



Staff Handbook

A Human Resources Guide

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CONTENTS

I. INTRODUCTION	7
1. About This Guide	7
2. Affirmative Action and Equal Employment Opportunity.....	7
3. Human Resources	8
4. At-Will Employment.....	8
II. Employment policies and procedures	10
1. Our Expectations	10
2. Employment Eligibility Verification (I-9)	10
3. Staff Background Checks	10
4. Drug and Alcohol Policy for Department of Transportation (DOT) Covered Employees	10
5. Driver’s License and Driver Training Protocol	11
6. Intellectual Property Policy	12
7. Provisional Period.....	12
8. Hours of Work.....	12
8A. Work Schedules/Attendance	12
8B. Meal Periods and Breaks.....	13
9. Flexible Work Arrangements	13
10. Discrimination, Harassment and Sexual Misconduct.....	14
10A. Resources for Reporting.....	15
10B. Workplace Harassment Training	15
10C. Sexual Misconduct and Statement of Assurance Procedures for Staff Respondents	15
11. Child Protection	16
11A. Obligation to Disclose Offenses or Crimes of Child Abuse.....	16
11B. Mandatory Reporting Obligation	16
12. Conflict of Interest/Commitment	16
13. Confidentiality.....	17
14. University Property.....	17
15. No Solicitation — No Distribution Policy	17
16. Personnel Records.....	17
17. Changes in Personal Information.....	17

- 18. Reasonable Accommodations for Disabilities..... 18
- 19. Lactation Support 18
- 20. Pregnancy Support and Accommodations..... 18
- 21. Pay Transparency Nondiscrimination..... 18
- 22. Staff Development..... 18
 - 22A. Applying for a Posted Position 19
 - 22B. Eligibility Requirements 19
 - 22C. Position Consideration and Communication..... 20
 - 22D. When You Are Offered a Position..... 20
 - 22E. Professional Development 21
- 23. Employment Separation 21
 - 23A. Unsatisfactory Work Performance and Other Involuntary Separations 22
 - 23B. Layoff..... 22
- III. Compensation and benefits 24
 - 1. Compensation..... 24
 - 1A. Safe Harbor Policy..... 25
 - 2. Employment Date..... 25
 - 3. Benefits Eligibility..... 25
 - 4. Health and Welfare Benefits..... 26
 - 4A. Medical, Prescription, Vision and Dental Plans..... 26
 - 4B. Life and AD&D Insurance 26
 - 5. Financial Benefits..... 26
 - 5A. Retirement Savings 26
 - 5B. Spending Accounts..... 27
 - 5C. Tuition Benefit Programs..... 27
 - 6. Holidays and Floating Holidays 28
 - 7. Paid Time Off 28
 - 7A. Eligibility and PTO Calculation..... 28
 - 7B. Unused PTO Carryover 30
 - 7C. Reserve Sick Days..... 30
 - 7D. Limitations..... 30
 - 8. Paid Sick Days 30

- 9. Workers' Compensation 32
- 10. Leaves for Non-Work Related Injury or Illness..... 32
 - 10A. Disability Leave of Absence..... 32
 - 10B. Family and Medical Leave 32
- 11. Staff Parental and Maternity Leaves of Absence 33
- 12. Military Leaves of Absence 33
 - 12A. Military Family Leave 33
 - 12B. Military Leave 34
- 13. Personal Leave..... 34
- 14. Jury Duty..... 34
- 15. Bereavement..... 35
- 16. Leave for Victims and Witnesses..... 35
- 17. Employee Assistance Program (EAP) 35
 - 17A. Summary of Services 35
 - 17B. Time Off for Counseling..... 36
 - 17C. Release of Information 36
- 18. Child Care Benefits 36
- 19. Care for Business Dependent Care Benefits and Concierge Service 37
 - 19A. Care for Business Dependent Care Benefits 37
 - 19B. Family Care Concierge Service 37
- IV. Staff Relations..... 38
 - 20. Receiving Feedback About Your Work Performance..... 38
 - 1. Solving Work-Related Problems at Carnegie Mellon through Informal Channels..... 38
 - 2A. Your Supervisor 38
 - 2B. HR Business Partner 38
 - 2C. Additional Resources 38
 - 2. Staff Grievance Procedure: A Formal Process for Resolving Work Related Problems 38
 - 3A. Filing a Grievance 39
 - 3B. Steps in the Grievance Procedure 40
 - 3. Disciplinary Guidelines..... 41
 - 4A. Performance Coaching 42
 - 4B. Verbal Warning..... 42

