Northwestern University is one of the nation’s foremost institutions of higher learning, and our unique environment unites knowledge and ideas, ambition and imagination, hard work and joy. As a member of our staff, you play a vital role in advancing the mission of Northwestern. We are committed to excellent teaching, innovative research, and personal and intellectual growth, and we are diligent about creating an environment that is inclusive and truly diverse. Our students, faculty, and staff come from different backgrounds — intellectually, ethnically, economically, and geographically — and we wouldn’t have it any other way.

This Staff Handbook provides current information regarding the policies and programs that define your role and responsibilities as a staff member, as well as the University's responsibilities to you. If you are looking for information about University policies and programs for yourself — or to address a question posed by another staff member — this Handbook is an excellent resource.

A print copy of this Handbook will be available to each new staff member, and the complete text is also posted on the University’s website (go to www.northwestern.edu/hr/handbook). Whether you prefer the printed page or electronic media, I encourage you to familiarize yourself with the content of this Handbook, and to refer to it whenever you have an employment-related question.

I trust that you will find the content of this Handbook to be informative and a valuable resource. If you have any questions, please contact any member of the Office of Human Resources and we will be happy to assist you.

Pamela S. Beemer
Vice President of Human Resources
# CONTENTS

## 1 \ INTRODUCTION .................................................................1.1
  - History and Structure of Northwestern University ......................1.1
  - About This Handbook ................................................................1.2
  - Disclaimer ...............................................................................1.3
  - Questions ...............................................................................1.3

## 2 \ EMPLOYMENT ...............................................................2.1
  - Joining Northwestern University ..............................................2.1
  - Employment Eligibility ..........................................................2.2
    - Exempt Staff ......................................................................2.2
    - Non-exempt Staff ................................................................2.3
  - Background Checks ..................................................................2.3
  - Other Employment Requirements ..........................................2.5
  - Onboarding – New Employee Orientation ................................2.5
  - Probationary Period ...............................................................2.5
  - Personnel Files and Access ....................................................2.6
  - Transfer and Promotion ........................................................2.6
  - Reinstatement .......................................................................2.8
  - Rehire ..................................................................................2.8
  - Performance Reviews ............................................................2.8
  - Professional Development ......................................................2.9
  - Staff Recognition ...................................................................2.9
  - Corrective Action Process ......................................................2.10
  - Resolving Workplace Issues ................................................2.11
  - Non-retaliation ......................................................................2.11
  - Employment At Will .............................................................2.12
  - Resignation or Voluntary Termination of Employment .............2.12
  - Involuntary Termination of Employment ..................................2.13
  - Post Resignation/Termination Procedures ...............................2.13
  - Interns and Volunteers .........................................................2.15

## 3 \ REQUIREMENTS IN THE WORKPLACE .............................3.1
  - Civility and Mutual Respect ....................................................3.1
  - Ethics and Compliance ..........................................................3.2
  - Conflict of Interest ................................................................3.2
  - Preventing Violence ...............................................................3.2
  - Reporting Violence ................................................................3.4
  - Drug-free Workplace .............................................................3.5
  - Emergency Preparedness ........................................................3.5
  - Indemnification ......................................................................3.5
  - Dress Code/Personal Appearance ..........................................3.5
  - Smoking ...............................................................................3.5
  - Personal Mail and Phone Use ................................................3.5
3 \ REQUIREMENTS IN THE WORKPLACE (CONT’D.)
Use of Computers and Networks ................................................................. 3.6
Solicitation ..................................................................................................... 3.7
Equipment and Facilities ............................................................................ 3.7
Security of Confidential Information ....................................................... 3.7
Patents and Inventions ............................................................................. 3.8
Copyright/Works Made for Hire ............................................................... 3.8

4 \ WORKPLACE COMMITMENT ................................................................. 4.1
Policy on Discrimination and Harassment .............................................. 4.1
Title IX Statement ......................................................................................... 4.2
Policy on Sexual Harassment ................................................................. 4.2
Sexual Violence Statement .................................................................... 4.2
Additional Guidance .................................................................................. 4.3
Confidential Counselors ........................................................................ 4.4
Where to Get Advice and Help ............................................................... 4.4
Accommodation of Disabilities and Pregnancy ..................................... 4.5

5 \ BENEFITS .......................................................................................... 5.1
Eligibility ..................................................................................................... 5.1
Health, Dental, and Vision Benefits ....................................................... 5.1
Financial Benefits ..................................................................................... 5.1
Spending Accounts .................................................................................... 5.2
Pre-tax Commuter Benefits .................................................................... 5.2
Tuition Benefits .......................................................................................... 5.2
Retirement Benefits .................................................................................. 5.3
Leaves of Absence ..................................................................................... 5.3
Family and Medical Leave Act (FMLA) Leave ...................................... 5.4
Birth and Adoption Parental Leave (BAPL) ............................................. 5.6
Illinois Victims' Economic Security and Safety Act (VESSA) Leave ...... 5.6
Military Leave ............................................................................................ 5.6
Military Caregiver Leave ......................................................................... 5.8
Illinois Family Military Leave ................................................................... 5.9
Workers’ Compensation Leave ............................................................... 5.9
Medical Leave .......................................................................................... 5.10
Personal Leave .......................................................................................... 5.10
Repatriation Leave (Qatar) ........................................................................ 5.10

6 \ PAID TIME AWAY FROM WORK ......................................................... 6.1
Eligibility ..................................................................................................... 6.1
University Scheduled Holidays ............................................................... 6.1
Personal Floating Holiday Time ............................................................... 6.2
Vacation Time ............................................................................................ 6.3
Incidental Sick Time and Extended Sick Time ....................................... 6.6
6 \ PAID TIME AWAY FROM WORK (CONT’D.)

- Workers’ Compensation ................................................................. 6.8
- School Visitation ............................................................................ 6.8
- Voting Time .................................................................................... 6.8
- Bereavement Absence ..................................................................... 6.9
- Jury Duty ........................................................................................ 6.9
- Military Reserve Training ............................................................... 6.9
- Documentation of Absence ......................................................... 6.9

7 \ COMPENSATION ........................................................................... 7.1

- Job Descriptions and Job Families .............................................. 7.1
- Salary Structures and Pay Grades ................................................ 7.2
- Performance Management and Merit Pay ..................................... 7.2
- Designation of Staff Jobs ............................................................... 7.2

8 \ WORK HOURS AND PAYROLL ....................................................... 8.1

- The Workday ................................................................................ 8.1
- Tardiness ....................................................................................... 8.1
- Unscheduled Absence ................................................................. 8.2
- Excessive Absence ..................................................................... 8.2
- Varying Schedule ....................................................................... 8.2
- Overtime ...................................................................................... 8.2
- Reporting Hours ......................................................................... 8.2
- Compensatory Hours ................................................................ 8.2
- Lunch Periods .............................................................................. 8.3
- Rest Periods ................................................................................. 8.3
- Pay Day ....................................................................................... 8.3
- Direct Deposit ............................................................................. 8.3
- Exempt Pay Deductions ............................................................ 8.4
- Required Staff Information ........................................................ 8.4

9 \ WORK/LIFE & FAMILY RESOURCES ........................................... 9.1

- Flexible Work Arrangements ..................................................... 9.1
- Faculty & Staff Assistance Program (FSAP) ............................... 9.2
- NU Cares .................................................................................. 9.3
- Work/Life Educational Programs ............................................... 9.3
- Adoption Assistance Reimbursement ....................................... 9.3
- Child Care Benefits .................................................................. 9.3
- Eldercare Program .................................................................... 9.5
- Discounts, Facilities, and Services ......................................... 9.5

10 \ PROFESSIONAL AND OTHER UNIVERSITY ORGANIZATIONS ... 10.1

- Index ............................................................................................ I.1
- Directory: Office of Human Resources ................................. Inside Back Cover
Mission of the University: Northwestern University is committed to excellent teaching, innovative research, and the personal and intellectual growth of its students in a diverse academic community.

History and Structure of Northwestern University

Northwestern was established under a charter approved by the Illinois state legislature on January 28, 1851. Today, Northwestern is a private, nonsectarian university with three campuses.

Two campuses are located on Lake Michigan: one campus is in Evanston, a North Shore suburb of Chicago, and the other is located in downtown Chicago. The schools on these campuses enroll approximately 18,000 students during the academic year.

In 2008, Northwestern opened an international campus in Doha, Qatar. It is one of the American universities established in Education City, Doha, as a result of collaborative agreements between the universities and the Qatar Foundation. Each of these universities brings to Qatar educational programs for which those institutions are especially renowned.

Northwestern is comprised of 12 schools:
- Bienen School of Music
- Feinberg School of Medicine
- Kellogg School of Management
- McCormick School of Engineering and Applied Science
- Medill School of Journalism, Media, Integrated Marketing Communications
- Northwestern University in Qatar
- Pritzker School of Law
- School of Communication
- School of Education and Social Policy
- School of Professional Studies
- The Graduate School
- Weinberg College of Arts and Sciences

Northwestern operates under the supervision of a Board of Trustees, whose members serve without pay. Northwestern’s revenue comes from endowment and gifts, student tuition and fees, government contracts and grants, and other sources. To view Northwestern’s organization chart visit www.northwestern.edu/hr/handbook/orgchart.
INTRODUCTION

Staff Handbook

About This Handbook

This Handbook provides general descriptions of policies, programs, and benefits, as well as guidelines for job performance and job behavior relating to staff members who work at Northwestern University.

Staff members support the faculty, students, and University in their educational and research missions. Staff members include executive, managerial, administrative, professional, Postdoctoral Fellow, research (staff), technical, maintenance, and clerical positions. Occupational categories for staff members include jobs in maintenance, service, clerical, research, technical, professional, and administrative areas.

Some University staff positions are covered by a labor agreement. In such cases certain policies and procedures may be different and are determined by the specific labor agreement. Staff members holding such jobs should obtain a copy of the labor agreement from their union steward to determine those differences.

This Handbook also applies to staff members working at Northwestern University in Qatar. There may be differences in some employment policies, practices, and benefits. For more information about Northwestern University in Qatar, visit www.qatar.northwestern.edu. Individuals with job titles classified as Librarian Faculty are covered by Librarian Faculty: Terms of Appointment; for more information, visit www.northwestern.edu/hr/handbook/librarians.

Features of this Handbook include:

- A table of contents, which a reader can use to access sections within this Handbook. To access a specific section, click on the section heading or page number.
- An index providing an alphabetic listing of key terms. To locate a specific topic within this Handbook, find the topic and click on the applicable page number(s).
- A directory providing contact information for various functions within the Office of Human Resources. This directory is located at the end of this Handbook.

Throughout this Handbook:

- The term “supervisor” is used to refer to an individual who has supervisory responsibility for others regardless of title within the University.
- Shading is used to highlight selected key messages.
- Links to other specified pages and sections within this Handbook – as well as to sections of Northwestern’s website and to external websites – are underscored and highlighted in blue. Readers viewing this Handbook online may click on these links to reach the referenced page, section, or website.
Disclaimer

In summarizing the terms and conditions of staff employment at Northwestern, this Handbook does not provide a detailed description of all employment policies and practices; each Northwestern University department/unit may adopt additional policies particular to its functions.

From time to time, policies and programs of the University may change; these changes will be summarized in periodic notices. To be sure you have current information, check for these notices posted online at www.northwestern.edu/hr/handbook, confer with your supervisor, or contact the Office of Human Resources.

This Handbook is not an employment contract or an assurance of continued employment. Northwestern may change without notice any statement in this Handbook concerning rules, policies, tuition, fees, curricula, courses, procedures, benefits, or other matters. Accordingly, a staff member should check the most current information if there is any doubt about the application of a policy. For the current edition of this Handbook, visit www.northwestern.edu/hr/handbook.

Questions

For questions that are not answered in this Handbook, staff members are encouraged to ask their supervisor or visit www.northwestern.edu. Staff members also may visit Northwestern University’s policies website at www.policies.northwestern.edu.

Staff members are always welcome to contact the Office of Human Resources:

» In person:
  – In Evanston at 720 University Place, 847-491-7507
  – In Chicago at Abbott Hall, Room 150, 710 North Lake Shore Drive, 312-503-8481
  – In Qatar at the NU-Q Human Resources Department, or

» Online at www.northwestern.edu/hr/contact.

In addition, staff members may submit questions pertaining to this Handbook to staffhandbook@northwestern.edu.
Northwestern University is an excellent place to work, providing a challenging work environment and competitive rewards. This combination is reinforced by strong benefits and workplace opportunities, the ability of staff members to maintain an effective integration between their work and personal lives, and the personal satisfaction of advancing the goals of one of the top universities in the world.

Joining Northwestern University

The Office of Human Resources and the supervisor seeking to fill a position vacancy work jointly on recruiting, screening, and selecting candidates.

Positions are generally posted for at least five business days. Offers of employment may be made following the posting period.

To view regular and temporary job opportunities, visit www.northwestern.edu/hr/careers.

For a description of what constitutes an exempt position versus a non-exempt position, see Employment Eligibility on page 2.2.

How to Apply

Northwestern requires an online application and resume to be submitted for each open job opportunity at the University. All applicants should apply for staff job openings by visiting www.northwestern.edu/hr/careers. Northwestern only accepts applications for specific openings, and resumes should be submitted online in order to be considered.

Good Faith Search

Northwestern is an equal opportunity employer. Good faith efforts are made to provide diverse candidate pools that include members of groups underrepresented in the University’s workforce. All searches are conducted in compliance with the laws of the United States, the State of Illinois, local jurisdictions, and the Affirmative Action Plan of the University.

Affirmative Action

Northwestern is a federal contractor that actively participates in affirmative action planning in the areas of recruitment and retention. For each employment and promotional opportunity, Northwestern actively seeks women, minorities, veterans, and persons with disabilities to maintain a University community that is based on equal opportunity, reflects the diversity of American society, and improves opportunities for women, minorities, veterans, and persons with disabilities.

Northwestern University is committed to:

- Affirmative action as an integral part of the process of recruitment, selection, placement, transfer, and promotion
- Consideration of all qualified candidates, and
- Non-discrimination in employment practices and procedures.
Accommodation of Disabilities and Pregnancy

Northwestern reasonably accommodates persons with disabilities. The Americans with Disabilities Act (ADA), as amended by the ADA Amendments Act of 2008, is a federal anti-discrimination statute that provides protections to persons with disabilities in employment, public accommodations, state and local government services, and telecommunications.

Employees and applicants with a disability (as defined under the ADA, as amended) may be eligible for a reasonable accommodation that allows them to perform the essential functions of their position or participate in the hiring process for an open position. A reasonable accommodation for an employee may include such things as changing the physical layout of the workplace, restructuring job duties, or modifying the work schedule. A reasonable accommodation for an applicant may include making certain, reasonable modifications to the application, screening, or interview process to ensure the process is accessible.

Employees who are pregnant, as defined by the Illinois Pregnancy Accommodation Act, also may be eligible for reasonable accommodations. Accommodations for pregnant workers may include more/longer bathroom breaks, access to places to sit, and limits on lifting. Access to private non-restroom areas for breastfeeding across campus can be found by visiting www.northwestern.edu/hr/handbook/lactation-rooms.

For additional information regarding the process for applying for accommodations, visit www.northwestern.edu/hr/handbook/eda-policy.

Employment Eligibility

Northwestern University ensures that all employees, as well as all other individuals paid through the University payroll system, are legally eligible to be employed in the United States. Failure to meet eligibility requirements will make a candidate ineligible for hire, or result in the withdrawal of an offer or termination of employment for a staff member.

Falsification or omission of information as part of the application process, including omission of felony conviction information, is grounds for denial or termination of employment. Fingerprinting may be required for certain positions; failure to comply or a negative finding is grounds for denial or termination of employment.

There are several types of employment at Northwestern; they include full-time and part-time employees, temporary employees, Postdoctoral Fellows, and research staff. In addition, staff positions are classified as either exempt or non-exempt.

Exempt Staff

Exempt staff members are exempt from the minimum wage and overtime provisions of the Fair Labor Standards Act (FLSA). This exemption is determined by evaluating the duties and responsibilities required of the staff member against the criteria outlined in the FLSA. A job is classified as exempt if its duties and responsibilities are primarily executive, managerial, or administrative, or if it requires an advanced educational degree or knowledge and experience in a field considered to be professional. Exempt staff members fulfill their duties without a focus on the amount of time it takes. Therefore, exempt staff members are paid a monthly salary that does not vary between pay periods based on the quality or quantity of work, and are not eligible to receive overtime for hours worked beyond 40 hours in a workweek.
Non-exempt Staff

Non-exempt staff members do not qualify, by the nature of their work and responsibilities, for exemption from the overtime or minimum wage provisions of the FLSA. Non-exempt staff members are paid by the hour and must receive no less than one and one-half times their regular rate of pay for hours worked in excess of 40 hours in a workweek.

Northwestern is committed to providing a safe environment and endeavors to protect the health, welfare, and safety of all employees, students, and visitors. Hiring qualified individuals to fill positions contributes to the success of the University in meeting its mission and strategic priorities.

Background Checks

Pre-employment background checks are required for all finalists who are selected for employment. Conducting background checks of candidates prior to date of hire helps determine the overall employability of candidates while ensuring the protection of current employees, property, and information of the organization.

For more information, visit www.northwestern.edu/hr/handbook/background-check.

» Applicability

A background check will be conducted for all individuals selected during the hiring process for Northwestern University positions. This includes all candidates applying to regular and temporary staff positions within the University. Northwestern reserves the right to background check any current employee.

» Disclosure of Convictions

All individuals applying for positions, including internal candidates, are required to disclose felony conviction information as part of the hiring process.

Additionally, staff members have an ongoing obligation to inform their supervisor if they:

• Are convicted of a crime
• Are added to any sexual predator registry
• Have a license or certification to practice that expires, or that is suspended or revoked, or
• Are excluded, suspended, debarred, or otherwise ineligible to participate in federal programs.

Supervisors, in turn, should notify the Office of Human Resources in such instances. Registered sex offenders who are employed by the University are required by law to also register with the University Police Department.

» Types of Background Checks

There are numerous types of background checks, depending upon the position and function, including but not limited to:

• County criminal check
• Credit check
• Driving record check
• Excluded parties list/federal healthcare reimbursement sanctions and exclusions check, such as Office of Inspector General (OIG), Food and Drug Administration (FDA), General Services Administration (GSA), and Office of Foreign Assets Control (OFAC)
• Federal felony and misdemeanor check
• National Criminal File check
• Sex offender registry check, and
• Social Security number check.
Additionally, background checks include verifications of past and/or current employment, education, and personal and professional references.

Driving record checks are conducted for individuals who require driving as a function of the position or who regularly operate University vehicles. Similarly, credit checks are conducted for candidates who apply to positions with significant financial responsibility and accountability, including but not limited to those employees who handle financial transactions.

Background checks, education and employment verifications, and reference checks are conducted by the Office of Human Resources or its agents or designees.

- Drug and alcohol testing is required prior to employment and at various times during employment in positions requiring such testing as provided by Department of Transportation regulations. For more information on the University's Drug and Alcohol Use and Testing Policy, visit www.northwestern.edu/hr/handbook/alcohol-policy.
- An internal Trustworthiness and Reliability assessment is required for positions allowing unescorted access to a cesium irradiator. In addition, fingerprinting and a federally conducted risk assessment are required for positions that allow unescorted access to either cesium irradiators or regulated select agents.
- A physical examination is required for some positions where specified occupational health and safety standards must be met.

