighting, or intentionally damaging a coworker's property;
- Bullying, intimidating, or harassing another person (for example, making obscene phone calls or using threatening body language or gestures, such as standing close to someone or shaking your fist at them);
- Behavior that causes another person emotional distress or creates a reasonable fear of injury, such as stalking; and/or
- Assault.

Individuals should notify their [HR Business Partner](#) of any threats or violent behavior that have occurred, particularly threats or behavior they have witnessed or been subject to. Such behavior should be reported regardless of the personal or professional relationship between the apparent perpetrator and victim.

Individuals on the Silicon Valley campus, refer to the Carnegie Mellon Silicon Valley [emergency information page](#) for who to contact or dial 911. Individuals on the Los Angeles campus should contact the Program Director or dial 911.

For more information, refer to the [Workplace Threats and Violence Policy](#).

8. Deadly Weapons

Deadly weapons are not permitted on any property owned or controlled by Carnegie Mellon. The prohibition of deadly weapons on campus is a proactive step toward reducing the risk of injury or death due to the intentional, accidental, inexperienced or improper use of firearms. For more information, refer to the [Policy on Deadly Weapons](#).

9. Sexual Assault and Relationship Violence

The university is dedicated to preventing and effectively responding to all forms of sexual misconduct, including sexual harassment, sexual violence, dating and domestic violence, and stalking. If you would like more information, or if you would like to share concerns or seek help, please contact the [Office for Institutional Equity and Title IX](#) to set up an appointment.