4C. Written Warning 42

4D. Suspension 43

4E. Involuntary Separation of Employment 43

V. EMPLOYEE SAFETY..... 44

1. Confidential Ethics Reporting Hotline 44

2. CMU-Alert Emergency Notification System 44

3. Emergency Closings..... 44

4. Parking & Transportation Services — Shuttle and Escort Services 45

5. Emergency Preparedness and Response 45

6. CMUSafe and CMUSafe Ambassador Program 45

7. Information Security Office..... 46

8. Alcohol and Drugs 46

9. Workplace Threats and Violence..... 46

10. Deadly Weapons..... 46

11. Carnegie Mellon University Police Department (University Police)..... 47

12. Emergency Medical Services..... 47

13. Sexual Assault and Relationship Violence 47

14. Green Dot – Bystander Training..... 47

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 *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

This ***Staff Handbook: A Human Resources Guide*** (“handbook”) provides an overview and general description of policies, procedures and benefits applicable to university staff members. It also provides guidance relating to employment practices and procedures.

The handbook is applicable to all staff employees of the university except those working in California and Rwanda, for whom there are California and Rwanda versions. This handbook is intended to apply to all other staff of the university wherever located, except to the extent that the provisions of the handbook conflict with local law or in such cases where employment policies or procedures are determined by a collective bargaining agreement. Addenda to this handbook for employees based in Colorado, Maryland, New York, Ohio, Texas, District of Columbia, and other states are available on the [Human Resources website](#). This handbook also applies to staff members at Carnegie Mellon University in Qatar. Refer to the Qatar Staff Guidebook for information on employment policies, procedures or benefits specific to Qatar’s staff employees. This handbook does not apply to faculty or students.

All of these practices and procedures are stated with the understanding that, consistent with Pennsylvania 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.

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

2. Affirmative Action and Equal Employment Opportunity

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, disability, age, sexual orientation, gender identity, pregnancy or related condition, family status, marital status, parental status, religion, ancestry, veteran status, or genetic information; 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 refer to 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. Drug and Alcohol Policy for Department of Transportation (DOT) Covered Employees

Carnegie Mellon University has established an alcohol and controlled substances testing program for its employees who are drivers of Carnegie Mellon's Commercial Motor Vehicles and who require Commercial Drivers Licenses, to meet requirements of the Federal Motor Carrier Safety Administration and the U.S. Department of Transportation (DOT).

For more information, refer to Carnegie Mellon's [Drug and Alcohol Policy for DOT-Covered Employees \[pdf\]](#).

5. 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.

6. 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](#).

7. 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, these staff members 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.

8. Hours of Work

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

8A. Work Schedules/Attendance

The Carnegie Mellon workweek begins at 12:01 a.m. on Monday. 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 your 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.

8B. Meal Periods and Breaks

Meal periods and breaks should be coordinated with your supervisor. Meal periods are unpaid and last at least one half-hour, but not more than one hour.

Scheduled breaks are optional at Carnegie Mellon and are determined by each department. Your supervisor will know if breaks are scheduled in your area. If scheduled, breaks are limited to 15 minutes per day and are paid.

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:

1. **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.
2. **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.
3. **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.
4. **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.

FWAs are not available to bargaining unit employees unless it is so stated in the governing labor agreement.

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. 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 discrimination, harassment, or 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.

It is the responsibility of every member of the university community to foster an environment free of discrimination, 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](#) prohibits all forms of unlawful discrimination or harassment. Specifically, 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, parental status, marital 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. 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 Discrimination 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 these Policies. Staff members found in violation of these Policies may be subject to discipline up to and including involuntary separation of employment.