» Consequences
Where it relates to existing employees, the following situations are subject to corrective action, up to and including termination of employment:

- Failure to obtain and maintain required licensure and/or certification
- Current inclusion in the OIG List, GSA List, OFAC List, or Sexual Offender and Predator Registry, and
- A criminal conviction, discovered at any time during employment.

» Fair Credit Reporting Act
Northwestern will advise the individual of any adverse findings and provide the individual with an opportunity to explain the situation and/or provide proof of error, in compliance with the Fair Credit Reporting Act (FCRA) and any other legal requirements.

If any reported information is used in denying a placement to a candidate, a representative of the Office of Human Resources or its agent will:

- Notify the candidate that the adverse action was taken by the University
- Provide to the candidate the name, address, and phone number of the reporting agency
- Inform the candidate of the right to a copy of the report to be provided by the agency, and
- Inform the candidate of the right to dispute the information with the reporting agency.

Use of Information Obtained from a Background Check
The information obtained through a background check is considered only insofar as it is relevant to performance in the position and/or as it relates to the issues of safety and security of people, property, and other University resources. A plea of guilty, a finding of guilty by a referee, jury, or court, or a conviction of a crime will be considered in determining the eligibility of an individual for employment. Conviction of a crime does not necessarily prohibit being hired.
Other Employment Requirements

» Mandated Reporter Acknowledgement
As employees of an educational institution in the State of Illinois, all staff members are considered mandated reporters and required to acknowledge this upon hire.

For more information, refer to Mandated Reporters on page 3.4 of this Handbook.

» Policy on Employment or Evaluation of Relatives
For more information, visit www.northwestern.edu/hr/handbook/relatives.

» Policy on Consensual Romantic or Sexual Relationships between Faculty, Staff, and Students
For more information, visit www.northwestern.edu/hr/handbook/relationship-policy.

» Policy on Sexual Misconduct, Stalking, and Dating and Domestic Violence
For more information, visit www.northwestern.edu/hr/handbook/sexual-misconduct-policy.

Probationary Period

All staff members are on a six-month probationary period from the date of hire. Additionally, staff members who apply for and receive a transfer or promotion are in their probationary period for the initial six months in the new position. This period of time provides the University an opportunity to observe and evaluate the capacity of the staff member in areas that include, but are not limited to: possessing the competencies necessary to satisfactorily perform the essential functions of the job; achieving demonstrable results; as well as observations and evaluations of their behaviors, work habits, dependability, conduct, and their relationships with individuals at all levels.

In rare instances, during the probationary period, the University may terminate employment immediately, with or without cause and with or without notice. Managers may extend the probationary period after consultation with their Human Resources Consultant.

Successful completion of the probationary period does not guarantee continued employment.

For information about the probationary period of police officers, contact the University Police Department at universitypolice@northwestern.edu.

Onboarding – New Employee Orientation

The staff onboarding process helps new staff members quickly learn how Northwestern University works, how to succeed here, and how to take advantage of the many resources and benefits Northwestern offers to enrich their quality of life.

Learning and Organization Development in the Office of Human Resources facilitates the new employee orientation process.

For more information, visit www.northwestern.edu/hr/handbook/orientation or call Learning and Organization Development at 847-467-5081.
Personnel Files and Access
The Office of Human Resources maintains a personnel file for every staff member. The file includes the record of transactions relating to employment at Northwestern University. The file is confidential, and is not provided to persons outside the University without the staff member’s consent, legal authorization, or subpoena/court order. Staff members interested in reviewing their personnel file may submit a request in writing to the Office of Human Resources.

Staff members can request to review the information contained in their own personnel file. To prevent abuses of this access privilege, Northwestern reserves the right to limit the number of times staff members can access their file during a 12-month period. Staff members interested in reviewing their personnel file should make this request in writing to the Office of Human Resources.

Transfer and Promotion
Northwestern University values its staff and encourages them to continue to develop and consider other University job opportunities as part of their personal and professional growth.

» Service Requirement
To be eligible for a transfer or promotion to a different department/unit in the University, staff members must have been in their current position for at least 12 months. On rare occasions mutual agreement is reached between the current supervisor, new supervisor, and the Office of Human Resources to allow for a transfer or promotion within the first 12 months. Staff members may not apply online for positions prior to being in their current position for 12 months without prior approval from the Office of Human Resources and their current department. However, transfers or promotions within a staff member’s department/unit may occur at any time subject to supervisory approval.

» Performance Requirement
To be eligible for transfer or promotion, a staff member must have received an overall rating of at least effective on the most recent performance review and have had no disciplinary action in the prior six months.

» Qualifications
To be considered for transfer or promotion to another position, a staff member must meet the minimum qualifications of the position and apply for the position. Background checks are required for all finalists who are selected for employment.

For more information, refer to Background Checks on pages 2.3 and 2.4 of this Handbook.
Application
To ensure consideration for a position, a staff member should apply online at www.northwestern.edu/hr/careers.

For more information and assistance, the staff member may contact the Office of Human Resources or visit www.northwestern.edu/hr/careers/help.

Selection Process
The hiring manager, in consultation with the Staffing Consultant, reviews applications and determines which applicants will be invited to interview for a position.

References
A professional reference from the staff member’s current supervisor should be obtained once a staff member is offered a position. Additional references from within and outside of Northwestern may be obtained prior to a position being offered.

Offers are contingent upon successful completion of a background check and references.

Supervisor Notice
Staff members are encouraged to discuss their career plans and opportunities with their supervisor. Staff members must notify their supervisor at the point when they become the candidate of choice. The Staffing Consultant may coordinate this notice.

Decision
Offer decisions are made jointly by the hiring manager and the Office of Human Resources.

Transfer Date
The Staffing Consultant coordinates the transfer date with the hiring manager and the staff member’s current supervisor. Unless both supervisors agree to other arrangements:
- Exempt staff members must provide at least four weeks of working notice, and
- Non-exempt staff members must provide at least two weeks of working notice.

Vacation, Personal Floating Holiday, and Incidental Sick Time
When a current University staff member transfers to another University staff position, the staff member retains the vacation, personal floating holiday, and Incidental Sick Time balance from the former position.

For more information, refer to Section 6: Paid Time Away from Work of this Handbook.

Lateral Transfer
A staff member’s wage/salary does not increase upon lateral transfer to a position of the same pay grade or salary range.

Promotion
A staff member who transfers to a position with a higher pay grade or salary range may be eligible for a wage/salary increase. The amount of the increase is based on compensation guidelines developed by Compensation in the Office of Human Resources.

Probationary Period
A staff member is required to complete a six-month probationary period in the new position, and will retain accrued University service after the transfer to the new position.
Reinstatement

Staff members who leave University employment in good standing and who return to any regular staff position at the University within six months will be reinstated without the loss of prior service or benefits status. Paid time benefits are not accrued during the absence and the number of days absent is not included in the calculation of University service.

Rehire

Northwestern considers reemployment of former staff members who have been gone more than six months when the prior employment record and the current qualifications warrant consideration.

A rehired staff member is considered a new staff member with no prior University service for the purposes of accruing paid time away from work, service recognition, and qualifying for health and dental care plans, financial protection programs, and other benefits. Additionally, a new waiting period for benefits eligibility may be required and the rehired staff member is subject to the probationary period requirements.

Performance Excellence is the standard program to conduct the performance review process. Learning and Organization Development offers “how to” workshops on the effective use of the Performance Excellence process. For more information, visit www.northwestern.edu/hr/handbook/performance-excellence or call Learning and Organization Development at 847-467-5081.

Performance Reviews

Performance reviews or evaluations for regular staff members are conducted annually, although they may be conducted more frequently. Individuals with supervisory responsibilities are expected to facilitate the creation of performance objectives and monitor performance and behaviors of staff. Staff members are expected to understand the expectations of their position, assist in the creation of performance objectives, and monitor progress toward their objectives throughout the year.

The Northwestern University performance evaluation process (Performance Excellence) requires supervisors and staff members to have an ongoing dialogue with each other about:

- What is expected in the workplace in terms of outcomes and behaviors
- What is going well and what should be improved
- What professional development would be valuable, and
- The annual performance review.

The Performance Excellence process promotes:

- **Effectiveness**: By accomplishing high-priority objectives.
- **Efficiency**: By demonstrating productive and collegial behaviors.
- **Engagement**: By knowing why staff members’ contributions are valued.

A year-end review or evaluation should be completed and reviewed with each staff member. The supervisor and staff member should both sign the year-end evaluation. While there is no formal appeal process, the staff member may include any additional comments or a response to the evaluation. For additional information, see Resolving Workplace Issues on page 2.11.
A copy of a staff member’s year-end review or evaluation is placed in the staff member’s personnel file in the Office of Human Resources. The results of a staff member’s year-end review or evaluation should be used to determine the staff member’s merit increase and facilitate the creation of the staff member’s performance and development objectives for the next year.

**Professional Development**

**Learning and Organization Development:**
- Collaborates with staff and faculty who want to develop their talent and advance their workplace outcomes, processes, and engagement
- Helps members of the Northwestern community leverage strengths, acquire knowledge, build skills, change attitudes, and implement solutions in key workplace performance areas, and
- Offers a variety of engaging workplace learning and performance improvement methods including consulting, coaching, workshops, retreats, and online tools.

For more information, visit [www.northwestern.edu/hr/workplace-learning](http://www.northwestern.edu/hr/workplace-learning) or call Learning and Organization Development at 847-467-5081.

Professional development that is related to a staff member’s duties and provided by external entities may also be utilized at the discretion of the supervisor and staff member’s unit.

**Staff Recognition**

Northwestern University offers a variety of staff recognition programs, awards, and activities. These include:
- Annual Staff Service Recognition Luncheon
- Employee of the Year Award
- Length of Service Recognition
- Service Excellence Awards, and
- Service Excellence Recognition Luncheon.

The Service Excellence Award program provides recognition for exceptional service and performance. Nominations from anyone in the community (including staff, faculty, students, supervisors, vendors, and others) are accepted throughout the year to recognize instances of exceptional service rendered by a staff member. Luncheons are held periodically to recognize Service Excellence Award honorees.

Staff members are honored with Length of Service Recognition after their 5th, 10th, and 15th anniversaries. Staff members who have completed 20 years of service – and in five-year increments thereafter – are honored at the annual Staff Service Recognition Luncheon.

Employee of the Year Award recipients and finalists are honored at the annual Staff Service Recognition Luncheon. A request for nominations and an explanation of the selection criteria are made in University publications and by email.

Many of our staff recognition programs are offered in collaboration with the Northwestern University Staff Advisory Council (see Section 10: Professional and Other University Organizations on page 10.1 of this Handbook). For more information, call Employee Recognition at 847-491-7507 (Evanston) or 312-503-8481 (Chicago), or visit the NUSAC website at [www.northwestern.edu/nusac](http://www.northwestern.edu/nusac).
Corrective Action Process

Staff members are expected to meet the University’s and their department/unit’s standards of work performance. Work performance encompasses many factors, including:

- Job proficiency
- Dependability
- Personal conduct
- Northwestern Behaviors (as defined by the performance management process), and
- General compliance with all University and department/unit policies and procedures.

At-Will Employer

Northwestern is an at-will employer. That is, either the employee or Northwestern University may end the employment relationship at will, with or without cause or advance notice, at any time.

Initial Six-Month Probationary Period

All staff members are on a six-month probationary period from the date of hire. Additionally, staff members who apply for and receive a transfer or promotion are in their probationary period for the initial six months in the new position. This period of time provides the University an opportunity to observe and evaluate the capacity of the staff member in areas that include, but are not limited to: possessing the competencies necessary to satisfactorily perform the essential functions of the job; achieving demonstrable results; as well as observations and evaluations of their behaviors, work habits, dependability, conduct, and their relationships with individuals at all levels.

In rare instances, during the probationary period, the University may terminate employment immediately, with or without cause and with or without notice. Managers may extend the probationary period after consultation with their Human Resources Consultant.

Successful completion of the probationary period does not guarantee continued employment.

For information about the probationary period of police officers, contact the University Police Department at universitypolice@northwestern.edu.

Completion of Initial Six-Month Probationary Period

Upon completion of the probationary period, the corrective action process or plan is designed to encourage development by providing staff members with guidance on achieving standards in areas that need improvement such as meeting job expectations, dependability issues, personal conduct, general compliance with University policies and procedures, and/or other disciplinary problems. The intent of the corrective action process or plan is to formally document problems while providing a staff member with a reasonable time within which to improve performance. If a staff member does not meet work performance standards, the University may begin a written corrective action process or plan. If a staff member fails to meet the expectations included in a corrective action process or plan, the consequence may be termination of employment.

Staff members must acknowledge receipt of the corrective action process or plan and may attach any additional comments of their own. A copy of the corrective action process or plan is placed in the staff member’s personnel file in the Office of Human Resources.

Staff members who have been issued a corrective action process or plan within the last six months are not eligible for a promotion or transfer. There are infractions that warrant immediate discharge; refer to Involuntary Termination of Employment on page 2.13 of this Handbook.
Resolving Workplace Issues

Staff members who believe that they have not been treated fairly or who have concerns about other workplace matters, and who have been unsuccessful in reaching a satisfactory resolution through discussion with their supervisor or within their department/unit may discuss their concerns with a representative of the Office of Human Resources. Staff members who raise these types of concerns in good faith can do so without concern for retaliation.

Staff members who wish to make a complaint of discrimination or harassment based on the protected categories listed in the University’s Policy on Discrimination and Harassment should follow the processes detailed at www.northwestern.edu/hr/handbook/discrimination-complaints.

Staff members who wish to make a complaint of sexual misconduct should follow the processes detailed at www.northwestern.edu/sexual-misconduct/file-a-report.

Time spent during scheduled working hours in meetings with the Office of Human Resources is treated as time worked for pay purposes.

For differences of opinion relative to performance evaluation, the judgment of the supervisor normally prevails. Staff members may include a rebuttal letter in their personnel file if they disagree with their supervisor’s evaluation.

A staff member may choose to be accompanied by another staff member who may observe and provide support but may not advocate on the staff member’s behalf. The accompanying staff member may not be a relative or an attorney.

Protection from Retaliation

Any Northwestern University faculty or staff member who, in good faith, reports such incidents as described above will be protected from retaliation (defined as an adverse action taken because an individual has engaged in protected activities), threats of retaliation, discharge, or other discrimination including but not limited to discrimination in compensation or terms and conditions of employment that are directly related to the disclosure of such information. In addition, no faculty or staff member may be adversely affected because they refused to carry out a directive which constitutes fraud or is a violation of local, state, federal, or other applicable laws and regulations.

Non-retaliation

University policy prohibits the taking of any retaliatory action for reporting or inquiring about alleged improper or wrongful activity.

» Encouragement of Reporting
Northwestern University faculty and staff members are encouraged to report in good faith all information regarding alleged improper or wrongful activity that may constitute:

- Academic, scientific, or research misconduct
- Circumstances of substantial, specific, or imminent danger to a faculty or staff member or the public’s health and/or safety
- Discrimination or harassment
- Fraud
- Noncompliance with University policies/procedures
- Unethical or unprofessional business conduct
- Violations of local, state, or federal laws and regulations, or
- Other illegal or improper practices or policies.

The University is firmly committed to a policy that encourages timely disclosure of such concerns and prohibits retribution or retaliation against any faculty or staff members who, in good faith, report such concerns. No faculty or staff members will be exempt from the consequences of misconduct or inadequate performance by reporting their own misconduct or inadequate performance.
**Reporting Process**

Faculty and staff members should timely report evidence of alleged improper activity as described above by contacting their immediate supervisor, department chair, dean, or administrative head. Any instances of alleged retaliation or retribution should be reported in the same manner.

Where the faculty or staff member is not satisfied with the response of the supervisor, department chair, dean, or administrative head, or is uncomfortable for any reason addressing such concerns to one of these individuals, the faculty or staff member may contact the Office of Human Resources or the Office of the Provost.

For faculty or staff members who do not wish to address these issues through the reporting process outlined above, the University has selected EthicsPoint, a phone- and web-based resource available 24 hours a day, 365 days a year; for more information, see Ethics and Compliance on page 3.2 of this Handbook.

All reports will be handled as promptly and discreetly as possible, with facts made available only to those who need to know to investigate and resolve the matter.

---

**Employment At Will**

While this Handbook sets forth the current employment practices, policies, and benefits applicable to staff members, it does not constitute an employment contract. Either the staff member or Northwestern University may end the employment relationship at will, with or without cause or advance notice, at any time during or after the probationary period.

---

**Resignation or Voluntary Termination of Employment**

All staff members are expected to give two weeks of working notice when resigning their employment with the University. It is expected that a staff member in an exempt position will provide enough working notice to provide for the transition of responsibilities (generally one month).

Staff members should submit their resignations in writing to their supervisor.

Staff members may not use vacation, personal floating holidays, or any other type of paid absences to extend their termination date. Staff members may not use vacation or personal floating holidays on their last workday, unless they are planning to retire from the University.

For more information regarding the payment of vacation and personal floating holidays, refer to Section 6: Paid Time Away from Work of this Handbook.
Involuntary Termination of Employment

» Immediate Discharge
Some violations of policy and rules may be serious enough to result in immediate discharge. These include but are not limited to:
- Criminal conviction
- Failure to meet employment eligibility requirements
- Falsification of staff records, time reports, reasons for absence, or other University records
- Flagrant insubordination
- Fraud
- Gross dereliction of duty
- Improper disclosure or use of private or confidential information
- Intentional destruction of University property
- Job abandonment
- Physical violence or the threat of it
- Research misconduct
- Serious violations of University policy or state/federal law
- Theft
- Unauthorized use of information systems or data
- Unprofessional conduct, and
- Violations of the University’s discrimination, harassment, sexual misconduct, or non-retaliation policies.

» Poor Performance
Refer to Corrective Action Process on page 2.10 of this Handbook.

» Reduction In Force
Conditions may arise which necessitate a reduction in force due to reorganization, lack of work, and/or lack of funding. These situations are discussed between management of the unit and the Office of Human Resources, and then are communicated to affected staff members by their department/unit.

Post Resignation/Termination Procedures

» Benefits (COBRA)
When a staff member’s Northwestern University benefit coverage has terminated, the staff member will be entitled to continue certain University benefits under the Consolidated Omnibus Budget Reconciliation Act (COBRA).

COBRA Continuation of Benefits
Under COBRA terminating staff members are entitled to continue health, dental, vision, and flexible spending account (FSA) participation provided the former staff member remits premiums on a timely basis. Staff members and their dependents may be allowed to continue individual or family coverage for a specific period of time. For information on eligibility requirements and terms for continuation of coverage under COBRA, visit www.northwestern.edu/hr/handbook/cobra.
Benefits Continuation Upon Retirement
Staff members who retire from the University and are participating in a University-sponsored health, dental, and/or vision plan at the time of retirement are eligible to continue certain health, dental, and/or vision plan coverage after retirement by paying the premium on a timely basis.

Eligible participants must be at least 55 years of age and have met the length of service requirement as of the date of retirement and be currently enrolled in a University sponsored health, dental, and/or vision plan on the date of retirement. Required years of service decrease when retirement age is greater than age 57, as outlined in the following table.

