



Concordia College  
MOORHEAD, MINNESOTA

## ADMINISTRATIVE STAFF HANDBOOK

### FOREWORD

Welcome to Concordia College! As a member of the administrative staff, you play a vital role in Concordia's mission to "influence the affairs of the world by sending into society thoughtful and informed men and women dedicated to the Christian life."

The students we serve can benefit greatly from the caring environment created here. Many students appreciate and fondly remember the personal ways in which faculty and staff members have made a difference in their days at Concordia.

Serving as an immediate source of information for all new employees, this handbook is also intended to be a reference tool for all employees. To this end, revised pages will be issued when necessary. Please keep this handbook up-to-date by substituting revised pages for the ones they replace, as new policies supersede any previous policies or agreements. This handbook is also found on the Human Resources web site: [www.cord.edu/dept/humres/handbooks.html](http://www.cord.edu/dept/humres/handbooks.html).

The discussion of College policies in the handbook is intended to answer some of the commonly asked questions about working at Concordia College. The policies also provide some guidance as to what Concordia expects from you as an employee. These policies are necessarily stated broadly. As the handbook policies are broadly stated, and not tailored to individual circumstances, the policies are not, and are not intended to be, a legal contract. Accordingly, the College retains sole discretion in the interpretation and application of these policies to individual cases.

Concordia College will do its best to see that you have the information you need to do your job well, but the efficient and effective use of that information is up to you. We encourage you to be curious. The only way you can learn is by listening, reading, and above all, asking questions.

Prepared in the Office of Human Resources  
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## GREETINGS FROM THE PRESIDENT

The essential elements of the Concordia story are people and purpose. Our purpose is to prepare men and women to serve Christ in the world. That mission is accomplished through people whose vocations are student, custodian, teacher, secretary, nurse, technician, cook or groundskeeper. Thus, the College relies on your vocation to accomplish its mission. This handbook has been prepared to assist you and we hope you will find it useful.



Pamela M. Jolicoeur  
President

## HISTORY OF CONCORDIA COLLEGE

Founded by Norwegian Lutheran immigrants in 1891, Concordia began as an academy (high school) with the purchase of Bishop Whipple School. It was located in the middle of an open field south of Moorhead, then known as the “wickedest city in the world,” because of its saloons, dance halls, gamblers and prostitutes. Concordia’s initial enrollment of 12 grew to 60 by Christmas.

A depression nearly caused the school to close in 1895. Through the persistence and tireless efforts of Rasmus Bogstad, a young pastor from Kindred, N.D., the people in the surrounding area kept the fledgling school alive with their contributions.

Concordia (which means “hearts in harmony”) began offering college-level courses in 1913 and awarded its first baccalaureate degree to five men and one woman in 1917. Since then, about 23,000 students have received degrees from Concordia. The initial enrollment of 12 has grown to 2,850; the campus, which now occupies 120 acres in the middle of residential Moorhead, has nearly 40 facilities, most of which have been constructed since 1960. The “business, practical and classical courses” offered in 1891 have grown to more than 40 major courses of study; and the academy founded by a handful of Norwegian Lutherans is now recognized nationally as one of the finest liberal arts colleges in the country.