10A. 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), email (institutionalequity@andrew.cmu.edu), or in-person by visiting the IEX Office at 4615 Forbes Ave., Pittsburgh, PA 15213.

[HR business partners](#) are also available to help facilitate the reporting of any suspected violations of the Interim Discriminatory and Sexual Misconduct 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.

10B. 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.**

For more information, refer to the [HR Website](#).

10C. Discriminatory and Sexual Misconduct Procedures for Staff Respondents

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

The Office for Institutional Equity and Title IX 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 or designee (collectively "AVPHR") 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](#).

11. Child Protection

Carnegie Mellon is committed to providing a safe and secure environment for all minors involved in any programs or activities conducted on university premises, as well as any off-campus programs or activities sponsored by the university.

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.

11A. Obligation to Disclose Offenses or Crimes of Child Abuse

Staff members who are subject to the background certification requirements outlined in the university's [Policy on the Protection of Children in Carnegie Mellon University Programs, Activities and Facilities](#) have an obligation to notify the university if they are arrested for, or convicted of, any offense prohibited by the Pennsylvania Child Protective Services Law. Notice of arrests or convictions must be provided within 72 hours. Notice should be submitted to [Child Protection Operations](#) within the Office of Human Resources.

11B. Mandatory Reporting Obligation

Every member of the Carnegie Mellon community has an ethical and legal obligation to immediately report instances or suspected instances of child abuse or any other inappropriate interactions with minors who are under the university's care, supervision, guidance or training.

All staff members are considered mandated reporters of child abuse. For more information, refer to [Mandatory Reporting](#).

12. 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 they advance the mission or prestige of the university and 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](#).

13. 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.

14. 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.

15. 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, except by email during non-work 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.

16. 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.

17. 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 System Guide \[pdf\]](#).

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

18. Reasonable Accommodations for Disabilities

The Office of Disability Services works to ensure that qualified individuals receive reasonable accommodations as guaranteed by the Americans with Disabilities Act and Section 503 of the Rehabilitation Act of 1973. If you have a disability, you may qualify for certain reasonable accommodations to enable you to perform the essential functions of your position. Employees requiring 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 or employeeaccess@andrew.cmu.edu.

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 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 make a reasonable effort to provide a clean, private space for such activity. For more information, refer to the [Lactation Support Policy \[pdf\]](#).

20. Pregnancy Support and Accommodations

Carnegie Mellon's Pregnancy Support and Accommodations Policy prohibits Carnegie Mellon employees from discriminating against an employee or prospective employee (applicants for employment) because they are pregnant, or because they experienced childbirth or have a pregnancy-related medical condition. Furthermore, Carnegie Mellon provides opportunities for reasonable accommodations for employees due to pregnancy, childbirth, or related medical conditions and events. These opportunities also extend to the partners of such individuals. Reasonable accommodations enable individuals covered by this policy to perform the essential duties of their job. This policy is applicable only for staff members employed at the Pittsburgh campus. For more information, refer to the [Pregnancy Support and Accommodations Policy \[pdf\]](#).

21. 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.

22. 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 by emailing employeeaccess@andrew.cmu.edu or calling 412-268-3930.
- Some positions are advertised in local and national publications as well as on job and career websites.

22A. 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.

22B. 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:

- Staff members serving in a temporary assignment through Temporary Employment Services (TES)
- Fixed-term staff members approaching the end of their assignment
- Promotional opportunities within your department

22C. Position Consideration & 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.

22D. 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.

22E. 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](#).

23. 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 been 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 Carnegie Mellon Federal Credit Union are asked to contact the Credit Union at 412-268-2905 as soon as possible.

Upon separation, staff members are expected to return their university ID card, university computer equipment, keys and other university property. No payment is made at separation for any days in any employee's reserved sick day bank.

Voluntary Separation/Resignation: Carnegie Mellon expects all staff members to give notice when voluntarily separating from employment with the university. 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 reserves the right to subtract the value of those PTO days from your final pay. Failure to return to work at the end of an authorized personal leave of absence is considered a voluntary separation effective as of the employee's last day worked.

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, however, in no way alter or eliminate the at-will status of your employment relationship with Carnegie Mellon.