<table>
<thead>
<tr>
<th>Age at Retirement</th>
<th>Years of Continuous Service Required as of the Date of Retirement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Full-Time</td>
</tr>
<tr>
<td>55</td>
<td>10</td>
</tr>
<tr>
<td>56</td>
<td>10</td>
</tr>
<tr>
<td>57</td>
<td>10</td>
</tr>
<tr>
<td>58</td>
<td>9</td>
</tr>
<tr>
<td>59</td>
<td>8</td>
</tr>
<tr>
<td>60</td>
<td>7</td>
</tr>
<tr>
<td>61</td>
<td>6</td>
</tr>
<tr>
<td>62</td>
<td>5</td>
</tr>
<tr>
<td>63</td>
<td>5</td>
</tr>
<tr>
<td>64</td>
<td>5</td>
</tr>
<tr>
<td>65 and over</td>
<td>2</td>
</tr>
</tbody>
</table>

Within 31 calendar days from the date of retirement, participants may arrange for the continuation or conversion of their basic term life insurance, long-term care and accidental death and dismemberment (AD&D) insurances. For a complete summary of benefits upon retirement, visit [www.northwestern.edu/hr/handbook/retirement-benefits](http://www.northwestern.edu/hr/handbook/retirement-benefits).

Exit Interview
Staff members leaving Northwestern University are requested to complete an exit interview prior to their departure from the University. Staff members should contact their HR Consultant at the time they submit their resignation to schedule the exit interview.

Employment References and Verification
Northwestern University generally does not provide employment references. The University verifies dates of employment, job title, and salary.

For more information, visit [www.northwestern.edu/hr/handbook/verification](http://www.northwestern.edu/hr/handbook/verification).

Unemployment Compensation
Staff members who are no longer employed by Northwestern University may be eligible for unemployment compensation. Former staff members who have questions about whether they are eligible for unemployment compensation should contact the appropriate state Department of Employment Security.

University Property
Before their last day of work, staff members leaving Northwestern University must return to their department/units the following: WildCARD, keys or access cards, and any University property and/or materials. The University will take all appropriate action to recover its property.

Vacation and Personal Floating Holidays
Unused accruals of vacation and personal floating holiday time are paid in a single payment in the pay period following a staff member’s last pay period and the employing department/unit’s notice to Payroll in the Office of Human Resources that the staff member’s employment has ended.

Appeals of Involuntary Terminations of Employment
Staff members wishing to appeal their termination of employment (other than position elimination/layoff/reduction in force) may appeal by writing to the Vice President of Human Resources within 10 business days of receiving the decision. Within 45 business days of receiving the written appeal, the Vice President will review the matter and respond in writing. The decision of the Vice President of Human Resources will be the final decision for the University.
Interns and Volunteers

On occasion, individuals (who are not employees) may donate their time and services to Northwestern University. Departments/units must consult with the Office of Human Resources to determine if an individual meets the requirements and qualifies as an intern and/or volunteer. The University requires a careful review of the possible arrangement to ensure the safety of the individual and that no conflict of interest exists. Interns and volunteers should be at least 16 years of age.

For required forms or other information, visit www.northwestern.edu/hr/handbook/volunteers.

» Interns
The FLSA requires employers to pay employees for all work that is being performed. The pay requirement does not apply to interns if:
- The training, even though it includes actual operations of the facilities of the employer, is similar to training that would be given in a vocational school or academic credit is being given for the training
- The training is for the benefit of the individual
- The individual does not displace regular employees, but works under close supervision
- The employer does not derive immediate advantages from the activities of the individual
- The individual is not necessarily entitled to a job at the end of the training period, and
- The employer and the individual understand that the individual is not entitled to wages for the time spent in training.

If all factors are met, the individual will be considered an intern and not an employee under the Department of Labor’s standards, which may change from time to time.

» Volunteers
The FLSA requires employers to pay employees for all work that is being performed. This pay requirement does not apply to volunteers at a nonprofit institution based on the nature of the entity that receives the services and if:
- The individual does not receive (nor expect to receive) any benefits from those for whom the services are performed
- The activity is less than a full-time occupation
- No regular employees are displaced
- The services are offered freely without pressure or coercion, and
- The services are of the kind typically associated with volunteer work.

If all factors are met, the individual will be considered a volunteer and not an employee under the Department of Labor’s standards, which may change from time to time.
Northwestern University is a diverse, vibrant community. The policies outlined in this section are intended to help promote a welcoming, positive, and safe work environment for all staff members.

**Civility and Mutual Respect**

As members of the Northwestern community, staff, faculty, and students are expected to interact with each other with respect and consideration. When a community member’s conduct varies from this expectation, it is the responsibility of the manager, director, department chair, or dean who supervises the person engaging in the inappropriate conduct to address it. Inappropriate conduct covers a broad range of behavior from rude, obnoxious, bullying behavior to threats of violence. The level of danger in the behavior determines the action that the supervisor should take.

For guidance on identifying potential threatening or violent behavior and for the best ways to deal with these incidents, contact the Office of Human Resources. For more information, visit www.northwestern.edu/hr/handbook/civility.

» **Expected Behavior**

Each member of the Northwestern community is expected to treat other community members with civility and respect, recognizing that disagreement and informed debate are valued in an academic community.

» **Unacceptable Behavior**

Demeaning, intimidating, threatening, bullying, or violent behaviors that affect the ability to learn, work, or live in the University environment depart from the standard for civility and respect. These behaviors have no place in the academic community.

» **Violence**

Violence is behavior that causes harm to a person or damage to property or causes fear for one’s safety or the safety of others. Examples of violent behavior include physical contact that is harmful and expression of intent to cause physical harm. Such behavior is unacceptable in the Northwestern community.

» **Violation**

A community member who displays inappropriate conduct is subject to disciplinary action up to and including separation of the offending party from the University, consistent with Northwestern disciplinary procedures.

» **Visitors**

Visitors, vendors, contractors, and the families of members of the community are required to display appropriate conduct at all times. Noncompliant behavior will lead to removal from the campus.
Ethics and Compliance

Northwestern University’s commitment to ethics and compliance provides community members with the information needed to act appropriately. The University’s Standards for Business Conduct provides a framework for administering University resources and establishes guidelines for acceptable standards of behavior.

For the complete text of Northwestern’s Standards for Business Conduct, visit policies.northwestern.edu/standards.

Conflict of Interest

Northwestern University staff members have a fundamental obligation to act in the best interests of the University and not allow outside activities or financial interests to interfere with that obligation. As part of this responsibility, staff members are expected to apply their time and effort appropriately and use University resources toward University ends. Staff members must use their position, time, and Northwestern resources in a manner that doesn’t detract from their University responsibilities. If a staff member’s actions provide inappropriate personal advantage, or are detrimental to the University’s mission, they present a conflict of interest that must be avoided or managed appropriately. In order to identify and address actual or perceived conflicts of interest, all staff members are required to complete a staff conflict of interest disclosure on an annual basis.

Northwestern’s conflict of interest policy for staff members also applies to their family members. Family members include spouses or domestic partners, parents, children, siblings, aunts, uncles, nephews, nieces, grandparents, and grandchildren (whether related by blood, marriage, or adoption).

For the complete text of Northwestern’s Conflict of Interest and Conflict of Commitment Policy, visit www.northwestern.edu/coi/policy.

Preventing Violence

» Weapons

Weapons of any kind, including any toy or facsimile of a weapon, are prohibited on campus except for those carried by sworn police officers or University authorized security officers. Individuals licensed for concealed carry under Illinois statutes are still prohibited from carrying weapons on Northwestern University property. For permission to use prop weapons in theatrical productions on campus, contact University Police.
» Orders of Protection
Northwestern community members who have obtained restraining or personal protection orders are encouraged to provide a copy of the order to University Police for enforcement on campus, and may provide a copy of the order to the Office of Human Resources.

» Fire and Crime Logs
The Office of Risk Management maintains a public fire log documenting reported fires occurring in Chicago or Evanston on-campus student housing facilities. This log typically provides general incident information including the date the fire was reported, nature of the fire, date and time of the fire, and the location of the fire. This log is available online at www.northwestern.edu/hr/handbook/fire-log.

A daily crime log (Blotter) is available for review 24 hours a day on the Northwestern University Police (UP) website or via a lobby kiosk at the UP stations in Chicago (211 E. Superior Street) and Evanston (1201 Davis Street). The Blotter is updated and published Monday – Friday and contains reported criminal and non-criminal incidents. Information in the Blotter typically includes the case number, incident classification, date reported, date occurred, time occurred, general location, and disposition of each incident. The Blotter is available online at www.northwestern.edu/hr/handbook/blotter.

The Chicago campus Blotter includes a web link to crime data available on the Chicago Police Department website (www.northwestern.edu/hr/handbook/cpd-data). The Evanston campus Blotter includes a web link to the Daily Crime Bulletin, which highlights selected criminal incidents reported to the Evanston Police Department (www.northwestern.edu/hr/handbook/epd-data).

A rotating 12 month period of Blotters are posted on the University Police website. Older Blotters may be requested in person at the Evanston campus University Police station Communication Center or via email: universitypolice@northwestern.edu. University Police will provide the requested information within two business days.

» Disclosure of Convictions
All individuals applying for positions, including internal candidates, are required to disclose felony conviction information as part of the hiring process.

Falsification of information as part of the application process is grounds for denial or termination of employment.

» Consequences
Where it relates to existing employees, the following situations are subject to corrective action, up to and including termination of employment:
• A criminal conviction, discovered at any time during employment
• Current inclusion in the Office of Inspector General (OIG) List, General Services Administration (GSA) List, Office of Foreign Assets Control (OFAC) List, or Sexual Offender and Predator Registry, and
• Failure to obtain and maintain required licensure and/or certification.

Employees have an ongoing obligation to inform their supervisors if they are convicted of a crime, added to any sexual predator registry, if their license or certification to practice expires, is suspended or revoked, or they are excluded, suspended, debarred, or otherwise ineligible to participate in federal programs. Supervisors, in turn, should notify the Office of Human Resources in such instances.

Registered sex offenders who are employed by the University are required by law to also register with the Northwestern University Police Department.
Reporting Violence

» Responsibility to Act
Anyone who believes they have been treated in an inappropriate manner should contact their supervisor. It is then the responsibility of the supervisor, whether a manager, department chair, or dean, to work with the individuals involved in addressing the situation, so that all members of the community can work together in a professional way. Additional assistance is available in the Office of Human Resources.

» Resources
For guidance on identifying potential threatening or violent behavior and for the best ways to deal with these incidents, contact the Office of Human Resources. For more information, visit www.northwestern.edu/hr/handbook/civility and www.northwestern.edu/hr/handbook/violence-prevention.

» Behavioral Consultation Team
Northwestern’s Behavioral Consultation Team considers potential threats and addresses aberrant, dangerous, or threatening behavior that might impact the safety or well-being of the campus community, and provides guidance and best practices for preventing violence and providing supportive services. Staff members who become aware of or are concerned that anyone may pose a threat to the Northwestern community should contact the University Police Communication Center at 847-491-3456 (Evanston) or 312-503-3456 (Chicago).

For further information about the Behavioral Consultation Team and identifying persons-of-concern, review the Northwestern Behavioral Consultation Team Policy at www.northwestern.edu/hr/handbook/bct.

» Mandated Reporters
All staff members, regardless of their position or assignment, are mandated reporters under the Illinois Abused and Neglected Child Reporting Act. As such, staff members who have reasonable cause to believe that a child under the age of 18 may be neglected or abused are required by law to report their suspicions immediately to the Illinois Department of Children and Family Services (DCFS). Reporting shall occur by calling the DCFS hotline at 800-25-ABUSE, followed by a written report within 48 hours.

For additional information, review the University’s Reporting Suspected Child Abuse and Neglect policy at www.northwestern.edu/hr/handbook/dcfs-reporting.

Any member of the Northwestern community who is involved in or witnesses violent behavior on campus should report the incident as follows:

- In an emergency situation that poses imminent danger: Call 911.
- In a non-emergency situation: Call the University Police by dialing 456 from a campus phone. If calling from an off-campus phone:
  - In Evanston – dial 847-491-3456 or 847-467-7883 (TDD).
  - In Chicago – dial 312-503-3456 or 312-503-3999 (TDD).
- In a situation that does not involve imminent danger or for advice on the appropriate course of action: Notify a supervisor or department/unit head.

Alternatively, the observer may report the incident to the Office of the Provost, the Office of Human Resources, or the Office of the Vice President for Student Affairs.

Faculty and staff who have reason to believe that a student is missing, or who receive a missing student report, must immediately contact Northwestern University Police at 847-491-3456. For more information, visit www.northwestern.edu/hr/handbook/missing-student-policy.
Drug-free Workplace
Northwestern University is committed to maintaining a drug-free workplace in compliance with applicable laws. The unlawful possession, use, distribution, sale, or manufacture of controlled substances is prohibited on University premises and, if witnessed, should be reported to your supervisor, the Office of Human Resources, and University Police. Violation of this policy may result in corrective action, up to and including termination of employment.

Drug and Alcohol Policy
Northwestern prohibits the possession, use, or distribution of alcohol and illegal drugs by its staff members on University property, in vehicles owned or operated by the University, or at any work location or other site at which University duties are being performed by Northwestern staff. On occasion alcohol may be served at Northwestern sponsored events in accordance with the policy at www.northwestern.edu/hr/handbook/alcohol-policy. Violation of this policy is subject to corrective action, up to and including termination of employment.

Emergency Preparedness
Staff members are encouraged to talk with their supervisors regarding emergency preparedness in their work area.

For more information about the University Emergency Response Framework, visit www.northwestern.edu/hr/handbook/emergency-response.

Indemnification
Northwestern staff members are indemnified under the University statutes for acts within the scope of their job as long as the staff member has performed the job in line with assigned duties, has acted in good faith in performance of the job, and has not violated any laws or University policies.

Dress Code/Personal Appearance
Departments or their supervisors may set standards of personal appearance and hygiene as reasonable and appropriate for the safety and operation of the department/unit.

Smoking
Smoking is prohibited in Northwestern University buildings and within 25 feet of building entrances, as well as in designated outdoor facilities.

Personal Mail and Phone Use
Mail System
The purpose of the campus mail service is to support the necessary communication of Northwestern University business. The Northwestern mail system should not be used for receiving or sending personal mail or other deliveries. Northwestern stationery is for University business use only, not for personal correspondence. It may not be used for political purposes or for purposes of organizations or activities not sanctioned by Northwestern.

Phones
Northwestern expects that staff members will devote their full time energy and attention at work to their job responsibilities and duties. Personal phone calls (regardless of what phone is used) and the use of personal cell phones or other electronic devices for non-work communication is a distraction that can affect a staff member’s productivity and efficiency, as well as workplace safety. Staff members who bring personal cell phones or other electronic devices to work for execution of University business should limit them to incidental personal use (as defined under System Use on page 3.6).
Use of Computers and Networks

It is the policy of Northwestern University to maintain access to local, national, and international networks for the purpose of supporting its fundamental activities, which include education, research, and administration. Violation of policies for use of computers and networks is subject to corrective action, up to and including termination of employment.

» Net ID and Email

Each staff member is provided with a Northwestern network ID (NetID) as well as an email address for the conduct of University business. A staff member’s NetID password is not to be shared with anyone. The Northwestern NetID and its associated password are the property of the University.

» System Use

Northwestern electronic resources are primarily intended for execution of University business, with incidental personal use permitted. Incidental personal use is determined to be occasional and short-term use of Northwestern’s electronic resources that does not:

- Adversely affect a staff member’s work performance or productivity
- Cause Northwestern to incur undue cost
- Impede the performance of Northwestern’s networks and systems, or
- Violate any Northwestern policy or applicable laws or regulations.

Under no circumstances will staff members give others access to any system that they do not administer.

» Downloading Movies, Music, and Other Content

Staff members must abide by the terms of all software licensing agreements and copyright laws. Staff members must not make copies of or make available on the network copyright material, including without limitation, software programs, music files, video files, still and digital images, radio and television broadcasts, and written text, unless permitted by a license, by the consent of the copyright owner, by a fair use limitation under copyright law, or by permitted copying under the Digital Millennium Copyright Act (DMCA) when made by a library or archive for preservation purposes or when incidental to computer maintenance and repair. Infringement of copyrighted material is subject to corrective action, up to and including termination of employment.

» Network Administration

Administrators of systems and networks have the responsibility to protect the rights of the users of the systems, to set policies consistent with those rights, and to publicize those policies to their users. They have authority to control or refuse access to anyone who violates these policies or threatens the right of other users, and they will make reasonable efforts to notify users affected by decisions they have made.

» Privacy

Northwestern places a high value on privacy and recognizes its critical importance in an academic setting. However, given that the University information systems are provided for the purpose of conducting Northwestern business, the University maintains the right to access system accounts. Although the University does not routinely monitor the content of communications or transmissions using University infrastructure, at times, legitimate reasons exist for persons other than the account holders to access these services. Examples include, but are not limited to:

- Ensuring the ongoing operations of Northwestern systems or business operations
- Responding to valid legal requests or demands for access to Northwestern systems and records, or
- Investigating suspected violations of Northwestern policies, regulations, or rules.
Threats and Harassment

Use of Northwestern’s electronic resources by any employee to send threatening or harassing content or messages or to view, download, retransmit, distribute, or otherwise communicate content or messages that may violate Northwestern’s Policy on Discrimination and Harassment and/or Policy on Sexual Misconduct, is prohibited.

Pornography

Use of Northwestern’s electronic resources by faculty, staff, student employees, contractors, temporary personnel, vendors, and visitors to intentionally display, hold, send, view, print, download, retransmit, distribute, or otherwise communicate content which the University may deem to be indecent, obscene, sexually explicit, or pornographic is prohibited by Northwestern policy absent a legitimate academic, research, or medical purpose.

Use of Northwestern’s electronic resources by anyone to display, hold, send, view, print, download, retransmit, distribute, or otherwise communicate child pornography is illegal and therefore strictly prohibited. Any occurrence of child pornography material is a violation of federal and state statutes and must be immediately reported to University Police as required by law and University policy.

For more information, visit www.northwestern.edu/hr/handbook/electronic-resources.

Social Media

Staff members are expected to use social media in a responsible manner that does not violate any Northwestern policy. Staff members using Northwestern electronic resources are responsible for abiding by all Information Technology policies.

For more information, visit www.northwestern.edu/hr/handbook/it-policies.

Solicitation

Northwestern University premises or resources are not to be used for the solicitation of business other than official University business. Solicitation is prohibited during the working time of the staff member or the working time of the staff member being solicited.

Equipment and Facilities

Northwestern University equipment and facilities provided for use by staff – such as lockers, offices, office furniture, phones, mobile devices, tablets, and personal and network computers, their files, CDs, and peripherals – are Northwestern property and are fully accessible to the University at all times.

Staff members may not use Northwestern facilities, supplies, vehicles, or equipment for personal reasons unless authorized to do so by their supervisor.

Security of Confidential Information

Information contained in Northwestern University files and records, whether paper or computer records, is to be used for its intended purposes only. Inappropriate staff member access to, use of, or disclosure of such information is subject to corrective action, up to and including termination of employment.
Patents and Inventions

Patentable discoveries or inventions occasionally result from the research and educational activities at Northwestern University. Northwestern desires to assure that all such discoveries and inventions are properly disclosed and used for the greatest possible public benefit. The University also desires to protect the patent rights in the discoveries and inventions made by members of the Northwestern community, including staff, and to abide by federal law, University policy, and patent regulations of agencies and other sponsors providing funds for programs.

Staff members may be required to sign a patent assignment agreement that assigns rights in such discoveries and inventions to Northwestern and must submit disclosures of all discoveries and inventions subject to the University’s Patent and Invention Policy to Northwestern’s Innovation and New Ventures Office (INVO).