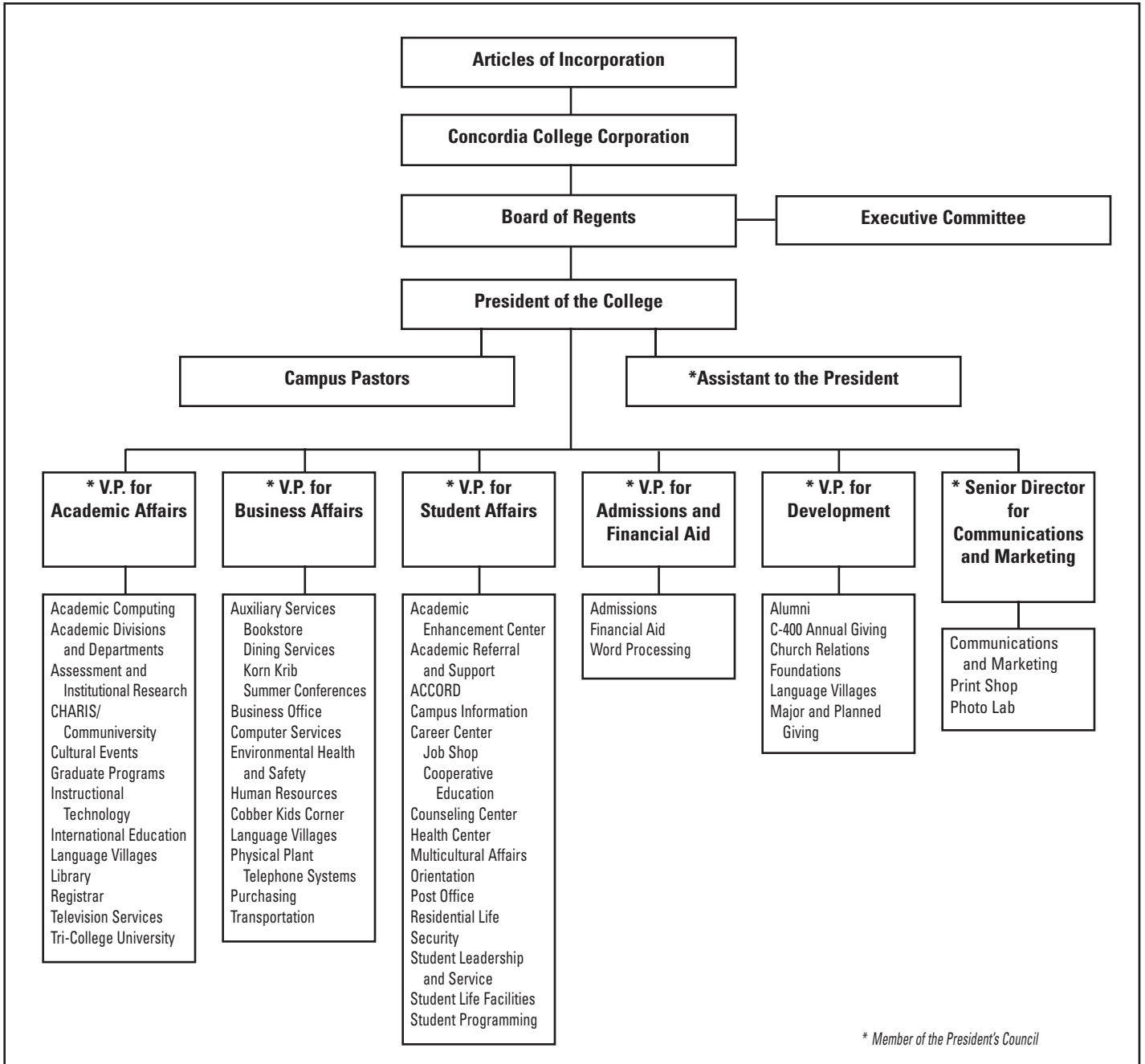
Concordia is rich in tradition. The name “Cobbers” comes from the taunting appellation of “corncocks” given to early Concordia students because of the college’s location near a cornfield. The beanie, the ruby and gold ring, The Christmas Concert, Homecoming, Prexy’s Pond, and more recently, the annual Cobber Corn Feeds, are all dear to the hearts of Cobbers throughout the world.

Concordia is one of 29 colleges of the Evangelical Lutheran Church in America. It is owned by the 1,000 congregations of the ELCA in northern Minnesota, North Dakota and Montana. It is supported by these congregations and by alumni, friends, parents, corporations and foundations throughout the world.

The stated mission of Concordia College is “to influence the affairs of the world by sending into society thoughtful and informed men and women dedicated to the Christian life.”