23A. 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 [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.

23B. 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) for up to 18 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 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, gender identity, genetic information, handicap or disability, national origin, race, religion, sex, sexual orientation, veteran status 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 partners 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 days 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. For more information on DCRA accounts, see [Child Care Benefits](#) in this section of the handbook.

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. International locations may observe different holidays.

U.S. regular, full-time staff members may take three floating holidays during the calendar year. These floating holidays may be taken on days of the staff member's choosing, with their supervisor's approval. The number of floating holidays new staff members are entitled to 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.

Floating holiday benefits may vary for international staff members.

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. An employee 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. Whenever possible, PTO should be scheduled in full-day or half-day increments. However, in non-medical and non-emergency cases in which the supervisor has granted prior approval, or in cases of medical necessity or emergency where obtaining prior approval is not possible, employees may schedule time in one-hour increments.

Except in the case of illness or emergency, PTO days must be scheduled in advance and are subject to supervisor approval. If a staff member takes PTO without prior approval for medical or emergency reasons, the university reserves the right to require medical or other documentation of the reasons given for the unapproved PTO. PTO may not be used to receive pay in excess of wages earned for a normal

work day and PTO is not counted for purposes of calculating overtime pay. The total amount of hours worked plus hours taken as PTO in a single day may not exceed the number of hours in an employee’s normal daily work schedule. PTO days may be taken for vacation, personal time, illness or time off to care for dependents. Holidays, jury duty and bereavement days are provided under separate policies and do not count as PTO days.

Carnegie Mellon University reserves the right to make exceptions or alterations to this policy where required by applicable local law.

For employees working in California or Rwanda, refer to the specific location’s Handbook for more information or other applicable addendum.

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 leave 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.

PTO days are not earned during part-time employment. However, 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.

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

7B. Unused PTO Carryover

Up to one year's accrual of PTO that is earned but not taken may be carried over to the following employment year. However, the number of days carried over cannot exceed the number of PTO days for which you are eligible in the following year. For example, if you are at the end of your fourth year of employment and have accumulated 25 PTO days, you are permitted to carry over as many as 20 PTO days into your fifth employment year. Questions about carryover may be referred to your supervisor.

7C. Reserve Sick Days

PTO days that cannot be carried over may be added to your sick day bank as Reserve Sick Days (RSDs). A maximum of 130 RSDs may be accumulated. 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. (See description of the Short-Term Disability Plan.) **Unused RSDs are not paid upon separation and are forfeited.**

7D. Limitations

When a staff member separates from full-time employment with Carnegie Mellon, in most cases they will be paid for earned but unused PTO days, up to a maximum of the annual entitlement for that employment year. If at separation the PTO days taken by the staff member exceed the number of PTO days earned, including carryover PTO days, payment for the unearned days will be deducted from the staff member's final paycheck.

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.

No payment for unused PTO days will be made to survivors of staff who die while employed at the university.

If a work-related emergency or unexpected work requirement causes you to forego scheduled and approved PTO, you should discuss the situation with your supervisor. Your supervisor can help you to resolve this situation in consultation with the HR business partner as required.

For more information, refer to Carnegie Mellon University's [Paid Time Off Policy](#).

8. Paid Sick Days

The [City of Pittsburgh Paid Sick Days Act](#) went into effect on March 15, 2020. This Act gives eligible employees one hour of paid sick time for every 35 hours worked, up to a maximum of 40 hours in a calendar year. Eligible employees may use paid sick days for their own illness or medical care, a family member's illness or medical care, or in the event of a declared public health emergency. All eligible employees may begin to use their accrued time beginning on the 90th day following the start of their employment.

When the need to use paid sick days is foreseeable, the employee must submit a request in advance. When the need to use paid sick days is not foreseeable (e.g., due to sudden illness or emergency), the employee should provide notice to the supervisor and submit a request at least one hour before the beginning of the employee's normal schedule or as soon as possible under the circumstances.

Please Note: Employees who are currently eligible for paid time off through the university (including PTO, Special Faculty Vacation and Local 95 Sick Time) are not eligible for Pittsburgh Paid Sick Leave.