Any invention or discovery by a staff member is subject to the Patent and Invention Policy if the staff member:

• Makes the invention or discovery within the normal field of his or her employment responsibility and activity with the University, without regard to location or salary source (specifically including individuals employed at affiliated hospitals and institutions), or
• Makes use of Northwestern University resources, except library.

If funds are received from the licensing of such discoveries and inventions, those funds will be distributed according to the Patent and Invention Policy. INVO administers the Patent and Invention Policy.

For more information, visit invo.northwestern.edu and refer to the Patent and Invention Policy (http://invo.northwestern.edu/policies/patent-invention-policy-current).

Copyright/Works Made for Hire

Copyright-protected works created by staff members in the performance of an administrative duty for Northwestern University are works made for hire. In accordance with United States copyright law and the University’s Copyright Policy, Northwestern University owns copyright in such works and all revenues derived therefrom.

For more information, visit invo.northwestern.edu and refer to the Copyright Policy (http://invo.northwestern.edu/policies/copyright-policy).
Northwestern University is committed to providing a respectful, accessible, and inclusive environment for all members of its community. An inclusive workforce and environment increases effectiveness and efficiency in the way we work and learn, promotes the development of new ideas, and enhances the University’s ability to continue to be innovative in an increasingly complex, competitive, and diverse world.

Northwestern University is committed to creating and sustaining a productive, collaborative, and safe work environment. If a staff member has knowledge of an action taken by an employee of the University that conflicts with or is in violation of policies, he or she must act on that knowledge and contact the proper University office.

Policy on Discrimination and Harassment

Northwestern University does not discriminate or permit discrimination by any member of its community against any individual on the basis of race, color, religion, national origin, sex, pregnancy, sexual orientation, gender identity, gender expression, parental status, marital status, age, disability, citizenship status, veteran status, genetic information, or any other classification protected by law in matters of admissions, employment, housing, or services or in the educational programs or activities it operates. Further prohibited by law is discrimination against any employee and/or job applicant who chooses to inquire about, discuss, or disclose their own compensation or the compensation of another employee or applicant.

Harassment, whether verbal, physical, or visual, that is based on any of these characteristics is a form of discrimination. This includes harassing conduct affecting tangible job benefits, interfering unreasonably with an individual's academic or work performance, or creating what a reasonable person would perceive is an intimidating, hostile, or offensive environment. Prohibited sex discrimination includes sexual harassment and sexual violence.

Examples of discrimination and harassment may include:

- Refusing to hire or promote someone because of the person’s protected status
- Demoting or terminating someone because of the person’s protected status
- Jokes or epithets about a person’s protected status
- Teasing or practical jokes based on a person’s protected status
- Displaying or circulating written materials or pictures that degrade a person or group, or
- Verbal abuse or insults about, directed at, or made in the presence of an individual or group of individuals in a protected group.
Title IX Statement

It is the policy of Northwestern University to comply with Title IX of the Education Amendments of 1972, which prohibits discrimination (including sexual harassment and sexual violence) based on sex in the University's educational programs and activities. Title IX also prohibits retaliation for asserting or otherwise participating in claims of sex discrimination. The Title IX coordinator and the deputy coordinators (listed under Where to Get Advice and Help on page 4.4) have been designated to oversee Northwestern's compliance with Title IX and to respond to reports of violations. For more information about Title IX, go to www.northwestern.edu/sexual-misconduct/sexual-misconduct-and-title-IX.

A person may also file a complaint with the Department of Education’s Office for Civil Rights regarding an alleged violation of Title IX by visiting www.northwestern.edu/hr/handbook/title-ix-complaint or calling 800-421-3481.

Policy on Sexual Harassment

It is the policy of Northwestern University that no member of the Northwestern community – students, faculty, administrators, staff, vendors, contractors, or third parties – may sexually harass any other member of the community. Sexual harassment is any unwelcome conduct of a sexual nature where sexual favors are used or threatened to be used as a basis for academic or employment decisions (quid pro quo harassment); where the conduct creates a hostile, intimidating, or offensive academic or working environment; where the conduct has the effect of unreasonably interfering with an individual's work performance; or where other verbal, nonverbal, or physical conduct of a sexual nature is sufficiently severe, persistent, or pervasive to limit a person's ability to participate in or benefit from an educational program or activity. Sexual harassment is a type of conduct prohibited under the University's Policy on Sexual Misconduct, which can be found at www.northwestern.edu/sexual-misconduct/university-policy/sexual-misconduct-policy.html.

Examples of sexual harassment may include:

- Pressure for a dating, romantic, or intimate relationship
- Unwelcome sexual advances
- Touching, kissing, hugging, or massaging
- Pressure for or forced sexual activity
- Unnecessary references to parts of the body
- Remarks about a person's gender, nonconformity with gender stereotypes, or sexual orientation
- Sexual innuendoes or humor
- Obscene gestures
- Sexual graffiti, pictures, or posters
- Sexually explicit profanity
- Stalking or cyberbullying
- Email, texting, "sexting," and Internet use that violates this policy
- Sexual assault

Sexual Violence Statement

Sexual violence is a prohibited form of sexual harassment. Sexual violence includes physical sexual acts perpetrated against a person’s will or when a person is incapable of giving consent due to use of drugs and/or alcohol or to an intellectual or other disability. Some examples of sexual violence may include rape, sexual assault, sexual battery, sexual coercion, dating violence, and domestic violence. Please see Northwestern’s Policy on Sexual Misconduct at www.northwestern.edu/sexual-misconduct/university-policy/sexual-misconduct-policy.html.
Additional Guidance

» Investigation and Confidentiality
Reports describing conduct that is inconsistent with these policies will be investigated in a prompt, fair, and impartial manner. The University will handle complaints discreetly, with facts made available to those who need to know to investigate and resolve the matter.

» Retaliation
The University prohibits retaliation against anyone for reporting a complaint pursuant to these policies, assisting another in making a complaint, or participating in an investigation. Anyone experiencing any conduct that he or she believes to be retaliatory should immediately report it to one of the individuals listed in Where to Get Advice and Help on page 4.4 of this Handbook.

» Resolution
If a complaint of discrimination, harassment, or sexual misconduct is found to be substantiated, appropriate sanctions will be imposed, up to and including separation of the offending party from the University, consistent with University procedure.

» Reporting
All members of the University community are responsible for creating a working, learning, and living environment that is free of discrimination and harassment, including sexual harassment.

» Vendors, Contractors, Visitors, Guests, and Third Parties
The University’s policies on discrimination, harassment, sexual harassment, and sexual misconduct apply to the conduct of the entire University community, including vendors, contractors, visitors, guests, and third parties.

» Academic Freedom
The University strongly encourages individuals to report incidents of discrimination or harassment to one of the individuals listed under Where to Get Advice and Help on page 4.4.

» Individuals in supervisory or teaching positions who have been told about or witnessed conduct that may violate the Policy on Discrimination and Harassment or the Policy on Sexual Misconduct are obligated to report it.

» Under the Policy on Sexual Misconduct, all University employees (including student employees), as well as nonemployees with teaching or supervisory authority, are obligated to promptly report sexual misconduct of which they become aware, unless they have a recognized confidentiality privilege.

» The University is firmly committed to free expression and academic freedom. However, discrimination, harassment, and retaliation described under these policies, through speech or otherwise, are not protected expression nor the proper exercise of academic freedom.
» If you believe you have been discriminated against or harassed:
• Contact one of the individuals listed in Where to Get Advice and Help on this page.
• Don’t blame yourself.
• Don’t delay reporting a problem.
• Consider keeping a written, dated record of events.

» If you witness or become aware of possible discriminatory or harassing conduct by others:
• Contact one of the individuals listed in Where to Get Advice and Help on this page.

» If you think you may have offended or harassed someone:
• Don’t assume others will tell you when they feel offended or harassed by what you say and do.
• Examine how others respond to what you say and do.
• Apologize as soon as possible.
• Change your behavior.

» If you have experienced sexual violence, you have options:
• Seeking medical attention.
• Preserving evidence.
• Getting support from a confidential counselor.
• Reporting the incident to law enforcement and/or the University.
• Learning more at www.northwestern.edu/sexual-misconduct.

Confidential Counselors
If you wish to speak with someone who is legally privileged to keep communications confidential, you may contact a confidential counselor. Seeking advice from a confidential counselor does not constitute reporting an incident. For more information and a list of confidential counselors, visit www.northwestern.edu/hr/handbook/confidential-counselors.

Where to Get Advice and Help
• Office of Equal Opportunity and Access: Discrimination and harassment complaints.
• University Sexual Harassment Prevention Office: Sexual misconduct complaints.
• Office of Student Conduct: Student-to-student discrimination, harassment, sexual harassment, and sexual violence complaints.
• Title IX Coordinator or Deputy Title IX Coordinators: See www.northwestern.edu/sexual-misconduct/get-help/title-ix-coordinators. Northwestern’s Title IX Coordinator is Joan Slavin, 633 Clark St., Evanston Campus, 847-491-3745; TitleIXCoordinator@northwestern.edu.
• Discrimination and Harassment Prevention Advisors: To find an advisor, consult www.northwestern.edu/sexual-harassment/where-to-get-help/advisors.html.
• EthicsPoint: To file a report.
Accommodation of Disabilities and Pregnancy

Northwestern University reasonably accommodates persons with disabilities. The Americans with Disabilities Act (ADA), as amended by the ADA Amendments Act of 2008, is a federal anti-discrimination statute that provides protections to persons with disabilities in employment, public accommodations, state and local government services, and telecommunications.

Employees and applicants with a disability (as defined under the ADA, as amended) may be eligible for a reasonable accommodation that allows them to perform the essential functions of their position or participate in the hiring process for an open position. A reasonable accommodation for an employee may include such things as changing the physical layout of the workplace, restructuring job duties, or modifying the work schedule. A reasonable accommodation for an applicant may include making certain, reasonable modifications to the application, screening, or interview process to ensure the process is accessible.

Employees who are pregnant, as defined by the Illinois Pregnancy Accommodation Act, also may be eligible for reasonable accommodations. Accommodations for pregnant workers may include more/longer bathroom breaks, access to places to sit, and limits on lifting. Access to private non-restroom areas for breastfeeding across campus can be found by visiting www.northwestern.edu/hr/handbook/lactation-rooms.

For additional information regarding the process for applying for accommodations, visit www.northwestern.edu/hr/handbook/eda-policy.
Northwestern University is committed to providing a selection of cost-effective, high-quality benefit plans so that staff members may choose the plans and coverage that best fit their personal needs.

Eligibility

In general, Northwestern University regular staff must be scheduled to work at least 18.75 hours per week (half-time or greater) to be considered benefits eligible. Benefits eligibility is determined by the following criteria:

- The staff member must be employed by Northwestern in a regular benefits-eligible position
- The staff member must be compensated from the Northwestern payroll system, and
- The staff member must hold a position or appointment with a total full-time equivalent (FTE) equal to or greater than 50 percent (0.50).

A staff member’s University salary must be sufficient to cover benefit plan deductions. Benefit deductions from a staff member’s University paycheck will pay for that month of coverage. Staff members and their eligible dependents may be covered by the University’s benefit plan.

For a complete listing of eligibility requirements, visit www.northwestern.edu/hr/handbook/benefits-eligibility.

The benefits summary presented in this section is for informational purposes. If there is a conflict between the legal plan documents and this summary, the legal plan documents will take precedence.

Health, Dental, and Vision Benefits

Northwestern University offers an array of health plans to benefits-eligible staff. The plans differ in the amount of monthly contributions a staff member pays and in how the costs of health care services are covered.

The University also offers a choice between dental plans, as well as a vision plan. For more information about these plans, visit www.northwestern.edu/hr/benefits.

Financial Benefits

Northwestern University offers a variety of ways to provide financial protection to benefits-eligible staff members and their family. These include:

- Basic/Accidental Death and Dismemberment Life Insurance
- Supplemental/Accidental Death and Dismemberment Life Insurance
- Spouse Life Insurance
- Dependent Child Life Insurance
- Extended Sick Time (see page 6.6 in this Handbook)
- Incidental Sick Time (see page 6.6 in this Handbook)
- Long-Term Disability Coverage
- Long-Term Care Insurance
In the event of a staff member’s death, the University remits a condolence check as an expression of sympathy and concern equivalent to two months’ pay to the staff member’s surviving spouse or partner (registered with the University). If the staff member is single at the time of death, the condolence check is paid to the staff member’s estate.

For more information, visit www.northwestern.edu/hr/benefits.

**Spending Accounts**

Northwestern University offers four types of pre-tax spending accounts:

- Health Care Flexible Spending Account (FSA)
- Dependent Care Flexible Spending Account (FSA)
- Limited-Use Health Care Flexible Spending Account (FSA)
- Health Savings Account (HSA)

Eligibility for these accounts is dependent upon the benefit plans in which a staff member is enrolled.

For more information, visit www.northwestern.edu/hr/handbook/spending-eligibility.

**Pre-tax Commuter Benefits**

Northwestern University staff members may arrange for pre-tax deductions from their pay in order to provide a tax-preferred method for commuting expenses to and from work. For more information on pre-tax commuter benefits, contact Payroll in the Office of Human Resources at 847-491-7362.

**Tuition Benefits**

Staff members and their dependents have access to financial assistance to take university-level courses. Northwestern University offers five types of tuition benefits:

- **Employee Reduced Tuition Plan:** This plan provides benefits for staff members who wish to enroll in undergraduate or graduate programs at Northwestern University. There is no length of service requirement for staff member educational assistance. This assistance is available only to full-time staff members.
- **Employee Portable Tuition Plan:** This plan provides benefits for staff members taking job-related courses at accredited institutions other than Northwestern University. The course must be approved by the staff member’s supervisor and the staff member must achieve a passing grade to receive reimbursement. One year of full-time service is required.
- **Employee NU Certificate Plan:** This plan provides benefits for staff members who wish to enroll in short duration certificate programs outside of the School of Professional Studies, at Northwestern University. The Employee Reduced Tuition benefit covers the SPS Certificate programs.) The program must be approved by the staff member’s supervisor and the staff member must complete the course to receive reimbursement. One year of full-time service is required.
- **Dependent Reduced Tuition Plan:** This plan provides benefits for the staff member’s spouse, domestic partner/civil union partner, and/or dependent children taking undergraduate credit courses at Northwestern University. The benefit amount is based on the staff member’s accumulated years of benefit-eligible University service prior to the start of the student’s term. Six months of full-time service is required for any School of Professional Studies undergraduate program; five years of full-time service is required for all other undergraduate programs at Northwestern University. Part-time University service counts toward eligibility on a prorated basis, but the staff member must be full-time when applying for the benefit.
• **Dependent Portable Tuition Plan:** This plan provides benefits for dependent children pursuing an undergraduate degree or teaching certificate at accredited institutions other than Northwestern University. The benefit amount is based on the staff member’s accumulated years of benefit-eligible University service. Five years of full-time service is required. Part-time University service counts toward eligibility on a prorated basis, but the staff member must be full-time when applying for the benefit.

For more information on tuition benefits, visit [www.northwestern.edu/hr/benefits](http://www.northwestern.edu/hr/benefits).

**Retirement Benefits**

Northwestern University offers two 403(b) Retirement Plans that allow benefits-eligible and non-benefits-eligible staff members to save and invest part of their University income on a pre-tax basis. Northwestern University offers the following Plans:

- **Northwestern University Retirement Plan:** Any benefits-eligible staff member at least 24 years of age with at least one year of service may participate in the University’s Unmatched, Matched, and supplemental contributions.
  - **Unmatched Contributions:** 5% of eligible earnings; funded entirely by Northwestern.
  - **Matched Contributions:** 1% to 5% of eligible earnings; Northwestern matches staff member contributions.
  - **Supplemental Contributions:** Percentage of eligible earnings or flat dollar amount; funded entirely by the staff member.

- **Northwestern University Voluntary Savings Plan:** Any staff member not eligible to participate in the Northwestern University Retirement Plan may participate in the Voluntary Savings Plan.
  - **Voluntary Contributions:** Percentage of eligible earnings; funded entirely by the staff member.

Northwestern’s 403(b) Retirement Plans are subject to Internal Revenue Service (IRS) regulations and other federal and state laws.

The University provides financial education to assist staff members with their retirement planning. For more information, visit [www.northwestern.edu/hr/benefits/retirement-plans](http://www.northwestern.edu/hr/benefits/retirement-plans).

**Leaves of Absence**

Northwestern University offers a variety of leaves of absence for eligible staff members. Each leave of absence varies in its provisions with respect to availability, duration, holding the position, benefits available, and contributions for those benefits, as well as documentation and approvals.

Northwestern’s leave administrator may require documentation to support the need for the leave of absence at any time.

For additional information, visit [www.northwestern.edu/hr/handbook/loa](http://www.northwestern.edu/hr/handbook/loa) or contact Benefits in the Office of Human Resources at 847-491-7513.

**Types of Leaves of Absence**

Northwestern offers numerous types of Leaves of Absence in recognition of the diverse needs of its staff as well as to be compliant with federal and state laws:

- Family and Medical Leave of Absence (FMLA Leave) – in accordance with the Family and Medical Leave Act
- Birth and Adoption Parental Leave (BAPL)
- Military Leave and its components are provided for by these Acts:
  - Active Duty Leave, under the Family and Medical Leave Act (FMLA)
  - Illinois Family Military Leave Act
  - Military Caregiver Leave, under FMLA
  - National Defense Authorization Act (NDAA)
  - The Uniformed Services Employment and Reemployment Rights Act (USERRA)
- Workers’ Compensation Leave
- Medical Leave
- Personal Leave, and
- Repatriation Leave (Qatar).
Service Time Accrual While on Leave

A paid leave of absence enables a staff member to return to active employment at the end of the leave without loss of service credit accrued at the time the leave began. Staff members who return to active employment following an approved leave of absence will not lose prior service credit. While on an unpaid leave of absence, staff members do not accrue vacation, personal floating holidays, paid sick time, or holiday time. Staff members do not accrue service credit during unpaid time off, unless on Active Duty Leave or on an approved FMLA leave.

Family and Medical Leave Act (FMLA) Leave

In accordance with the Family and Medical Leave Act (FMLA), Northwestern will grant an eligible staff member up to a total of 12 workweeks of leave during a 12-month rolling period for one or more of the following reasons:

- For the birth and care of a newborn child of the staff member
- For the placement of a child with the staff member for adoption or foster care
- To care for an immediate family member (spouse, domestic partner/civil union partner, child, or parent) with a serious health condition, and
- The staff member’s own serious health condition, which causes the staff member to be unable to work.

Eligibility for FMLA Leave

FMLA Leave is available to staff members who have worked at least 1,250 hours during the past continuous 12 months of service.

Staff members who qualify for FMLA Leave are entitled to up to 12 weeks of leave in a rolling 12-month period during which time the staff member’s benefits may be continued. This leave may be on a continuous or intermittent basis. Staff members will return to their job or an equivalent job immediately following the expiration of their FMLA Leave.

Staff members whose positions have been eliminated or are receiving severance pay are not eligible for FMLA or Extended Sick Time (EST) beyond their last day in paid status.

FMLA Leave time runs concurrently with any other leave.

Notification and Request for FMLA Leave

A staff member must contact the leave administrator at least 30 days in advance of the start of a planned FMLA Leave or within five days following the start of an unplanned FMLA Leave. The leave administrator may require medical or other documentation at any point during the FMLA Leave.
Benefits While On FMLA Leave

Staff members on FMLA Leave may continue certain benefits while on the leave. Staff members on an FMLA Leave for their own personal health condition may receive pay by using their Incidental Sick Time, Extended Sick Time, personal floating holiday, and vacation time.