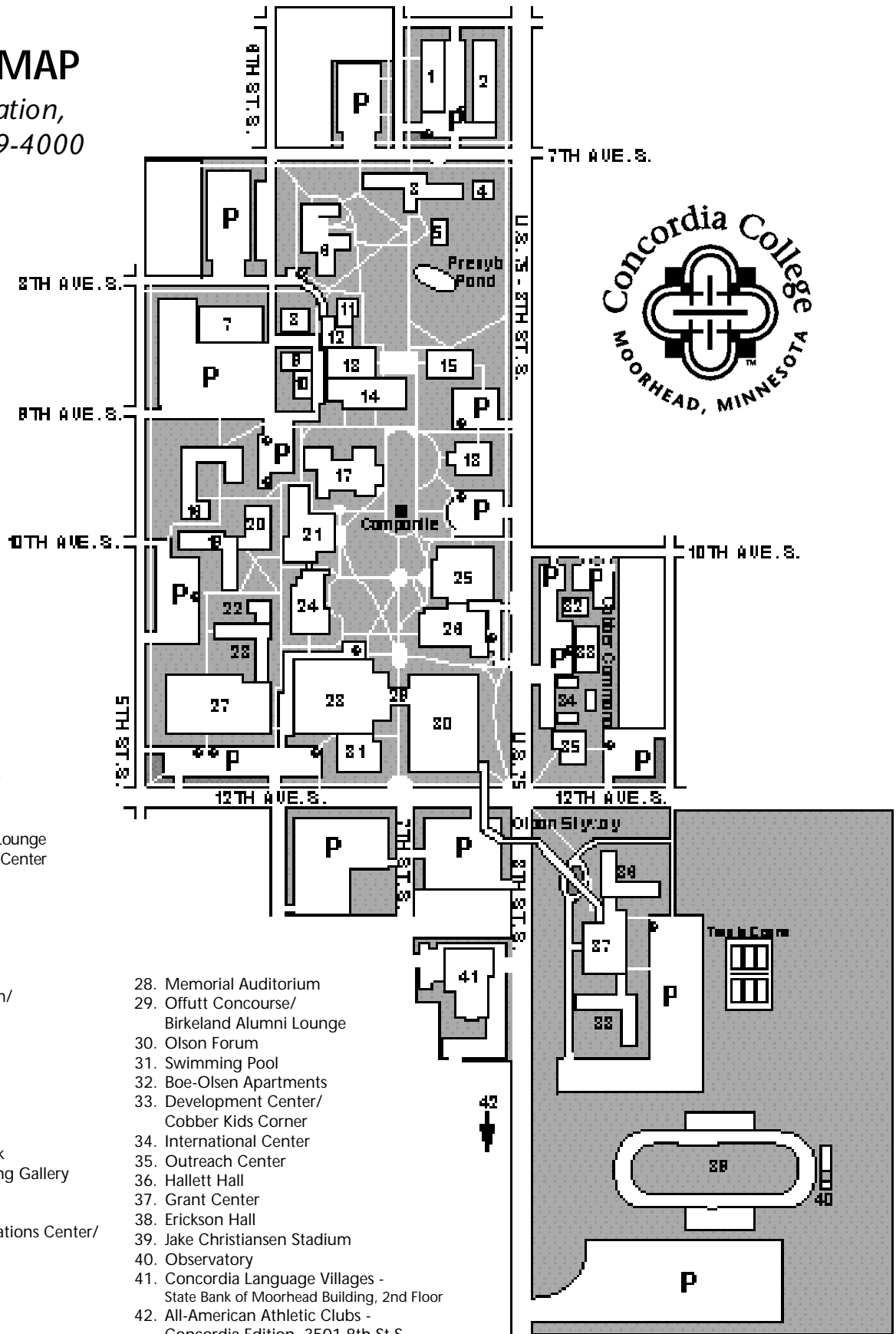
## GOVERNANCE STRUCTURE



*\* Member of the President's Council*

# CAMPUS MAP

For information,  
call (218) 299-4000



## KEY

- 1. Bogstad Manor
- 2. Bogstad East
- 3. Park Region Hall/  
King Intercultural Center
- 4. President's Residence
- 5. Aasgaard House
- 6. Fjelstad Hall/Frida Nilsen Lounge
- 7. Mugaas Plant Operations Center
- 8. Berg Steam Plant
- 9. Garage
- 10. Heating Plant
- 11. Bishop Whipple Hall
- 12. Grose Hall
- 13. Academy Hall
- 14. Knutson Center/Centrum/  
**Campus Information**
- 15. Old Main
- 16. Brown Hall
- 17. Carl B. Ylvisaker Library
- 18. Lorentzsen Hall
- 19. Livedalen Hall
- 20. Normandy/Bookstore
- 21. Frances Frazier Comstock  
Theatre/Cyrus M. Running Gallery
- 22. Kjos Health Center
- 23. Hoyum Hall
- 24. Olin Art and Communications Center/  
TV-radio studios
- 25. Ivers Science Building/  
LB Auditorium
- 26. Jones Science Center/  
Fuglestad Auditorium
- 27. Hvidsten Hall of Music/  
Christiansen Recital Hall/Kresge Lounge
- 28. Memorial Auditorium
- 29. Offutt Concourse/  
Birkeland Alumni Lounge
- 30. Olson Forum
- 31. Swimming Pool
- 32. Boe-Olsen Apartments
- 33. Development Center/  
Cobber Kids Corner
- 34. International Center
- 35. Outreach Center
- 36. Hallett Hall
- 37. Grant Center
- 38. Erickson Hall
- 39. Jake Christiansen Stadium
- 40. Observatory
- 41. Concordia Language Villages -  
State Bank of Moorhead Building, 2nd Floor
- 42. All-American Athletic Clubs -  
Concordia Edition, 3501 8th St S