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

9. Workers' Compensation

If you sustain a work-related injury or illness through the course of employment at Carnegie Mellon, the Pennsylvania Workers' Compensation Act provides you with medical benefits and payment for lost wages. Your follow-up care must be obtained by approved physicians/facilities in order to be eligible for Workers' Compensation benefits.

You should notify your supervisor immediately of a work-related injury or illness so that the appropriate Injury/Illness Report and the Acknowledgement of Employee Rights forms can be completed. These reports are 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.

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 and 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 leave of absence for staff members who are unable to work due to injury, illness or pregnancy. A staff member must be eligible for full-time benefits in order to be eligible for a disability leave of absence. A disability leave of absence runs concurrently with the Family Medical Leave Act.

Short-term disability insurance covers non-work related illnesses and injuries, pregnancy and childbirth for up to 26 weeks, including the seven-day 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.

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

10B. Family and Medical Leave

The Family and Medical Leave Act (FMLA) provides eligible faculty and staff members with up to 12 weeks of unpaid, job-protected leave for certain medical reasons. FMLA leave runs concurrently with your short-term disability leave.

Eligible staff members are entitled to up to 12 work weeks of unpaid leave in a rolling 12-month period for the following reasons:

- the birth of a child or placement of a child with the staff member for adoption or foster care;
- to care for an immediate family member (spouse, child or parent) with a serious health condition;
- a serious health condition that makes a staff member unable to perform their job; or
- military family leave.

Refer to the [FMLA page](#) for instructions on 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. Staff Parental and Maternity Leaves of Absence

Carnegie Mellon provides eligible staff members with a Staff Parental and Maternity Leave Program. The university's paid maternity leave allows for up to six or eight consecutive weeks of 100% paid leave to be used immediately following the birth of a child. The paid parental leave allows for 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.

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 \[pdf\]](#).

12. Military Leaves of Absence

12A. 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.
- **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, 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.

12B. 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.

13. Personal Leave

Carnegie Mellon provides personal leave 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. Any employee requesting a personal leave of absence must exhaust all of their Paid Time Off prior to the start of this leave. Approval of a requested personal leave of absence 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 \[pdf\]](#).

14. Jury Duty

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. Participation in the benefit plans in which you are enrolled and your eligibility for tuition benefits continue during 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.

15. 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. You 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, and must be used within a month of the date of death. "Immediate Family" includes a spouse or 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. You should request a bereavement time off with pay as soon as you learn of the death of a member of your immediate family. A staff member on bereavement should return to work on the first regularly scheduled day of work following the end of the time off with pay.

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

16. Leave for Victims and Witnesses

Carnegie Mellon will grant reasonable and necessary leave, without pay, to staff members who are (i) witnesses or (ii) victims of a crime, to attend or participate in legal proceedings, in accordance with applicable law (see 18 Pa.C.S. § 4957). Staff members should give the university reasonable notice, as far in advance as is possible, of the need for such leave.

17. Employee Assistance Program (EAP)

17A. 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 the Human Resources website](#).

All counseling through the EAP vendor 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 an EAP professional 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 at no cost for those individuals who require specialized or long-term assistance in resolving their problems. 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.

17B. 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.

17C. 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.

18. Child Care Benefits

Carnegie Mellon offers two benefit programs to assist with child care costs: a Dependent Care Reimbursement Account and the Cyert Center for Early Education Sliding Scale benefit.

Carnegie Mellon offers a Dependent Care Reimbursement Account (DCRA) to help 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 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](#).

The [Cyert Center for Early Education](#) is a full-day early care and education program at Carnegie Mellon. Children range from three months to kindergarten. The program is licensed by the Department of Human Services and the PA Department of Private Academic Schools, and accredited through the National Association for the Education of Young Children. The Sliding Scale benefit provides a reduction

in the Cyert Center's tuition rate, taking into account your family income for the prior calendar year. This benefit is available to full-time, benefits-eligible staff and faculty members whose IRS-dependent child(ren) (i.e., child(ren) who meets IRS dependency exemption criteria) has been offered and accepted enrollment in the Cyert Center. Find more information on the [Sliding Scale Benefit](#), including eligibility and the application process.