While Incidental Sick Time is limited to the seven calendar days immediately prior to an approved Extended Sick Time absence, there are specific circumstances when a staff member may use up to their annual allowance of Incidental Sick Time. These are:

- Staff members who have been approved for intermittent FMLA and need to be away from work, and
- Staff members who must care for a sick family member and be absent from work.

Unauthorized or misuse of sick time is subject to corrective action, up to and including termination of employment.

For more information on Extended Sick Time, visit www.northwestern.edu/hr/handbook/est.

Staff members on an FMLA Leave to care for a family member may use Incidental Sick Time, personal floating holiday, and vacation time as available, but must exhaust all applicable paid time off before taking an unpaid leave.

If a staff member is still unable to return to work after six months from the onset of the personal health condition, the staff member may apply for Long-Term Disability benefits. For more information about Long-Term Disability, visit www.northwestern.edu/hr/handbook/ltd or contact Benefits at 847-491-7513.

Returning from FMLA Leave

At the expiration of an FMLA Leave, staff members return to the same or equivalent position held when the leave began.

Staff members on leave for a personal health condition must submit medical certification of ability to return to work to Benefits or its designee. A staff member may not return to work without appropriate medical documentation.

If the leave of absence extends longer than the approved period, the staff member must request an extension prior to the expiration of the FMLA Leave. If an extension is needed, it is expected that the staff member will request the extension at least two weeks prior to the expiration of the leave. Benefits will advise the staff member’s department/unit of the status of the leave. If the staff member does not return from leave of absence and does not request and receive an extension, the staff member’s employment will be subject to termination.

In some instances, staff members may return to work with restrictions that may limit their ability to perform the essential functions of their job. In this event, a reasonable accommodation may be requested from the Office of Equal Opportunity and Access (OEOA). For more information, refer to Section 4: Workplace Commitment in this Handbook.
Birth and Adoption Parental Leave (BAPL)

BAPL is paid absence from work for parents with a newborn or newly adopted child. This leave of absence allows for bonding time between the parent(s) and the child.

The staff member must have three years of continuous, full-time benefits eligible service no later than when the approved BAPL would commence.

For additional information about BAPL, please visit www.northwestern.edu/hr/handbook/parental-leave.

Illinois Victims’ Economic Security and Safety Act (VESSa) Leave

The Illinois Victims’ Economic Security and Safety Act provides a staff member who is a victim of domestic violence, dating violence, sexual assault, or stalking, or who has a family or household member who is a victim of domestic or sexual violence, with up to 12 weeks of VESSa Leave during a 12-month rolling period to address issues arising from such violence.

Eligibility for VESSa Leave
This leave has no length of service requirement.

Notification and Request for VESSa Leave
Staff members must provide the leave administrator with at least 48 hours advance notice of their intention to take a VESSa Leave, unless providing such notice is not practical.

Benefits While on VESSa Leave
Staff members have the option to take VESSa Leave without pay or may use accrued vacation, personal floating holiday, Extended Sick Time, or Incidental Sick Time to care for themselves or a family member. While Incidental Sick Time is limited to the seven calendar days immediately prior to an approved Extended Sick Time absence, there are specific circumstances when a staff member may use up to their annual allowance of Incidental Sick Time. These circumstances arise when:

- Staff members with less than six months of service are unable to work due to their own illness (this includes birth of a child)
- Staff members have been approved for intermittent FMLA and need to be away from work, and
- Staff members must care for a sick family member and be absent from work.

Returning from VESSa Leave
At the expiration of a VESSa Leave, staff members return to the same or equivalent position held when the VESSa Leave began.

Military Leave

Military Leave and its components are provided for by these Acts:
- Family and Medical Leave Act (FMLA) – for Active Duty Leave
- National Defense Authorization Act (NDAA), and
- The Uniformed Services Employment and Reemployment Rights Act (USERRA).

An Active Duty Leave, under FMLA, is granted by the leave administrator when service members of the Armed Forces’ Reserve components, National Guard, retired service members, or Reservists are on active duty or called to active duty in support of a contingency operation.

Similarly, the National Defense Authorization Act provides up to 12 weeks of leave for a qualifying obligation when service members of the regular Armed Forces are deployed to a foreign country under a certain call or order to active duty. Staff members who continue on active military duty beyond a one-month period are placed on a Military Leave.

Northwestern provides broad re-employment protections for members of uniformed services following periods of military service in accordance with the Uniformed Services Employment and Reemployment Rights Act (USERRA).
**Notification and Request for Military Leave**

A staff member must provide advance notice of the need for Military Leave in writing to the leave administrator unless circumstances make such notice unreasonable or the staff member is prevented from doing this by military necessity.

**Benefits While on Military Leave**

Since Military Leave is unpaid, a staff member may choose to use vacation and personal floating holiday time during the absence or receive the value of accrued but unused vacation and personal floating holiday time in a lump sum payment subject to the maximum vacation payout. The value of accrued but unused Incidental Sick Time may not be paid out in a lump sum payment, but will be available when the staff member returns to employment with the University.

Staff members of a military reserve or National Guard unit can receive up to two weeks' regular University wages for training periods. A military voucher is required by Payroll in the Office of Human Resources to reimburse the difference in their gross pay and the amount received from federal or state authorities.

**Returning from Military Leave**

To be eligible for reinstatement with Northwestern after a Military Leave, a staff member must:
- Have given, if possible, advance notice to the University of the need for leave
- Report to or submit applications for reemployment in a timely manner, and
- Be honorably discharged from military service.

Staff members who take Military Leave and who remain qualified for their position, will be reinstated to employment with the University according to the following military service time frames:

<table>
<thead>
<tr>
<th>Active Military Service Period</th>
<th>Time Allowed to Return to Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-30 days</td>
<td>The next regularly scheduled workday after travel home and an eight hour rest period.</td>
</tr>
<tr>
<td>31-180 days</td>
<td>Application for reemployment must be submitted within 14 days.</td>
</tr>
<tr>
<td>181 or more days</td>
<td>Application for reemployment must be submitted within 90 days.</td>
</tr>
</tbody>
</table>

The deadlines listed above are extended in the case of disability incurred while on active military duty.
Military Caregiver Leave

Under the Family and Medical Leave Act (FMLA), staff members can request a Military Caregiver Leave to care for a military service member who is the staff member’s spouse, domestic partner/civil union partner, child or parent with a serious illness or injury incurred in the line of active duty as a member of the Armed Forces, including the National Guard or Reserves, and is:

- Undergoing medical treatment, recuperation, or therapy
- Assigned as an outpatient to a military medical treatment facility
- Assigned to a unit providing command and control of Armed Forces’ members who are receiving outpatient medical care, or
- On the temporary disability retired list.

If the Military Caregiver Leave is approved, the University will grant up to 26 weeks of leave during a single, 12-month period to eligible staff members to care for the service member in their family as described above. Staff members who do not take all 26 weeks of leave during the single, 12-month period will forfeit the remaining part of the leave.

Notification and Request for Military Caregiver Leave

Staff members are expected to notify the leave administrator 30 days prior to the start of a Military Caregiver Leave. The Leave of Absence Request must be submitted to Benefits for approval of the designated leave period.

For more information, contact Benefits at 847-491-7513.

Benefits While on Military Caregiver Leave

A staff member on a Military Caregiver Leave to care for a family member may use Incidental Sick Time, personal floating holiday, and vacation time as available, but must exhaust all applicable paid time off before taking an unpaid leave. A staff member on an FMLA Leave also may continue certain benefits while on leave.

For more information, visit [www.northwestern.edu/hr/handbook/fmla-benefits](http://www.northwestern.edu/hr/handbook/fmla-benefits).

Returning from Military Caregiver Leave

The 26 weeks of Military Caregiver Leave can include leave taken for other FMLA-qualifying reasons. A single, 12-month period begins on the first day staff members take leave to care for seriously ill or injured service members and ends 12 months after that date, regardless of which method is used to determine other types of FMLA Leave.

If the leave needs to extend longer, the staff member must request this extension prior to the expiration of the leave. Benefits will advise the staff member’s department/unit that the staff member is not returning at the end of the leave. Reinstatement of staff members in their position or equivalent position is determined on a case-by-case basis.

The employment of staff members who do not return from a Military Caregiver Leave and who do not request and receive an extension may be subject to termination.
Illinois Family Military Leave
Northwestern will grant up to 30 days of unpaid Illinois Family Military Leave to the spouse, domestic partner/civil union partner, parents, children, or grandparents of a soldier called to active military duty for more than 30 days.

Eligibility for Illinois Family Military Leave
This leave is available to a staff member who has worked at least 1,250 hours during the past continuous 12 months of service.

Notification and Request for Illinois Family Military Leave
Staff members must provide the leave administrator at least 14 days' notice of the date they intend to start an Illinois Family Military Leave of five or more consecutive workdays. To the extent possible, staff members must consult with their supervisor to schedule the leave so as to not unduly disrupt the department's/unit's operations. Staff members taking an Illinois Family Military Leave of less than five consecutive days must give the University as much advance notice as practicable.

Benefits While on Illinois Family Military Leave
Vacation and personal floating holiday time may be used for Illinois Family Military Leave.

A staff member’s benefits will continue during an Illinois Family Military Leave. The staff member will not lose any benefits accrued before the commencement of the leave.

Returning from Illinois Family Military Leave
Northwestern will return a staff member from an Illinois Family Military Leave to the same position or a position with the same seniority, status, benefits, and pay. The University is not required to return a staff member because of conditions that are not related to taking an Illinois Family Military Leave.

Workers' Compensation Leave
Staff members suffering from a work-related illness or injury may be approved for a Workers' Compensation Leave.

Staff members who incur occupation-related injuries or illnesses are entitled to all necessary medical and hospital care. Additionally, staff members who are approved by a University-authorized physician for a Workers' Compensation Leave are entitled to certain disability benefits in accordance with the Illinois Workers’ Compensation and Occupational Diseases Act.

An FMLA Leave may be used concurrently with a Workers’ Compensation Leave. A Workers’ Compensation Leave is managed by the Claims Division of the Office of Risk Management. Absences under the FMLA are approved by Benefits.

If it is determined by the Northwestern designated health care provider that as a result of a work-related injury or illness, a staff member is not able to perform the normal duties of the staff member’s position, but is able to perform other meaningful tasks, the staff member may be provided a modified duty assignment within the University.

For more information, visit www.northwestern.edu/hr/handbook/workers-compensation.

To qualify as work-related, an injury or illness must arise out of or in the course of employment. Staff members must immediately notify their supervisor and/or Risk Management of any work-related illness or injury.
**Medical Leave**

**Eligibility for Medical Leave**
Staff members who need to take a medical leave to care for their own personal serious health condition, but do not qualify for an FMLA Leave, may apply for Medical Leave as a reasonable accommodation under the Americans with Disabilities Act (“ADA”). A Medical Leave may be granted, subject to the approval of the Office of Equal Opportunity and Access, if the staff member has:

- Been employed by Northwestern less than one year
- Worked for Northwestern fewer than 1,250 hours in a rolling 12-month period, or
- Exhausted 12-weeks of FMLA Leave or job-protected EST Leave (when applicable), and
- Qualifies for a reasonable accommodation after analysis by the Office of Equal Opportunity and Access. For additional information regarding the process for applying for a reasonable accommodation, visit [www.northwestern.edu/hr/handbook/eda-policy](http://www.northwestern.edu/hr/handbook/eda-policy).

**Approval of Medical Leave**
Staff members must contact the Office of Equal Opportunity and Access to request a leave of absence as a reasonable accommodation at least 30 days in advance (except in an emergency). The Office of Equal Opportunity will work with the employee, the employee’s medical providers, and the employee’s department to determine whether the leave request is covered by the ADA and whether the department/unit can hold the employee’s position during the leave without creating an undue hardship for the department/unit.

**Benefits While on Medical Leave**
Staff members may use accrued vacation or personal floating holiday time during a Medical Leave. Staff members on Medical Leave may continue certain benefits while on the leave and may be required to pay an applicable contribution.

For more information, visit [www.northwestern.edu/hr/handbook/medical-leave](http://www.northwestern.edu/hr/handbook/medical-leave).

**Termination of Medical Leave and Return to Work**
Staff members may not return to work without appropriate medical documentation.

**Personal Leave**

Occasionally staff members need a leave of absence for reasons such as personal development related to Northwestern work or career, travel, research, or other personal needs. Staff members must have worked at the University for at least 12 consecutive months to be eligible for a Personal Leave.

Staff members wishing to request a Personal Leave should contact their supervisor and Benefits for additional information at 847-491-7513. A Personal Leave must be approved by the department/unit and the Office of Human Resources.

**Benefits While on Personal Leave**
Staff members may use vacation and personal floating holiday time during their approved Personal Leave period. Staff members must also exhaust all vacation and personal floating holiday time before an unpaid Personal Leave is granted. Staff members on a Personal Leave may continue some University benefits.

For more information, call Benefits at 847-491-7513.

**Repatriation Leave (Qatar)**
Staff members from Northwestern’s U.S. locations who accept an assignment in NU-Qatar will be extended a six-month unpaid Repatriation Leave upon return to the United States at the conclusion of their assignment in NU-Qatar. Service credit will continue to accrue during the leave.

**Notification and Request for Repatriation Leave**
Staff members should notify Benefits a minimum of 30 days prior to the start of a Repatriation Leave. The Leave of Absence Request form must be submitted to Benefits for approval of the designated leave period.

**Benefits While on Repatriation Leave**
Staff members may use accrued vacation or personal floating holiday time during their Repatriation Leave. Staff members may continue their participation in University benefit plans for up to six months by paying any applicable employee contribution.
6 \ PAID TIME AWAY FROM WORK

Paid time away from work is intended to provide Northwestern University staff members the time they need to rest, relax, and recharge, as well as to fulfill their personal responsibilities. Paid time away from work is provided through a number of programs, including University scheduled holidays, vacation time, the University’s Incidental Sick Time and Extended Sick Time programs, and time off for jury duty and military reserve training.

Eligibility

Eligibility for paid time away from work is determined by the following criteria:

- The staff member must be employed by Northwestern University in a regular benefits-eligible position
- The staff member must be compensated from the University payroll system, and
- The staff member must hold a position or an appointment with a total full-time equivalent (FTE) greater than or equal to 50 percent (0.50).

Paid status means being at work or on:
- A personal floating holiday
- Approved, paid Extended Sick Time
- Approved, paid Incidental Sick Time
- Jury duty
- Paid bereavement absence
- Paid military leave
- Paid vacation

For absences in excess of seven calendar days, excluding scheduled vacation time and/or personal floating holidays, refer to Leases of Absence on pages 5.3 through 5.10 of this Handbook.

University Scheduled Holidays

Staff members are paid for these holidays observed by the University:

- New Year’s Day
- Martin Luther King Jr. Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Friday after Thanksgiving Day
- Christmas Eve Day
- Christmas Day
- New Year’s Eve Day

To view the holiday calendar, visit www.northwestern.edu/hr/handbook/holidays.

Paid time away from work may not be taken before it is accrued, it cannot be cashed out, and no payment will be made to a staff member in lieu of vacation or personal floating holiday time except at termination of employment.
Usually holidays that fall on a Sunday are observed on the following Monday and holidays falling on a Saturday are observed on the previous Friday. Staff members in part-time positions are paid on a prorated basis for scheduled University holidays.

In certain circumstances, staff members may be scheduled to work on a day that the University observes as a holiday. In such cases, non-exempt staff members will receive holiday pay at the regular hourly rate or an alternate workday off (as outlined below) plus one and one-half times their regular hourly rate for the hours actually worked on the holiday.

If a holiday falls on a staff member’s scheduled day off, the staff member will receive an alternate workday off. This alternate day off must be scheduled with supervisory approval within 30 days of the holiday. For example, if a holiday falls on a Thursday when a staff member is not scheduled to work, the staff member may take another day off within 30 days of the University holiday with prior supervisory approval.

Scheduling of vacation, personal floating holidays, and alternate holidays is always at the mutual convenience of the staff member and the employing department/unit and requires the prior approval of the supervisor.

### Personal Floating Holiday Time

Personal floating holidays are available to staff members for personal business, family sickness, and religious observance, and may also be used as an extension of bereavement absence or vacation time. Northwestern University annually provides up to three personal floating holidays as paid time away from work each fiscal year (September 1 – August 31).

#### Personal Floating Holiday Time

Staff members are granted three personal floating holidays on September 1 of each fiscal year (September 1 – August 31). New staff members hired on or after September 1 are granted personal floating holidays as follows:

<table>
<thead>
<tr>
<th>Hire Date</th>
<th>Personal Floating Holidays</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 1 - November 30</td>
<td>3 days</td>
</tr>
<tr>
<td>December 1 - February 29</td>
<td>2 days</td>
</tr>
<tr>
<td>March 1 - May 31</td>
<td>1 day</td>
</tr>
<tr>
<td>June 1 - August 31</td>
<td>0 days</td>
</tr>
</tbody>
</table>

The hire date is a staff member’s first day of employment.

#### Using Personal Floating Holiday Time

Personal floating holiday time must be scheduled in advance and in accordance with department/unit rules. Scheduling personal floating holidays on short notice for emergency purposes is at the discretion of the supervisor, who may request documentation of the reason for the emergency. The department/unit may limit the amount of personal floating holiday time taken at one time in consideration of departmental/unit needs.

Three personal floating holidays will be granted on each subsequent September 1 following the date of hire. Personal floating holiday time is not available for use during an unpaid leave of absence. Part-time staff members receive the percentage of personal floating holiday time proportionate to the percentage of full-time that they are scheduled to work.
The following conditions apply to the use of personal floating holiday time:

- **No advance:** Personal floating holiday time may not be taken before it is granted.
- **Not cashable:** No payment is made to a staff member in lieu of personal floating holiday time, except at termination of employment or upon change to a faculty appointment, or as otherwise referenced in this Handbook.
- **Portability:** Staff members who transfer from one department/unit to another staff position retain their accrued personal floating holiday time.
- **Coinciding holiday:** When a University holiday falls during a staff member’s approved paid time off, the day is paid as holiday time rather than as personal floating holiday time.

Personal floating holiday balances are maintained in the University-approved time entry system. Staff members should report personal floating holiday usage as they take the time off. For staff members in:

- **Non-exempt positions:** The staff member and supervisor must sign off on personal floating holiday usage on each biweekly timesheet.
- **Exempt positions:** The staff member and supervisor must sign off on personal floating holiday usage on a monthly basis.

**» Carryover**

Personal floating holidays that are unused at the end of the fiscal year (August 31) are forfeited.

**» Transfer and Separation**

When a staff member transfers to another staff position at Northwestern University, the staff member and supervisor should ensure that the University-approved time entry system is up to date and accruals are approved by the supervisor. Staff members who transfer from one department/unit to another retain their personal floating holiday time.

When a staff member’s primary role is changed from staff to faculty, all of the staff member’s personal floating holiday time will be paid out upon transfer to the faculty status.

**Vacation Time**

Vacation time is available to staff members for personal business, family sickness, and religious observance. It may also be used as an extension of bereavement absence or personal floating holiday time.

**» Vacation Accrual for Staff Members in Non-exempt Positions**

Vacation is calculated by multiplying the vacation factor per accrual base hour by the staff member’s accrual base hour. The vacation factor per hour is based on qualified service.