P Parking  
\* Handicapped Parking

# EMPLOYMENT POLICIES AND PROCEDURES

## EQUAL OPPORTUNITY

Revised 06-2008

**Please click this box to follow links to the new policy.**

## EQUAL EMPLOYMENT OPPORTUNITY FOR PEOPLE WITH DISABILITIES

Revised 06-2008

**Please click this box to follow links to the new policy.**

## EMPLOYMENT OF RELATIVES

Relationship by family or marriage will be neither an advantage or disadvantage in considering appointment to the College. In some cases it works well for family members to work together, but the College reserves the right to make that determination.

## APPOINTMENTS

Revised 06-2008

**Please click this box to follow links to the new policy.**

## MOVING EXPENSES

The moving allowance is intended to aid in defraying the costs of transporting movable household goods and is intended for the use of new administrators. The College will contribute to moving costs according to a schedule which can be obtained from the Office of Human Resources.

## CLASSIFICATION

Administrative positions are classified to give assistance in staff development, promotion and hiring. It should be emphasized that this is a classification of positions rather than persons. The classification of a position is related to personnel supervised, breadth of program, financial responsibility and position prerequisites. The experience and performance of the administrator in a given classification are taken into account in salary distribution, promotions and filling of vacancies. Accordingly, compensation of a person in level two, for example, could be higher than someone in level three because of length of service, performance of prerequisites. The position classifications are as follows:

- Level 1 Administrative Trainee. The entry level for administrative professionals. Persons in this classification carry a variety of titles including trainee, assistant, counselor, manager, etc.
- Level 2 Assistant to the Directors (or Deans) of programs. Personnel in this category carry various titles including counselor, assistant to the director (or dean) of specialized programs, area directors, etc.
- Level 3 Assistant Directors (or Deans) of broad programs or directors (or deans) of specialized programs.
- Level 4 Senior Directors (or Deans) of specialized programs and associate directors (or deans) of broad programs.
- Level 5 Directors (or Deans) of broad programs.

Broad programs include Student Affairs, Development, Academic Affairs, Admissions and Financial Aid, and Business Affairs.

**Specialized programs include (but are not limited to) the following:**

Church Relations, Bookstore, Communications, Computer Center, Placement and Career Counseling, Financial Aid, Admissions, Intercultural Affairs, Purchasing, Dining Service, Buildings and Grounds, Liberal Arts Studies, Cooperative Education, Registrar, Counseling, Health Service, Language Villages, CHARIS, Library and Instructional Media.

## COMPENSATION

Salary increases are not automatic; they depend on a variety of factors including, but not limited to, availability of funds, length of service and merit. The administrator's supervisor evaluates his/her performance and makes a recommendation. These recommendations are reviewed by the appropriate vice president and brought to the president for final decision. The new salary becomes effective, except in special cases, on Sept. 1.

## PAYDAY

Normal payday is the last working day of each month. Electronic deposits are available. For more information contact Human Resources (3339) or Payroll (3328).



## GARNISHMENT OF WAGES

Concordia College will comply with all court orders relative to garnishment of wages from any Concordia employee.

## **EVALUATION**

Informal administrative evaluations should be a part of the everyday functioning of the relationship between the administrator and supervisor.

Formal administrative evaluation is an important element in one's career development.