19. Care for Business Family Care Benefits and Concierge Service

19A. Care for Business Family Care Benefits

Through the Care for Business program, eligible employees and graduate students receive a free premium membership to Care.com, where they can search provider profiles or post jobs. This program also provides access to emergency backup care options which are provided at a subsidized rate and are intended to cover unexpected gaps in care for children and adults. Specialists are available to help families looking to hire in-home caregivers, which can make the process of hiring caregivers much simpler. Employees also have access to the LifeMart discount program which provides discounts on a variety of topics, including child care.

Eligible individuals include regular full-time and part-time faculty and staff and graduate students. Undergraduate students needing family care resources should reach out to the Office of Human Resources for assistance.

Find more information regarding [Care for Business Family Care Benefits](#).

19B. Family Care Concierge Service

The Family Care Concierge Service is available to Carnegie Mellon faculty, staff and graduate students to provide information, support, guidance and education on dependent- and care-related topics. To receive assistance, contact the specialists at hrfamilycare@andrew.cmu.edu with your question or need. They will respond with guidance and/or the information requested.

IV. STAFF RELATIONS

20. 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.

1. 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, 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.

2. 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, 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 AVPHR 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.

3. 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 written warning can be issued. Normally, this step is undertaken only after the supervisor has discussed the performance or work-related issue with their immediate supervisor 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 demonstrated 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. Refer to [Section II. Employment Policies and Procedures, 23A. 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. For emergencies, call University Police at 412-268-2323 or 911.

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. 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.

3. Emergency Closings

Carnegie Mellon will make every effort to maintain operations during severe weather or other emergencies to accommodate the large number of students living on campus.

All staff are expected to be at work unless the president announces that the university is closed. If this occurs, local television stations will 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 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. If PTO 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. Parking & Transportation Services — Shuttle and Escort Services

Shuttle and Escort Services offer transportation options for students, faculty and staff members. The Shuttle Service operates on a fixed route with specific stops throughout the area. The Escort Service operates in the evening/overnight and provides transportation from campus to Oakland, Shadyside and Squirrel Hill. For more information, refer to the [Parking & Transportation Services website](#).

5. 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](#).

6. CMUSafe and CMUSafe Ambassador Program

The mission of CMUSafe is to empower the CMU community to say something if we see something and to be active in building a safe community. For more information about the program and resources available, please refer to [CMU's Health and Safety page](#).

CMUSafe Ambassador Duties include:

- Facilitating the distribution of emergency procedure information to faculty, staff and students
- Being familiar with your building's Emergency Action Plan

- Facilitating the safe evacuation of campus buildings during an emergency
- Being familiar with lifesaving device locations and emergency resources
- Participating in fire drills

Find more information on the [CMUSafe Ambassador Program](#) and volunteer opportunities.

7. 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.

8. 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](#).

9. 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 the Carnegie Mellon University Police Department (412-268-2323) and 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.

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

10. 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, inexpert or improper use of firearms. For more information, refer to the [Policy on Deadly Weapons](#).

11. Carnegie Mellon University Police Department (University Police)

University Police and security officers patrol campus continuously throughout the day and night. University Police can be reached via 290 two-way emergency phones located throughout the Pittsburgh campus for use during emergencies. With the touch of a button, the caller is immediately connected to a University Police dispatcher in the Communications Center. Emergency phone locations may be viewed on the [Emergency Device Locations interactive map](#).

University Police can also be reached through the [Rave Guardian App](#) or by calling 412-268-2323.

12. Emergency Medical Services

Carnegie Mellon's [Emergency Medical Service](#) handles urgent medical needs of the campus community during the academic year. This all-volunteer, 100% student-run quick response service is available 24 hours a day, seven days a week. To report a medical emergency, contact University Police dispatch at 412-268-2323.

13. 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. If it is an emergency situation, please contact University Police at 412-268-2323.

14. Green Dot – Bystander Training

Carnegie Mellon is a model campus within our region for its implementation of Green Dot, a primary prevention strategy to reduce power-based personal violence on college campuses. For more information, visit [Green Dot at CMU](#).