<table>
<thead>
<tr>
<th>Qualified Service</th>
<th>Vacation Factor Per Accrual Base Hour</th>
<th>Approximate Vacation Earned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 6 months</td>
<td>.0385</td>
<td>1 week</td>
</tr>
<tr>
<td>6 through 12 months</td>
<td>.0770</td>
<td>2 weeks</td>
</tr>
<tr>
<td>After 1 completed year</td>
<td>.0575</td>
<td>3 weeks per year</td>
</tr>
<tr>
<td>After 9 completed years</td>
<td>.0767</td>
<td>4 weeks per year</td>
</tr>
<tr>
<td>After 19 completed years</td>
<td>.0958</td>
<td>5 weeks per year</td>
</tr>
</tbody>
</table>

On separation from the University, the staff member and supervisor must approve all vacation and personal floating holiday time balances in the University-approved time entry system to ensure the staff member receives the correct accrual payout.
Accrual base hours are regular, scheduled work hours. These scheduled work hours may be paid as:
- A personal floating holiday
- Approved, paid Extended Sick Time
- Approved, paid Incidental Sick Time
- Jury duty
- Paid bereavement absence
- Paid military leave
- Paid vacation
- Paid holiday

For each of these hours, the staff member receives vacation time based on the fraction of an hour indicated by the vacation factor per accrual base hour. Vacation is not accrued on hours of unpaid absence.

Accrued vacation time cannot exceed one and one-half times the annual accrual. Staff members in non-exempt positions cannot exceed one and one-half times the annual accrual in a pay period; staff members in exempt positions cannot exceed one and one-half times the annual accrual at the end of the fiscal year. If the vacation balance of an exempt staff member exceeds the maximum accrual at the end of the fiscal year or when employment is terminated, the excess vacation time is forfeited. Staff members and their departments/units must ensure that vacation time is scheduled to avoid losing it.

**Vacation Accrual for Staff Members in Exempt Positions**

Vacation is earned at the vacation factor per month. Staff members in exempt positions earn vacation time on the 16th of each month at the monthly rate listed in the following table. A part-time exempt staff member accrues vacation time proportionate to the percentage of full-time that the staff member is scheduled to work.

<table>
<thead>
<tr>
<th>Qualified Service</th>
<th>Vacation Factor Per Month</th>
<th>Approximate Vacation Earned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 6 months</td>
<td>0.83</td>
<td>1 week</td>
</tr>
<tr>
<td>6 through 12 months</td>
<td>1.67</td>
<td>2 weeks</td>
</tr>
<tr>
<td>After 1 completed year</td>
<td>1.25</td>
<td>3 weeks per year</td>
</tr>
<tr>
<td>After 9 completed years</td>
<td>1.67</td>
<td>4 weeks per year</td>
</tr>
<tr>
<td>After 19 completed years</td>
<td>2.08</td>
<td>5 weeks per year</td>
</tr>
</tbody>
</table>

A separate table applies to vacation accrual for staff members in exempt positions with pay grade Exempt 14 or higher and ITS 85 or higher.

<table>
<thead>
<tr>
<th>Qualified Service</th>
<th>Vacation Factor Per Month</th>
<th>Approximate Vacation Earned</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 months through 19 completed years</td>
<td>1.67</td>
<td>4 weeks per year</td>
</tr>
<tr>
<td>After 19 completed years</td>
<td>2.08</td>
<td>5 weeks per year</td>
</tr>
</tbody>
</table>

Variances to these vacation accruals must be approved in advance by the Vice President of Human Resources in the Office of Human Resources or designee.
Staff members working nine, 10, or 11 months per year accrue vacation at the rates shown in the corresponding non-exempt or exempt accrual charts above during the time paid in the nine, 10, and 11 months of the work schedule. Vacation time does not accrue during the months when a staff member is not paid. Consequently, the annual amount of vacation accrues in proportion to the number of months worked during the year. In addition, the University service indicated by the “Qualified Service” in the preceding tables accrues during the time worked in the nine-, 10-, or 11-month schedule, but does not accrue in the months not paid. During the months not paid, staff members on these schedules are on leave of absence and may continue to be enrolled in certain benefits.

» Qualified Service
The qualified service period is the service since the hire date and excludes unpaid leave time off.

» Approximate Vacation Earned
For all staff members, a full-time work schedule without unpaid leaves results in accrual of the approximate vacation earned indicated in the table.

» Using Vacation Time
Vacation time must be scheduled in advance and in accordance with department/unit rules, and must be scheduled by staff members and their supervisors when it is mutually convenient.

Scheduling vacation time on short notice for emergency purposes is at the discretion of the supervisor, who may request documentation of the reason for the emergency. The department/unit may limit the amount of vacation time taken at one time in consideration of departmental/unit needs. Departments/units may specify periods when no vacation time may be taken.

Staff members may not use vacation or personal floating holidays on their last workday, unless they are planning to retire from the University.

The following conditions apply to the use of vacation time:

- **No advance**: Vacation time may not be taken before it is accrued.
- **Not cashable**: No payment is made to a staff member in lieu of vacation time, except at termination of employment, or upon change to a faculty appointment, or as otherwise referenced in this Handbook.
- **Portability**: Staff members who transfer from one department/unit to another staff position retain their accrued vacation time.
- **Coinciding holiday**: When a University holiday falls during a staff member’s approved paid time off, the day is paid as holiday time rather than as vacation time.

Vacation balances are maintained in the University-approved time entry system. Staff members should report their vacation usage as they take the time off. For staff members in:

- **Non-exempt positions**: The staff member and supervisor must sign off on vacation usage on each biweekly timesheet.
- **Exempt positions**: The staff member and supervisor must sign off on vacation usage on a monthly basis.
Transfer and Separation

When a staff member transfers to another staff position in the University, the staff member and supervisor should ensure that the University-approved time entry system is up to date and accruals are approved by the supervisor. Staff members who transfer from one department/unit to another retain their accrued vacation time, up to the maximum allowed.

When a staff member’s primary role is changed from staff to faculty, all accrued but unused vacation time will be paid out upon transfer to the faculty status.

Incidental Sick Time and Extended Sick Time

Northwestern University provides paid time away from work as a form of income protection for a staff member who is unable to work because of illness or injury. The University’s sick time program has two main components:

- **Incidental Sick Time (IST):** Used for absences due to personal illness or the illness of a qualifying family member who requires direct care by the staff member as described in Using IST on page 6.7. For IST purposes, qualifying family members are defined as a spouse, domestic partner/civil union partner, child, stepchild, child of a civil union or domestic partner, parent, stepparent, grandparent, grandchild or sibling and those bearing the same relationship to the staff member’s spouse or domestic partner/civil union partner. The Incidental Sick Time allocation is replenished at the start of each fiscal year (September 1) with no “carrying over” or banking of sick time from one year to the next.

- **Extended Sick Time (EST):** Provides 100% of a staff member’s hourly rate or monthly salary for an approved extended illness or injury after a seven-calendar day elimination period, for up to six months. Any additional compensation such as overtime, bonus, on-call pay, incentive pay, or additional pay is excluded. Extended Sick Time is provided at no cost to employees and is available after a staff member has been employed in a benefits-eligible staff position for six months. If the staff member has at least five years of continuous service, the staff member will return to their job or an equivalent job for which they are qualified if able to return to work before or immediately upon exhaustion of Extended Sick Time benefits.

If the injury or illness extends beyond six months, a staff member may apply for long-term disability benefits. For more information on any of these programs, visit www.northwestern.edu/hr/handbook/ltd. An eligible staff member who is away from work for more than seven calendar days should also apply for a Family and Medical Leave Act (FMLA) Leave.

For more information, refer to Family and Medical Leave Act (FMLA) Leave on page 5.4 of this Handbook.

On separation from the University, staff members and their supervisors must approve all vacation and personal floating holiday time balances in the University-approved time entry system to ensure the staff members receive the correct accrual payout. Staff members who separate from the University are paid their unused vacation accruals up to the maximum allowed.
» **IST Accrual**

A staff member is granted Incidental Sick Time on September 1 of each fiscal year (September 1 – August 31). A new staff member hired on or after September 1 is granted Incidental Sick Time as follows:

<table>
<thead>
<tr>
<th>Current Staff</th>
<th>New Hires (September 1 – November 30)</th>
<th>New Hires (December 1 – February 29)</th>
<th>New Hires (March 1 – May 31)</th>
<th>New Hires (June 1 – August 31)</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 days</td>
<td>15 days</td>
<td>10 days</td>
<td>5 days</td>
<td>2 days</td>
</tr>
</tbody>
</table>

Incidental Sick Time will be granted on each subsequent September 1 following the date of hire. If a staff member is not in paid status on September 1, the sick time will be refreshed upon return to paid status based on the table above.

Part-time staff members receive the percentage of IST and EST proportionate to the percentage of full-time that they are scheduled to work.

» **Hire Date**

The hire date is a staff member’s first day of employment.

» **IST Granted Upon Hire**

Staff members receive sick time on their hire date according to the IST Accrual chart above.

» **Using IST**

Northwestern University may require satisfactory evidence for any paid Incidental Sick Time. Visits to licensed/certified caregivers for treatment or checkups qualify for use of paid IST, and must be scheduled at a time least disruptive to department/unit operations and require advanced supervisory approval. Incidental Sick Time for exempt staff members is to be used in half- or whole-day increments and recorded in the University-approved time entry system. Lesser amounts may be recorded for approved FMLA leaves.

Absence due to an injury on the job or occupational disease is not charged to IST or EST if it is approved as Workers’ Compensation. For more information, refer to Workers’ Compensation on page 6.8 of this Handbook.

While Incidental Sick Time is limited to the seven calendar days immediately prior to an approved Extended Sick Time absence, there are specific circumstances when staff members may use up to their annual allowance of Incidental Sick Time consecutively. These are:

- Staff members with less than six months of service and unable to work due to their own illness (this includes birth of a child).
- Staff members who have been approved for intermittent FMLA and need to be away from work.
- Staff members who must care for a sick family member and be absent from work.

Unauthorized or misuse of sick time is a basis for denial of sick time pay and subject to corrective action, up to and including termination of employment.

Incidental Sick Time is renewed at the beginning of each fiscal year (September 1) and any unused IST at the end of the fiscal year (August 31) is forfeited. For more information, see IST Accrual above.
Transfer and Separation

When a staff member transfers to another staff position at Northwestern University, the staff member and supervisor should ensure that the University-approved time entry system is up to date and accruals are approved by the supervisor. Staff members who transfer from one department/unit to another retain their sick time balance.

When a staff member’s primary role is changed from staff to faculty, sick time will not be paid out upon transfer to the faculty status.

On separation from the University, the staff member will not be paid for accrued and unused sick time.

Workers’ Compensation

Those who sustain occupational injuries or illness while at work may be entitled to workers’ compensation. Staff members who sustain such an injury or illness must immediately report the incident to their supervisor who should then contact the Office of Risk Management.

Absence due to an injury on the job or occupational disease is not charged to Incidental or Extended Sick Time if it is approved as workers’ compensation.

For more information, visit www.northwestern.edu/hr/handbook/workers-compensation.

School Visitation

Staff members may take school visitation time off from work to visit their child’s school for conferences or classroom activities for a total of eight hours in a school year, but no more than four hours on any given day. Staff members must request this time off in advance and may be required to provide documentation regarding the need to take time off. Supervisors or departments/units may allow additional time depending on departmental/unit operations.

Vacation and/or personal floating holiday time may be used, if available, for school visitation. If no paid vacation or personal floating holiday time is available for a non-exempt staff member, an unpaid excused absence may be used for the school visits.

Voting Time

Staff members are encouraged to exercise their right to vote, voting either before or after work hours. Staff members who wish to vote and face difficulty in doing so during those pre- or post-work hours are encouraged to take advantage of early voting opportunities that provide extended and weekend hours on multiple days, usually about a week before the election.

Early voting opportunities are offered by many municipalities, including Evanston and Chicago, whose city clerk websites provide information on this topic.

If early voting is not an option, staff members need to make a request to their supervisor at least 48 hours before an election day. Staff members who are unable to vote before or after regular working hours on an election day may take the time needed to vote, not to exceed two hours, during the working day, without loss of pay.
Bereavement Absence

In the event of a death of a family member, a paid leave of absence is provided as follows to benefits-eligible staff members:

- Five days are provided for the death of a spouse, domestic partner/civil union partner, child, stepchild, or child of a civil union or domestic partner.
- Three days are provided for the death of a parent, grandparent, grandchild or sibling and those bearing the same relationship to the staff member’s spouse or domestic partner/civil union partner (including all step categories), and
- One day is provided for the death of other close family members.

The staff member’s supervisor must be notified as soon as practical. If the staff member wishes to take additional time off, then paid vacation or personal floating holiday time may be used, if the supervisor has given approval. The University may require proof of the relationship to the family member.

Jury Duty

The University encourages participation in jury duty. Staff members are allowed to be absent with pay for jury duty but are expected to report for their regularly scheduled work on days when not required to perform jury duty.

Pay received for jury duty service may be retained by the staff member and staff members will also receive their regular pay. Staff members must provide appropriate documentation with as much notice as possible to the supervisor or department/unit. Staff members may be required to provide proof of jury duty service upon return to work.

Military Reserve Training

The University grants time off for mandatory periods of training to eligible staff members who are members of a military reserve or National Guard unit. For training periods of two workweeks or less, active staff members of the University receive their regular University wages for this period, less the amount of gross pay from federal or state authorities. The staff member should contact Payroll in the Office of Human Resources for instructions.

For information about absences due to military service longer than two weeks, refer to Military Leave on page 5.6 of this Handbook.

Documentation of Absence

The University may require documentation from a staff member for requests for absence prior to the absence, or upon the staff member’s return to work. Documentation or justification is not required for vacation or personal floating holiday time unless an emergency necessitates short notice.
AUTUMN LEAVES ON CAMPUS
Northwestern University is committed to establishing compensation programs that attract, retain, and engage talented staff in an environment that promotes fairness and competitiveness, and is in compliance with applicable federal and state laws and regulatory requirements.

**Job Descriptions and Job Families**

The establishment of pay rates begins with documenting job content via a job description and organizing jobs in a manner that identifies the relationships and the natural progression of jobs within a certain function.

Job families represent a grouping of similar jobs or a hierarchy of jobs within a functional area such as research, administration, or finance. The families establish the natural progression of jobs within the function by detailing the core standards for duties, accountabilities, knowledge, skills, and educational requirements for each level of job.

Job descriptions detail the responsibilities, qualifications, skills and abilities, and physical requirements for each job and as such are required for all staff. Job descriptions also provide a basis on which to develop and assess most employment-related activities. These include goal and expectation setting, performance review and appraisal, pay determination, succession planning, training and development, and career pathing.
Salary Structures and Pay Grades

Salary structures are tools that help ensure staff members are paid in a manner that is appropriate and competitive. This is accomplished by organizing jobs that are similar in level, scope, responsibility, and labor market into groupings known as pay grades. Northwestern University has several salary structures and each job is assigned to one based on the type of work performed.

Pay grades represent various levels of work in the University, that is, staff level, management level, or executive level. Jobs that have lower levels of responsibility are placed at lower pay grades. As jobs change in complexity, scope, responsibility, breadth, and depth, pay grades generally increase as well.

Each pay grade has an associated pay range that represents the minimum and maximum wage rates/salaries for a job. Determining the specific point in the pay range at which a staff member is to be paid is dependent on several factors, including but not limited to the value of the job in the labor market, and the knowledge, skills, and abilities of the staff member. Pay rates should fall within the established pay ranges; at no time should a staff member’s pay rate be less than the minimum of the range.

Performance Management and Merit Pay

Northwestern University has an established annual process for assessing performance and granting pay adjustments based on achievement of goals, demonstration of Northwestern behaviors, and overall job performance. Staff members may be eligible for pay adjustments based on several factors, including but not limited to the date of hire, job performance, labor market conditions, current position in the pay range, and budget considerations.

Questions or concerns about staff compensation should be directed to the staff member’s immediate supervisor.

Designation of Staff Jobs

Staff jobs are divided into two general categories referred to as exempt and non-exempt, as defined by the Fair Labor Standards Act (FLSA), the federal law that governs overtime, minimum wage, child labor, and recordkeeping.

» Exempt Staff

Exempt staff members are exempt from the minimum wage and overtime provisions of the Fair Labor Standards Act (FLSA). This exemption is determined by evaluating the duties and responsibilities required of the staff member against the criteria outlined in the FLSA. A job is classified as exempt if its duties and responsibilities are primarily executive, managerial, or administrative, or if it requires an advanced educational degree or knowledge and experience in a field considered to be professional. Exempt staff members fulfill their duties without a focus on the amount of time it takes. Therefore, exempt staff members are paid a monthly salary that does not vary between pay periods based on the quality or quantity of work, and are not eligible to receive overtime for hours worked beyond 40 hours in a workweek.

» Non-exempt Staff

Non-exempt staff members do not qualify, by the nature of their work and responsibilities, for exemption from the overtime or minimum wage provisions of the FLSA. Non-exempt staff members are paid by the hour and must receive no less than one and one-half times their regular rate of pay for hours worked in excess of 40 hours in a workweek.

7.2COMPENSATION \ STAFF HANDBOOK \ Northwestern
8 \ WORK HOURS AND PAYROLL

By defining work schedule and payroll policies, the University promotes a shared understanding — and ensures consistency and fairness among staff members — regarding these matters.

The Workday

The most common Northwestern University office hours are 8:30 a.m. to 5:00 p.m., Monday through Friday. However, each department/unit determines the hours of work for its staff members as necessary to staff its operations. Departments/units and supervisors may set and adjust individual staff member schedules to meet department/unit operational needs.

The University’s workweek generally starts at 12:00 a.m. Sunday and ends at 11:59 p.m. the following Saturday. Most work schedules continue throughout the year, but some are partial year (for example, nine, 10, or 11 months). Staff members who work such shortened schedules are considered full-time during the months when they work their full workweek.

Tardiness

Staff members are expected to be at their place of work, prepared to work, during the entirety of work hours established by their supervisors. A staff member is tardy if he or she fails to report to the assigned workplace, prepared to work, and at the scheduled time. This includes returning from breaks and meal periods. Each department/unit defines the punctuality standards for its operations and communicates them to staff members. Staff members who expect to be late must notify their supervisors according to department/unit procedures.

The most common full-time schedules total 37.5 or 40 hours per week. For staff members hired after January 1, 2013, a 37.5 hour workweek is the minimum to be considered full-time.

Excessive tardiness is grounds for corrective action, up to and including termination of employment.

Supervisors may adjust work schedules to accommodate a staff member’s scheduling needs. However, if a non-exempt staff member is not at work, the individual is not paid for that time, unless he or she has arranged in advance with their supervisor to use paid time off, such as vacation or paid sick time.

A non-exempt staff member may not be paid for time not at work – for example, when tardy – and may not work any hours (such as to compensate for tardiness) without being paid for them. The staff member must be paid according to the time actually worked, even if this time does not coincide with the planned work schedule.
Unscheduled Absence

On each day that a staff member takes an absence not scheduled in advance with the supervisor, the staff member must notify the supervisor and give the expected return date and time. Lack of notice to the supervisor for an absence of three consecutive days indicates that the staff member has abandoned the job and is grounds for termination of employment. Lack of notice during an absence of less than three days is subject to corrective action, up to and including termination of employment.

Excessive Absence

Excessive absences, including patterns of unexcused absences, is subject to corrective action, up to and including termination of employment. Excessive absences will be considered based on operational impact and the needs of the department/unit.