1. Each new administrator will be initially evaluated before completion of the sixth month of service to the College. At that time, the supervisor will hold a conference with the administrator to discuss his/her performance and also give the administrator an opportunity to express his/her views.
2. Supervisors will confer with administrators each year to discuss job performance and compensation. These evaluations will occur before salary determinations are made.
3. Comprehensive evaluations take place every three years. This is a thorough process which seeks information from appropriate elements of our college community, synthesizes this information and then returns the result to the specific administrator. The evaluation is coordinated by the director or dean or an independent committee and is meant to be a positive component of the individual's career development plan. Some of the factors used to evaluate an individual's performance include:
  - performance of duties outlined in job description
  - contribution to the College
  - initiative
  - ability to work with coworkers
  - sympathy and commitment to the goals of the College
  - service to College and community

## **TRANSFER AND PROMOTION**

Vacancies may be filled by transfer, promotion or through a search procedure. In the latter case, position openings are announced publicly by the appropriate office and in the campus newsletter, the Intercom.

Position transfers may be requested by the administrator and will be granted when the best interests of the College are served. All transfers must be discussed with the administrator and approved by the vice presidents involved.

## **OUTSIDE EMPLOYMENT**

An administrator must not permit any outside employment to interfere with duties at the College, which is entitled to full-time service. The administrator should confer with the president of the appropriate vice president before accepting any outside assignment.

## **DISABILITY**

Many health conditions can result in an employee becoming physically or mentally disabled.

Accommodations will be made, where possible, for disabled employees to continue working unless they are no longer able to meet the requirements of the job or pose a health hazard to themselves or others at the College.

Decisions about continuing employment are made case by case and are based on professional, medical and/or psychological judgments.

## **JOB DISSATISFACTION AND GRIEVANCE PROCEDURE**

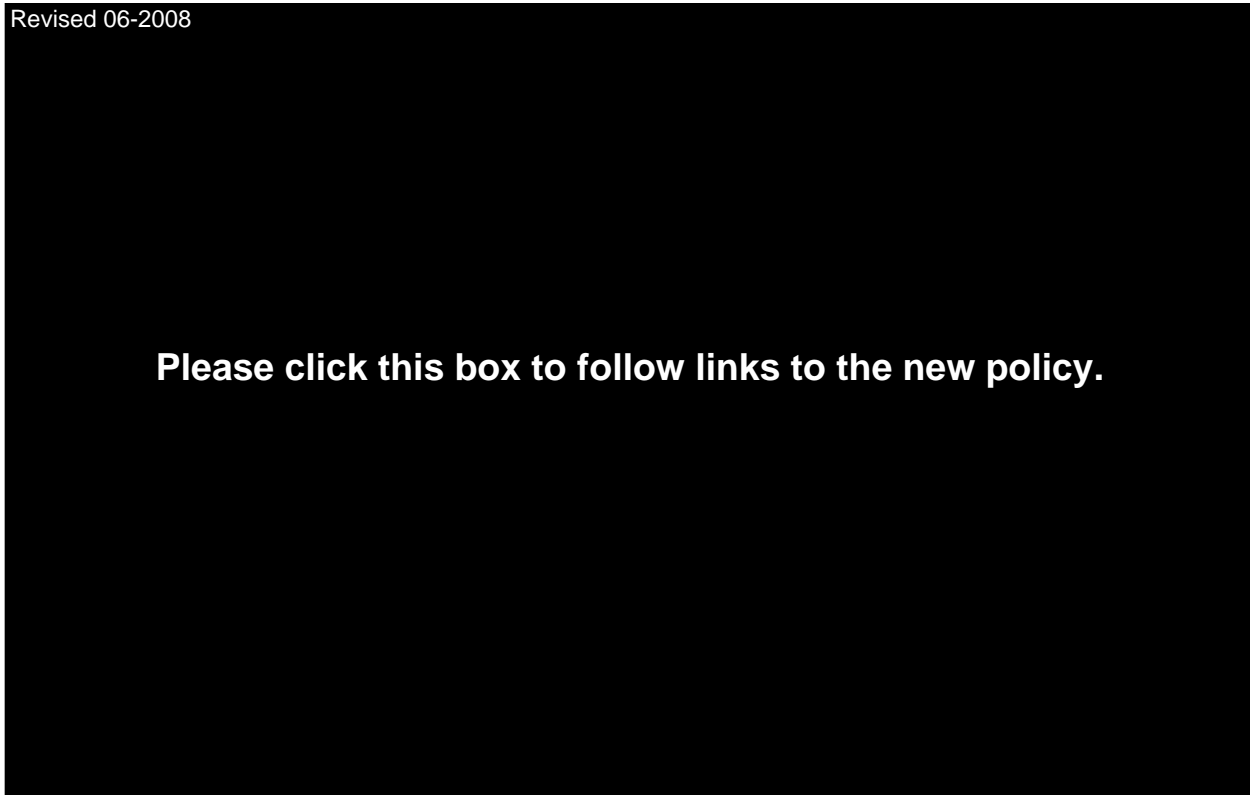
The College recognizes that in any employee group, difficulties and misunderstanding arise. If you have any work-connected problems or are unhappy with a College policy, please feel free to discuss these problems with your immediate supervisor. It is hoped that, in most cases, satisfactory solutions to problems can be reached informally between you, your supervisor and the College.

If, however, you wish to have a grievance considered formally, you should first submit the grievance in writing to your immediate supervisor with a copy to the appropriate vice president. If it cannot be resolved with your supervisor, you may appeal the grievance in writing to the vice president. At this point, the grievance may (at the request of either the employee or the vice president) be heard by an appropriate committee. If the solution of the committee and/or vice president is not acceptable, it may be appealed in writing to the president of the College.

Appeals from the administrative staff will be heard by a three-person committee appointed by the president from the administrative staff including at least one member of the President's Council. The recommendations of the hearing process will be made to the president for final resolution.

## **TERMINATION**

Revised 06-2008



## **RETIREMENT**

This term designates 65 as the age for setting retirement income objectives and contribution rates. There is no mandatory retirement age for administrators. For recognition purposes, a retiree will be one who has attained age 60, has a minimum of 10 years of service to the College and who has ceased active full-time employment.

# **GENERAL POLICIES AND SERVICES**

## **CONFIDENTIALITY**

Information about students, College personnel or those who support Concordia is strictly confidential. Such information must never be discussed with anyone who does not have a legitimate need to know the confidential information to perform services for the College. This responsibility is shared by every employee in any capacity. To give out unauthorized information is not only uncharitable, but may involve you in legal proceedings. Federal and state laws are very strict on this matter; therefore, confidentiality is of great concern to the College.

The payroll supervisor and the director of Human Resources will respond to telephone requests to verify employment of an individual, his or her title and dates of employment. No other information about employees will be released without a written request that includes authorization from the employee or former employee named in the request. However, information required by government agencies or court orders will be released without such a release request.

## **SNOW DAYS**

It is the policy of the college to remain open in all kinds of weather. The College expects administrators to be on duty unless in their best judgment they would be at risk coming to the campus. In that case, we encourage the administrator to stay home and contact his or her supervisor by telephone.

## **SMOKING**

The College strongly discourages smoking because of the evidenced health hazard. Smoking is prohibited in campus buildings, except in designated student resident hall rooms and private offices after normal class day/business hours.

## **USE OF ALCOHOL AND OTHER DRUGS**

Concordia seeks to promote healthy living in community and individual life. The College recognizes that the misuse and abuse of alcohol and other chemicals is a serious health problem affecting every aspect of human life. The College will intervene out of concern for both the individual and the College community.

The manufacture, distribution, dispensing, possession, or use of alcohol or a controlled substance (including abuse of prescription medication) by any person in College facilities, or while at work outside the College will not be permitted. Similarly, Concordia College does not allow alcohol or illegal chemical use off campus by registered campus organizations or at College-sponsored events. Those doing so will be subject to disciplinary action up to and including required completion of a rehabilitation program or discharge.

## **CHAPERONE POLICY**

Groups of students are quite often sent out from the College to represent us in one way or another. In most cases it is necessary to have some faculty or staff person accompany the students.

Also, all social functions sponsored by Concordia student groups which are held off the campus, or events sponsored by a Concordia student group which are of an all-college nature must be properly chaperoned. Any full-time administrative or faculty member of Concordia College is eligible to serve as a chaperone for a student function. Such functions are to be scheduled through the use of the event reservation form (See Calendar of Events section, Page 9). The signature of the chaperone is to be on that form which is approved by the Dean of Students. It is the responsibility of the organization sponsoring an event to pay for all expenses incurred by the chaperone. For out-of-town overnight trips, the College pays the chaperones an additional fee for their services.