Varying Schedule

A work schedule for non-exempt staff members is determined by the supervisor and can be any combination of days and hours totaling no more than 40 hours in a workweek. The hours scheduled for work must not exceed those hours budgeted for the position.

Examples of flexible scheduling with this policy include a schedule in which a staff member works four days of 10 hours each for a total of 40 hours in the week. Another example is a work schedule of three days of 9.5 hours each and one day of nine hours, totaling 37.5 hours in the week. When a staff member uses vacation, personal floating holiday, or sick time, the amount of paid time away from work used is equal to the scheduled work hours for that day.

For more information, refer to Flexible Work Arrangements on page 9.1 of this Handbook.

Overtime

Non-exempt staff members are paid for the hours worked beyond 40 hours in a workweek at the rate of one and one-half times their hourly rate. Prior supervisory approval is required in order to work overtime.

Time paid for University scheduled holidays is considered time worked when computing overtime in a week where a University scheduled holiday falls. Other paid time away from work is not considered time worked for purposes of calculating overtime.

Reporting Hours

Non-exempt staff members are required to report accurately all work hours, as well as paid time away from work in the University-approved time entry system. Non-exempt staff members are encouraged to submit each day’s hours on a daily basis, but are required to report their time no less than biweekly.

Exempt staff members must accurately report all paid time away from work on a monthly basis. Supervisors must approve all time reported by their direct reports in the University’s approved time entry system.

Anyone falsifying the reporting of time worked or paid time away from work is subject to corrective action, up to and including termination of University employment.

For more information regarding documentation, policies and procedures, visit www.northwestern.edu/hr/handbook/time-entry. For assistance from the Help Desk call 847-467-7606 or email mytime@northwestern.edu.
Compensatory Time

Compensatory time (time off taken in lieu of pay) is strictly prohibited.

Lunch Periods

Lunch periods for non-exempt staff members are unpaid and range from a minimum of 30 minutes to a maximum of one hour. However, for certain staff members who are required to remain on duty or on call through the lunch period, the lunch period is part of the paid work shift. Staff members are not allowed to shorten or eliminate scheduled lunch periods to alter the beginning or ending of a workday. In a work period of 7.5 hours or more, a meal period of at least 30 minutes must be provided and taken before the end of five hours of work.

Rest Periods

In work situations where staff members are free to move about and visit restrooms from time to time, formal rest periods are not designated. Therefore, many departments/units and offices do not have formal rest breaks. However, staff members who are substantially bound to one work site and to continuous tasks with limited freedom to move about should have a specific rest break each half-day and staff members who work at least four but less than seven hours per day are eligible for one such rest break per day.

Rest breaks are paid and do not exceed 15 minutes and may not be accumulated or used to shorten the beginning or ending of a workday.

Rest breaks are scheduled at the discretion of the supervisor.

For more information, refer to Break Time for Nursing Mothers on page 9.4 of this Handbook.

Pay Day

Non-exempt staff members are paid every two weeks on the Friday following the end of each two-week pay period. Exempt staff members are paid monthly, on the last working day of each month.

Direct Deposit

Direct deposit is the standard method of paying staff through the University’s payroll system. Staff members who elect direct deposit will have their pay deposited into their bank account on pay day, even if a staff member is absent from work. In most cases, enrollment is immediate when entered through the Faculty and Staff Information System (FASIS) Self Service Portal at https://nupa.northwestern.edu. Staff members with direct deposit are able to split their paycheck between multiple bank accounts.

For more information on direct deposit, visit www.northwestern.edu/hr/handbook/direct-deposit.

Individual paycheck details can be viewed online and printed through the FASIS Self Service Portal.
Exempt Pay Deductions

Staff members in positions classified as “exempt” in accordance with the Fair Labor Standards Act (FLSA) – see Exempt Staff on page 7.2 of this Handbook – receive a monthly salary that does not vary based on the amount or quality of work performed and does not vary between pay periods.

However, the FLSA identifies several situations where it is appropriate to deduct from an exempt staff member’s pay; these situations are:

• Absences for one or more full days for personal reasons, other than sickness or disability
• Absences for one or more full days due to sickness or disability if deductions are made under a bona fide plan, policy, or practice of providing wage-replacement benefits for these types of absences
• Unpaid disciplinary leaves or suspensions of one or more full days imposed in good faith for violations of serious workplace conduct rules
• Full or partial day absences for a Family and Medical Leave Act (FMLA) qualifying absence
• Partial week worked during the first or last week of the staff member’s employment, and
• Penalties imposed in good faith for violating safety rules of “major significance.”

If you believe that an error in your pay has been made through a deduction based on a situation that is not included in this list, you must notify your supervisor or the Office of Human Resources immediately. (If you notify your supervisor, your supervisor must promptly elevate the issue to the Office of Human Resources.) The appropriate staff in the Office of Human Resources will investigate all claims regarding possible improper deductions. Corrective action will be taken as soon as possible to resolve any identified improper deductions, including reimbursement of the improper deduction.

Required Staff Information

Staff members are required to maintain their home addresses and telephone numbers in the FASIS Self Service Portal at https://nupa.northwestern.edu.

Staff members are also required to list at least one office phone number, home phone number and/or a cell phone number. These phone numbers will be used for any emergency disaster notifications at the University.

Staff members must also include an emergency contact in the FASIS Self Service Portal, whether a family member or friend, who could be contacted in case of an emergency.

A change of name, marital status, or tax withholding should be reported to Payroll in the Office of Human Resources. Name changes must be accompanied by a copy of the Social Security Card bearing the new name to be used in the payroll system.

It is important to notify Benefits in the Office of Human Resources at 847-491-7513 of any change in family circumstances that will affect those who are covered by or who are beneficiaries of the staff member’s benefits and retirement plans. For retirement plans, staff members must notify the providers directly.
The University offers a number of resources – including Child Care Benefits, an Eldercare Program, the Faculty & Staff Assistance Program (FSAP), NU Cares, Work/Life Educational Programs, and discounts, facilities, and services – to help staff members maintain a better integration between their work and personal lives.

Flexible Work Arrangements

Northwestern University recognizes that staff members may face competing demands from their work and personal lives and supports alternative work arrangements where possible. Flexible work arrangements are a key component of work/life effectiveness and a source of many added benefits, such as improved productivity, enhanced staff engagement, and opportunities for cross training.

For more information, refer to Varying Schedule on page 8.2 of this Handbook.

Types of flexible work arrangements include:

- **Flextime**: A work schedule that permits flexibility in beginning and ending times of the workday without changing the total hours worked in a workweek. Most flextime arrangements specify a core period of time during the day in which staff members must work.

- **Compressed Workweek**: A full-time work schedule compressed into less than the traditional five-day workweek. An example would be four 10-hour workdays for a 40-hour workweek.

- **Telecommuting**: A work schedule that allows staff members in exempt positions to work some of their work hours from a location other than their regular work site. An example would be a staff member who works from a home office one day per week.

- **Part-time**: A work schedule of less than full-time. Part-time staff members who work less than 18.75 hours per week are not eligible for benefits or other paid time off accruals.

- **Job Sharing**: A work arrangement in which two staff members share the responsibilities of one full-time position. Job sharing differs from part-time work in that job share partners are expected to be interchangeable in work assignments and represent a single staff member.
Considerations

An important consideration in setting up a flexible work arrangement is determining how the work will be completed. Although personal needs are a factor in any such arrangement, University/department requirements remain the primary consideration.

Any non-exempt staff member’s flexible work schedule cannot exceed 40 hours for any workweek even if the other week of the pay period has fewer hours.

For additional information regarding the approval process for flexible work arrangements, visit www.northwestern.edu/hr/handbook/flexible-work. For additional information or consultation about flexible work arrangements, call the Office of Work/Life & Family Resources at 847-491-3612 or an HR Consultant.

Faculty & Staff Assistance Program (FSAP)

The Faculty & Staff Assistance Program is a voluntary program offered by Northwestern University to provide faculty, staff, and their household members with no-cost, confidential professional support to help them work through personal challenges that interfere with work/life balance. These personal challenges might include:

- Balancing competing demands
- Emotional concerns
- Family issues
- Financial or legal difficulties
- Stress
- Work-related concerns, or
- Substance abuse.

This type of program is also known as an employee assistance program (EAP).

Northwestern works with an external employee assistance provider, which works separately from the University and shares no files or individual names with the University. The use of this service is a confidential matter between the staff member and the provider, as required by law.

FSAP is staffed by licensed professionals and has several offices in the Chicago metropolitan area. Appointments can be arranged at the convenience of the staff member, whether near home or near either campus.

For more information or to get contact information, visit www.northwestern.edu/hr/handbook/fsap. In the event of an emergency, counselors are available 24 hours, seven days a week.

There is no cost to the staff member for the services provided by the FSAP. If a staff member is referred to a resource outside The Faculty & Staff Assistance Program, there may be additional costs, some of which may be covered under the staff member’s health plan.
NU Cares
The Northwestern University Staff Advisory Council (NUSAC) established NU Cares to provide an opportunity for staff and faculty to help one another during a time of need. All health benefits-eligible employees in good standing are eligible to apply, whether or not they donate to the fund. The fund is administered by the Office of Work/Life & Family Resources within the Office of Human Resources. Assistance granted is not a loan and is not required to be repaid.

For more information, visit www.northwestern.edu/hr/handbook/nu-cares.

Work/Life Educational Programs
The Office of Work/Life & Family Resources sponsors free workshops that address a variety of personal and family concerns. These informal lunch-and-learn workshops provide staff members and their families access to relevant work and life topics from experts in the field. For additional information or to suggest a topic, call Work/Life & Family Resources at 847-467-1460.

For more information, visit www.northwestern.edu/hr/handbook/work-life-programs.

Adoption Assistance Reimbursement

» Eligibility
All active benefits-eligible faculty and staff with at least three years of continuous service at the time of the adoption. Part-time University service counts toward eligibility on a prorated basis, but the employee must be full time when applying for adoption reimbursement.

» Eligible Child
The term “Eligible Child” means any child who has not reached age 18 and who is not the child of the employee’s spouse or domestic partner.

» Limitation on Adoption Assistance Reimbursement
Adoption assistance is limited to $5,000 with respect to any Eligible Child. This is a limit on the total qualified adoption expenses that may be reimbursed in connection with any Eligible Child. There is also a limit of two adoptions per household for the lifetime of employment with the University. For example, if both parents are employed at Northwestern University, together they are eligible for a maximum of two adoption reimbursements per lifetime. All adoptions covered under this reimbursement program must be finalized after the faculty or staff member has completed the third year of employment with the University, and after the effective date of the program.

For information about reimbursable expenses under this program and/or to learn about reimbursement procedures, contact the Office of Work/Life & Family Resources at 847-491-3612 or visit www.northwestern.edu/hr/handbook/adoption-assistance.

Child Care Benefits
The Office of Work/Life & Family Resources offers assistance with a variety of needs through a network of nationally accredited child care centers. Faculty, staff, and students are eligible for priority enrollment, discounts, back-up care, and/or fee assistance.

For more information, visit www.northwestern.edu/hr/handbook/child-care or contact Work/Life & Family Resources.

» Child Care Resource and Referral Service
Northwestern offers a free resource and referral program to help working parents and students find child care solutions. Parents can conduct an efficient, well-informed search with information and advice provided by these resource and referral services. However, parents need to carefully evaluate each provider to determine what is best for their family’s needs. Neither Northwestern nor this service will make recommendations.

For more information, visit www.northwestern.edu/hr/handbook/find-child-care. To speak with a child care specialist, call 773-356-8135.
» **Child Care Fee Assistance Programs**
Northwestern allocates funding for child care fee assistance each year. Subject to IRS limits, these funds are awarded to families who demonstrate financial need and meet the eligibility requirements. Fee assistance recipients must be full-time staff, faculty, or eligible students. There are tax implications for participation in the child care fee assistance program; for more information, visit [www.northwestern.edu/hr/handbook/child-care-fee](http://www.northwestern.edu/hr/handbook/child-care-fee).

» **Dependent Care Flexible Spending Account and University Contribution**
The Dependent Care Flexible Spending Account (FSA) assists employees in managing eligible child care expenses and certain costs associated with the care of a dependent child (under the age of 13), spouse, or parent. Participants make pre-tax contributions by payroll deduction, and the contributions are allocated to an account maintained on the participant’s behalf.

Northwestern provides non-taxable funds directly to eligible staff members’ accounts to assist in meeting a portion of their annual dependent care expenses.

For more information about eligibility requirements, visit [www.northwestern.edu/hr/handbook/dependent-fsa](http://www.northwestern.edu/hr/handbook/dependent-fsa).

» **Back-up Child Care Assistance**
Northwestern provides reimbursement of up to $25 per event for a maximum of $150 per calendar year directly to staff members to assist them in meeting a portion of their back-up child care expenses at designated providers. These funds may be taxable. It is recommended that participating individuals consult with a tax advisor to determine any associated tax liability.

For more information, visit [www.northwestern.edu/hr/handbook/backup-care](http://www.northwestern.edu/hr/handbook/backup-care).

» **Bright Horizons Care Advantage**
Staff members have free access to a database of thousands of babysitters, pet sitters, housekeepers, and tutors. To take advantage of this membership, access the Bright Horizons Care Advantage site through the FASIS Self Service Portal at [https://nupa.northwestern.edu](https://nupa.northwestern.edu).

For more information, visit [www.northwestern.edu/hr/handbook/care-advantage](http://www.northwestern.edu/hr/handbook/care-advantage).

» **Nanny Share Network**
The Office of Work/Life & Family Resources assists Northwestern families with networking to look for a nanny share arrangement. For more information, visit [www.northwestern.edu/hr/handbook/nannyshare](http://www.northwestern.edu/hr/handbook/nannyshare) or call Work/Life & Family Resources at 847-467-1460.

» **Lactation Rooms**
Mother’s rooms are available at various locations across campus. For location and information about how to access, visit [www.northwestern.edu/hr/handbook/lactation-rooms](http://www.northwestern.edu/hr/handbook/lactation-rooms).

» **Break Time for Nursing Mothers**
The University provides “reasonable break time” for an employee to express breast milk for her nursing child. Employees who are breast feeding must be provided with a private place other than a bathroom where the employee can express breast milk.

For a list of Lactation Rooms visit: [www.northwestern.edu/hr/handbook/lactation-rooms](http://www.northwestern.edu/hr/handbook/lactation-rooms). Both exempt and non-exempt staff will be compensated for the time they are expressing breast milk while at work.

For additional consultation, contact your HR Consultant or the Office of Human Resources. Additional resources may be found at [www.northwestern.edu/hr/handbook/nursing-mothers](http://www.northwestern.edu/hr/handbook/nursing-mothers).

For additional information, refer to Rest Periods on page 8.3.
**Eldercare Program**

Northwestern offers support and resources to staff and faculty who may be caring for an older adult relative. Through a program called Northwestern Senior Care Connections – managed by an outside firm specializing in eldercare – staff, faculty, and their family members may access expert senior care advisors for assistance, advice, and referrals. For more information, visit [www.northwestern.edu/hr/handbook/elder-care](http://www.northwestern.edu/hr/handbook/elder-care).

**Discounts, Facilities, and Services**

- **WildCARD Advantage Discounts**
  WildCARD is an official Northwestern photo identification card issued to new staff members by Auxiliary Support. A regular staff member, spouse, or domestic partner may also receive a card. Retirees of the University can retain active WildCARD privileges by submitting a retiree privileges form to Payroll in the Office of Human Resources. To obtain a copy of the request form, visit [www.northwestern.edu/hr/handbook/retiree-privileges](http://www.northwestern.edu/hr/handbook/retiree-privileges).
  For more information, visit [www.northwestern.edu/hr/handbook/wildcard](http://www.northwestern.edu/hr/handbook/wildcard).

- **Discounted Fitness and Recreation Memberships**
  Regular staff members who work 18.75 or more hours per week and have a valid Northwestern University WildCARD are eligible to purchase a gym membership at a reduced rate.
  For more information, visit [www.northwestern.edu/hr/handbook/fitness](http://www.northwestern.edu/hr/handbook/fitness).

- **Campus and Inter-campus Shuttle Service**
  Safety and Security manages transportation options for both the Chicago and Evanston campuses. These services include shuttle buses free to faculty, staff, and students that operate on or near both campuses and between the campuses.
  For schedules and more information, visit [www.shuttle.northwestern.edu](http://www.shuttle.northwestern.edu).

- **Parking**
  Parking permits for Northwestern parking lots in Evanston are issued for a fee by Safety and Security. For more information, visit [www.northwestern.edu/hr/handbook/evanston-parking](http://www.northwestern.edu/hr/handbook/evanston-parking) or call 847-491-3319.
  University parking on the Chicago campus is limited. Permits are issued by Safety and Security to each school and to certain departments/units so that they can determine who qualifies for a permit. A fee is charged.
  For more information, visit [www.northwestern.edu/hr/handbook/chicago-parking](http://www.northwestern.edu/hr/handbook/chicago-parking) or call 312-503-1103.
  Parking fees are paid by payroll deduction on a pre-tax basis.

- **University Library Privileges**
  Northwestern staff members are granted library borrowing privileges with their WildCARDs. For more information about the University Library, visit [www.library.northwestern.edu](http://www.library.northwestern.edu) or call 847-491-7658.

- **Athletic, Cultural, and Recreational Opportunities**
  Northwestern offers many cultural and recreational opportunities to staff members. It is a member of the Big Ten Conference and is famous for the quality of its theater and music programs, which staff members may attend at modest cost.
  For more information, visit [www.planitpurple.northwestern.edu](http://www.planitpurple.northwestern.edu).
Northwestern University supports numerous social and professional organizations in which staff members are invited to participate.

Social and professional organizations in which staff members are invited to participate include but are not limited to:

- Association for Higher Education Administrators’ Development at Northwestern University (AHEAD@NU)
  - visit [www.northwestern.edu/ahead/](http://www.northwestern.edu/ahead/)
- Association of Northwestern University Women (ANUW)
  - visit [www.northwestern.edu/anuw](http://www.northwestern.edu/anuw)
- Gay and Lesbian University Union
  - visit [www.northwestern.edu/gluu](http://www.northwestern.edu/gluu)
- Northwestern University Circle
  - visit [www.northwestern.edu/university-circle](http://www.northwestern.edu/university-circle)
- Northwestern University Research Administration Professionals (NURAP)
  - visit [www.nurap.northwestern.edu](http://www.nurap.northwestern.edu)
- Northwestern University Staff Advisory Council (NUSAC)
  - visit [www.northwestern.edu/nusac](http://www.northwestern.edu/nusac)
- Northwestern University Women’s Center
  - visit [www.northwestern.edu/womenscenter](http://www.northwestern.edu/womenscenter)

**NUSAC**

Chartered by Northwestern University’s president in 1973, NUSAC, the Northwestern University Staff Advisory Council, provides service to the University community by advising University leaders on the opinions, concerns, and experiences of its staff. This takes place in meetings with the Office of Human Resources and other University administrators. Members are regular full-time or part-time staff in good standing with two or more years of continuous service. Service on NUSAC is subject to supervisory approval. For more information, visit [www.northwestern.edu/nusac](http://www.northwestern.edu/nusac).
absence, excessive ................................................................................................... 8.2
absence, unscheduled ............................................................................................. 8.2
Active Duty Leave .............................................................................................. 5.3, 5.6
Adoption Assistance Reimbursement ................................................................. 9.3
Affirmative Action Plan, affirmative action ............................................................ 2.1
Americans with Disabilities Act, ADA ............................................................... 2.2, 4.5
Association for Higher Education Administrators' Development
at Northwestern University, AHEAD@NU ............................................................ 10.1
Association of Northwestern University Women, ANUW ................................... 10.1
at will, employment ............................................................................................... 2.12

background checks .................................................................................. 2.3, 2.4, 2.6
Back-up Child Care Assistance ............................................................................ 9.4
behavior, expected .................................................................................................... 3.1
behavior, unacceptable ............................................................................................ 3.1
Behavioral Consultation Team .............................................................................. 3.4
Behavioral Consultation Team Policy ................................................................. 3.4
benefits ..................................................................................................................... 5.1
benefits, child care ............................................................................................... 9.1, 9.3
benefits, continuation of ....................................................................................... 2.13
benefits, dental ......................................................................................................... 5.1
benefits, financial ..................................................................................................... 5.1
benefits, health ......................................................................................................... 5.1
benefits, retirement ................................................................................................. 5.3
benefits, tuition ........................................................................................................ 5.2, 5.3
benefits, vision .......................................................................................................... 5.1
benefits, while on a leave of absence ..................................................................... 5.3
bereavement absence ....................................................................................... 6.1, 6.2, 6.4, 6.9
Birth and Adoption Parental Leave (BAPL) ......................................................... 5.6
Blotter, daily crime log ............................................................................................ 3.3
Bright Horizons Care Advantage .......................................................................... 9.4
Business Conduct, Standards for ........................................................................... 3.2

child care benefits ................................................................................................... 9.1, 9.3
child care fee assistance programs ........................................................................ 9.4
child care resource and referral service ................................................................. 9.3
civility, in the workplace ........................................................................................... 3.1
commuter benefits, pre-tax ..................................................................................... 5.2
compensatory time .................................................................................................. 8.3
computers and networks, use of ............................................................................ 3.6
confidential information, security of ........................................................................ 3.7
conflict of interest ................................................................................................. 2.15, 3.2
Consensual Romantic or Sexual Relationships Between
Faculty, Staff, and Students, Policy on ................................................................. 2.5
Consolidated Omnibus Budget Reconciliation Act, COBRA ................................ 2.13
continuation of benefits ......................................................................................... 2.13
convictions, disclosure of ....................................................................................... 2.3, 3.3
corrective action process ....................................................................................... 2.10, 2.13
INDEX

Staff Handbook  
northwestern

I.2
dental benefits ......................................................................................................... 5.1
Dependent Care Flexible Spending Account .................................................. 5.2, 9.4
Digital Millennium Copyright Act ........................................................................ 3.6
direct deposit ........................................................................................................... 8.3
discharge, immediate ................................................................................... 2.10, 2.13
disclaimer ................................................................................................................. 1.3
discount, fitness membership ................................................................................ 9.5
discount, recreation membership ........................................................................... 9.5
discount, WildCARD .................................................................................................. 9.5
Discrimination and Harassment, Policy on ..................................................... 3.7, 4.1
Discrimination and Harassment Prevention Advisors .......................................... 4.4
dress code ................................................................................................................. 3.5
drug and Alcohol Policy ............................................................................................ 3.5
drug-free workplace ................................................................................................... 3.5

Eldercare Program ................................................................................................... 9.5
employment, appeals of involuntary terminations of ........................................ 2.14
employment, involuntary terminations of ........................................................... 2.13
employment at will ................................................................................................ 2.12
Employment or Evaluation of Relatives, Policy on ................................................. 2.5
employment references ........................................................................................ 2.14
employment, termination of ................................................................................ 2.2, 2.4, 2.10, 3.3, 3.5, 3.6, 3.7, 5.5, 6.1, 6.3, 6.5, 6.7, 8.1, 8.2
employment verification ........................................................................................ 2.4
Equal Opportunity and Access, Office of ......................................................... 4.4, 5.5
equipment and facilities .......................................................................................... 3.7
ethics ......................................................................................................................... 3.2
EthicsPoint ............................................................................................................... 2.12, 3.2, 4.4
excessive absence .................................................................................................... 8.2
exempt, exempt staff ............................................................................................. 2.1, 2.2, 2.7, 2.12, 6.3, 6.4, 6.5, 7.2, 8.2, 8.3, 8.4, 9.4
exit interview .......................................................................................................... 2.14
expected behavior ................................................................................................. 3.1

Faculty & Staff Assistance Program (FSAP) .................................................. 9.1, 9.2
Fair Credit Reporting Act ....................................................................................... 2.4
Fair Labor Standards Act, FLSA ........................................................................ 2.2, 2.3, 2.15, 7.2, 8.4
falsification of information ..................................................................................... 3.3
Family and Medical Leave Act, FMLA .......................................................... 5.4, 5.5, 5.6, 5.8, 5.9, 6.7, 8.4
Family and Medical Leave Act (FMLA) Leave .................................................. 5.4, 6.7
FASIS Self Service Portal ........................................................................... 8.3, 8.4, 9.4
financial benefits ..................................................................................................... 5.1
fingerprinting ............................................................................................................ 2.2, 2.4
Flexible Spending Account, FSA ...................................................................... 2.13, 5.2, 9.4
Flexible Spending Account, Dependent Care .................................................. 5.2, 9.4
Flexible Spending Account, Health Care ................................................................ 5.2
flexible work arrangements ................................................................................... 8.2, 9.1, 9.2
full-time ................................................................................................................. 2.2, 2.14, 2.15, 5.1, 5.2, 5.3, 5.6, 6.1, 6.2, 6.4, 6.5, 8.1, 9.1, 9.3, 10.1
G
Gay and Lesbian University Union ................................................................. 10.1

H
harassment ................................................................. 2.11, 2.13, 3.7, 4.1, 4.2, 4.3, 4.4
health benefits .......................................................................................... 5.1
Health Care Flexible Spending Account ..................................................... 5.2
Health Savings Account, HSA .................................................................... 5.2
holidays, University scheduled ................................................................. 6.1, 8.2
holidays, personal floating ......................................................................... 2.7, 2.12, 2.14, 5.4, 5.5, 5.6, 5.7, 5.8, 5.9,
5.10, 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.8, 6.9, 8.2

I
Illinois Family Military Leave ................................................................. 5.3, 5.9
Illinois Family Military Leave Act ............................................................... 5.3
Illinois Victims’ Economic Security and Safety Act, VESSA ......................... 5.3, 5.6
Illinois Victims’ Economic Security and Safety Act (VESSA) Leave ............. 5.3, 5.6
indemnification .......................................................................................... 3.5
Innovation and New Ventures Office, INVO ............................................... 3.8
interns ............................................................................................................ 2.15
inventions ..................................................................................................... 3.8

J
job descriptions ............................................................................................ 7.1
job families ..................................................................................................... 7.1
jury duty ......................................................................................................... 6.1, 6.4, 6.9

L
lactation rooms ............................................................................................ 9.4
lateral transfer .............................................................................................. 2.7
Leave, Active Duty ....................................................................................... 5.3, 5.6
Leave, Family and Medical Leave Act (FMLA) ............................................ 2.7, 5.3, 5.4, 5.5, 5.6, 5.8, 6.6, 8.4
Leave, Illinois Victims’ Economic Security and Safety Act (VESSA) ......... 5.3, 5.6
Leave, Illinois Family Military ..................................................................... 5.3, 5.9
Leave, Medical ............................................................................................ 5.3, 5.10
Leave, Military ............................................................................................ 5.3, 5.7, 5.8
Leave, Military Caregiver .......................................................................... 5.3, 5.9
Leave, Personal .......................................................................................... 5.3, 5.10
Leave, Repatriation (Qatar) ........................................................................ 5.3, 5.10
Leave, Workers’ Compensation ................................................................ 5.3, 5.9
leave of absence, notification and request for ............................................. 5.4, 5.6, 5.7, 5.8, 5.9, 5.10
leave of absence, returning from ................................................................. 5.5, 5.6, 5.7, 5.8, 5.9
leaves of absence ....................................................................................... 5.3, 6.1
library privileges .......................................................................................... 9.5
lunch periods ............................................................................................... 8.3

M
mandated reporter ....................................................................................... 2.5, 3.4
Medical Leave ............................................................................................. 5.3, 5.10
merit pay ...................................................................................................... 7.2
Military Caregiver Leave ........................................................................... 5.3, 5.8
Military Leave ............................................................................................ 5.3, 5.6, 5.7
military reserve training ............................................................................... 6.1, 6.9
mutual respect ............................................................................................ 3.1
INDEX \ STAFF HANDBOOK \ Northwestern

N
Nanny Share Network .................................................................................................. 9.4
National Defense Authorization Act, NDAAA .......................................................... 5.3, 5.6
network administration .............................................................................................. 3.6
network ID (NetID) .................................................................................................. 3.6
non-exempt, non-exempt staff .............................................................................. 2.2, 2.3, 2.7, 6.2, 6.4, 6.5, 6.8, 7.2, 8.1, 8.2, 8.3, 9.2
non-retaliation ........................................................................................................... 2.11, 2.13, 3.2
Northwestern University Circle ............................................................................... 10.1
Northwestern University Research Administration Professionals, NURAP .... 10.1
Northwestern University Staff Advisory Council, NUSAC ........................................ 10.1
Northwestern University Women's Center ............................................................. 10.1
NU Cares .................................................................................................................... 9.1, 9.3

O
Office for Civil Rights, Department of Education ................................................... 4.2
onboarding, new employee orientation .................................................................... 2.5
orders of protection .................................................................................................... 3.3
overtime ...................................................................................................................... 2.2, 2.3, 6.6, 7.2, 8.2

P
parking ......................................................................................................................... 9.5
part-time ...................................................................................................................... 2.2, 2.14, 5.3, 6.2, 6.4, 6.7, 9.1, 9.3, 10.1
patents ......................................................................................................................... 3.8
Patent and Invention Policy ...................................................................................... 3.8
pay day ......................................................................................................................... 8.3
pay grades ................................................................................................................... 7.1
Performance Excellence ............................................................................................ 2.8
performance, poor ..................................................................................................... 2.13
performance management ......................................................................................... 7.2
performance reviews ................................................................................................ 2.8
performance requirement, for transfer or promotion .............................................. 2.6
personal appearance ................................................................................................. 3.5
personal floating holidays ....................................................................................... 2.7, 2.12, 2.14, 5.4, 5.5, 5.6, 5.7, 5.8, 5.9, 5.10, 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.8, 6.9, 8.2
Personal Leave .......................................................................................................... 5.3, 5.10
personal mail .............................................................................................................. 3.5
phone use .................................................................................................................. 3.5
personnel file ............................................................................................................. 2.6, 2.9, 2.10
personnel file, access to ......................................................................................... 2.6
Police, University ................................................................................................. 2.3, 2.5, 2.10, 3.3, 3.4, 3.5, 3.7
pornography .............................................................................................................. 3.7
pre-tax commuter benefits ...................................................................................... 2.3, 2.5, 2.10, 3.3, 3.4, 3.5, 3.7
privacy ....................................................................................................................... 3.6
probationary period ................................................................................................. 2.5, 2.7, 2.12
professional development ...................................................................................... 2.9
promotion ................................................................................................................. 2.1, 2.5, 2.6, 2.7, 2.10
<table>
<thead>
<tr>
<th>Index Term</th>
<th>Page Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>reduction in force</td>
<td>2.13, 2.14</td>
</tr>
<tr>
<td>references</td>
<td>2.4, 2.7, 2.14</td>
</tr>
<tr>
<td>rehire</td>
<td>2.8</td>
</tr>
<tr>
<td>reinstatement</td>
<td>2.8, 5.8</td>
</tr>
<tr>
<td>Repatriation Leave (Qatar)</td>
<td>5.3, 5.10</td>
</tr>
<tr>
<td>reporting hours</td>
<td>8.2</td>
</tr>
<tr>
<td>required staff information</td>
<td>8.4</td>
</tr>
<tr>
<td>resignation</td>
<td>2.12, 2.14</td>
</tr>
<tr>
<td>rest periods</td>
<td>8.3</td>
</tr>
<tr>
<td>retirement</td>
<td>2.14, 5.3, 8.4</td>
</tr>
<tr>
<td>retirement, benefits continuation upon</td>
<td>8.4</td>
</tr>
<tr>
<td>retaliation, protection from</td>
<td>2.11</td>
</tr>
<tr>
<td>salary structure</td>
<td>7.1</td>
</tr>
<tr>
<td>school visitation</td>
<td>8.8</td>
</tr>
<tr>
<td>selection process, for transfer or promotion</td>
<td>2.7</td>
</tr>
<tr>
<td>Self Service Portal, FASIS</td>
<td>8.3, 8.4, 9.4</td>
</tr>
<tr>
<td>Senior Care Connections</td>
<td>9.5</td>
</tr>
<tr>
<td>Service Excellence Award</td>
<td>2.9</td>
</tr>
<tr>
<td>service requirement</td>
<td>2.6, 2.14, 5.2, 5.6</td>
</tr>
<tr>
<td>sexual harassment</td>
<td>4.1, 4.2, 4.3, 4.4</td>
</tr>
<tr>
<td>Sexual Harassment, Policy on</td>
<td>3.7, 4.2</td>
</tr>
<tr>
<td>Sexual Harassment Prevention Office</td>
<td>4.4</td>
</tr>
<tr>
<td>sexual misconduct</td>
<td>2.5, 2.11, 2.13, 3.7, 4.2, 4.3, 4.4</td>
</tr>
<tr>
<td>Sexual Misconduct, Stalking, and</td>
<td></td>
</tr>
<tr>
<td>Dating and Domestic Violence, Policy on</td>
<td>2.5, 3.7, 4.2, 4.3</td>
</tr>
<tr>
<td>shuttle service, campus and inter-campus</td>
<td>9.5</td>
</tr>
<tr>
<td>sick time, extended</td>
<td>5.1, 5.4, 5.5, 5.6, 6.1, 6.4, 6.6, 6.7, 6.8</td>
</tr>
<tr>
<td>sick time, incidental</td>
<td>2.7, 5.1, 5.5, 5.6, 5.7, 5.8, 6.1, 6.4, 6.6, 6.7</td>
</tr>
<tr>
<td>smoking</td>
<td>3.5</td>
</tr>
<tr>
<td>social media</td>
<td>3.7</td>
</tr>
<tr>
<td>solicitation</td>
<td>3.7</td>
</tr>
<tr>
<td>spending accounts</td>
<td>5.2</td>
</tr>
<tr>
<td>staff recognition</td>
<td>2.9</td>
</tr>
<tr>
<td>supervisor notice, for transfer or promotion</td>
<td>2.7</td>
</tr>
<tr>
<td>tardiness</td>
<td>8.1</td>
</tr>
<tr>
<td>termination of employment</td>
<td>2.2, 2.4, 2.10, 3.3, 3.5, 3.6, 3.7, 5.5, 6.1, 6.3, 6.5, 6.7, 8.1, 8.2</td>
</tr>
<tr>
<td>termination of employment, involuntary</td>
<td>2.13, 2.14</td>
</tr>
<tr>
<td>termination of employment, voluntary</td>
<td>2.11, 3.1, 3.4, 3.7</td>
</tr>
<tr>
<td>threats</td>
<td>2.12</td>
</tr>
<tr>
<td>time off, bereavement absence</td>
<td>6.1, 6.2, 6.3, 6.4, 6.9</td>
</tr>
<tr>
<td>time off, jury duty</td>
<td>6.1, 6.4, 6.9</td>
</tr>
<tr>
<td>time off, military reserve training</td>
<td>6.1, 6.9</td>
</tr>
<tr>
<td>time off, school visitation</td>
<td>6.8</td>
</tr>
<tr>
<td>time off, University scheduled holidays</td>
<td>6.1, 8.2, 8.4</td>
</tr>
<tr>
<td>time off, vacation</td>
<td>2.7, 2.12, 2.14, 5.4, 5.5, 5.6, 5.7, 5.8, 5.9, 5.10, 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.8, 6.9, 8.1, 8.2</td>
</tr>
</tbody>
</table>
time off, voting time ................................................................. 6.8
Title IX ................................................................................ 4.2, 4.4
transfer ........................................................................... 2.1, 2.5, 2.6, 2.7, 2.10, 6.3, 6.5, 6.6, 6.8
transfer date ............................................................ 2.1, 2.5, 2.6, 2.7, 2.10, 6.3, 6.5, 6.6, 6.8
 tuition benefits ........................................................................ 5.2, 5.3

U
unacceptable behavior ............................................................ 3.1
unemployment compensation .................................................. 2.14
Uniformed Services Employment and Reemployment
Rights Act, USERRA ........................................................................ 5.3, 5.6
University Police ................................................................... 2.3, 2.5, 2.10, 3.2, 3.3, 3.4, 3.5, 3.7
University Police, Blotter .......................................................... 3.3
University Police, Communication Center ........................................... 3.3, 3.4
University property ................................................................. 2.13, 2.14, 3.2, 3.5
University scheduled holidays ......................................................... 6.1, 8.2
unscheduled absence ................................................................ 8.2

V
vacation ................................................................................ 2.7, 2.12, 2.14, 5.4, 5.5, 5.6, 5.7, 5.8, 5.9, 5.10, 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.8, 6.9, 8.1, 8.2
varying schedule ...................................................................... 8.2, 9.1
violation .................................................................................. 2.11, 2.13, 3.1, 3.5, 3.6, 3.7, 4.1, 4.2, 8.4
violation, preventing ............................................................ 2.5, 2.13, 3.1, 3.2, 3.4, 4.1, 4.2, 4.4, 5.6
violence .................................................................................. 2.5, 2.13, 3.1, 3.2, 3.4, 4.1, 4.2, 4.4, 5.6
violence, reporting ................................................................. 3.2, 3.4
vision benefits .......................................................................... 3.4
visitors ..................................................................................... 2.3, 3.1, 3.7
volunteers ............................................................................... 2.15
voting time .............................................................................. 6.8

W
weapons .................................................................................. 3.2
WildCARD .............................................................................. 2.14, 9.5
Work/Life Educational Programs ................................................. 9.1, 9.3
Work/Life & Family Resources, Office of ........................................... 9.2, 9.3, 9.4
workday ............................................................................... 2.12, 5.7, 5.9, 6.2, 6.5, 8.1, 8.3, 9.1
workers’ compensation .............................................................. 5.3, 5.9, 6.7, 6.8
Workers’ Compensation Leave ..................................................... 5.3, 5.9
Benefits
Phone: 847-491-7513
www.northwestern.edu/hr/benefits/

Compensation
Phone: 847-491-7516
www.northwestern.edu/hr/compensation/

Conflict of Interest Office
Phone: 847-467-4515
www.northwestern.edu/coi/

FASIS (Faculty and Staff Information Systems)
Phone: 847-467-4800
www.northwestern.edu/hr/fasis/

HR Consulting & Employee Relations
Phone: 847-491-7507 – Evanston
Phone: 312-503-8481 – Chicago
www.northwestern.edu/hr/consulting-and-er/

Learning and Organizational Development
Phone: 847-467-5081
www.northwestern.edu/hr/workplace-learning/

Office of the Vice President
Phone: 847-491-7505
www.northwestern.edu/hr/

Office of Equal Opportunity and Access
Phone: 847-491-7458
www.northwestern.edu/hr/equopp-access/

Payroll
Phone: 847-491-7362
www.northwestern.edu/hr/payroll/

Time Entry/Time Reporting
Phone: 847-467-7606
www.northwestern.edu/hr/kronos/

Work/Life & Family Resources
Phone: 847-467-1460
www.northwestern.edu/hr/work-life/