The leaders of an organization or group are primarily responsible for the control of student conduct at their events. Chaperones shall assist the student leaders in the control of conduct. In other words, if one student or several students are out of line, the chaperone together with the student leader or leaders ought to confront the individuals involved. They together would decide whether or not it would be necessary to have campus charges brought against those involved. This incident should then be discussed with the Dean of Students.

## **SEXUAL HARASSMENT**

It is the goal of Concordia College to maintain an environment free of discrimination based on gender. This statement concerns one form of sex discrimination — sexual harassment.

We expect all in this community to foster positive attitudes and behaviors toward members of each gender. We wish to make explicit our abhorrence toward language, behavior and attitudes which intimidate, offend and debilitate members of this community. Furthermore, we encourage those who experience or observe forms of harassment to bring such incidents to the attention of those who carry special responsibility for nurture in this community.

### **Definition:**

This policy shall apply to the behavior of all students, faculty and staff while in the “college environment.” The “college environment” shall include actions occurring on all property owned by the college and actions occurring during activities specifically controlled and directed by the college whether on Concordia property or not.

Sexual harassment includes unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when:

1. submission to such conduct is made, either explicitly or implicitly, a term or condition of an individual's employment or academic advancement, or
2. submission to such conduct is used as a basis for employment or academic decisions, or
3. the behavior has the purpose or effect of unreasonably interfering with work or creating an intimidating, hostile or offensive working environment, or
4. the conduct is so severe, persistent or pervasive that it affects a student's ability to participate in or benefit from an educational program, interferes with academic performance, or creates an intimidating, hostile or offensive college environment.

Sexual harassment includes but is not limited to behaviors such as:

1. sexually oriented verbal “kidding” or abuse, sexual innuendo or suggestive comments;
2. nonverbal behaviors such as whistling or obscene gestures;
3. subtle pressure for sexual activity;
4. physical contact such as inappropriate touch, pinching or deliberate repeated brushing against another’s body; and
5. demands for sexual favors, accompanied by implied or overt promises of preferential treatment or threats.

Sexual harassment can occur anywhere, anytime between and among students, faculty, staff and coworkers, in consensual and nonconsensual relationships; it occurs in situations where one person abuses the power he or she has over another person, violating the boundaries and trust implicit in that relationship. It can occur between peers where no power differential exists. It can occur between members of the opposite or same sex.

In a work setting, harassment can also occur between equals.

#### **Procedures:**

Whenever possible, sexual harassment should be confronted directly by the affected person(s).

If an informal objection is not appropriate or does not otherwise bring resolution, formal reports may be filed or complaints may be pursued under the various grievance procedures available to students, faculty and staff as published in the student, faculty, support staff and administrative handbooks.

Formal complaints should be filed with the proper college officials:

1. A student grievance involving a faculty member shall be brought to the academic dean.
2. A student grievance involving another student or staff member shall be filed with the dean of students.
3. Student employees and support staff members shall submit grievances to the director of Human Resources.
4. Administrative staff members shall submit grievances to the director of Human Resources.
5. A faculty grievance shall be filed with the academic dean.

All complaints are subject to review and appeal according to established college policy.

### **An Explanation of the Policy**

Sexual harassment may occur:

1. **In consensual relationships** . Consensual relations between individuals with unequal status in the community does not constitute a defense against charges of sexual harassment. A relationship between a faculty or staff member and a student should be considered that of the professional and client in which sexual relationships are inappropriate. The power differential inherent in such relationships, as well as those between a supervisor and an employee, compromises the ability of the person in the position of less authority to freely decide or act. Such behavior is also unacceptable in terms of the values, standards and expectations of the College.
2. **In off-campus placements and study programs.** The sexual harassment policy covers students assigned to or participating in off-campus placements and study programs under the control of non-Concordia personnel, such as teacher-education clinicals and student-teaching placements, cooperative education placements, service-learning placements, practicums, and other off-campus study programs. The Concordia representatives supervising such placements need to prepare students for recognizing and dealing with sexual harassment and to assist and support them should it ever occur. Program heads are responsible for informing potential placement sites of the college policy and can decertify and cease utilizing such sites where problems are encountered. Although the College cannot impose sanctions against nonemployees, the college supervisor can remove the student from the placement or program without penalty to the student.

If a student is removed, the college supervisor should arrange for a new placement for the student as soon as possible.

3. **In May Seminars and other off-campus study programs sponsored and directed by Concordia.** The policy on sexual harassment also covers students, faculty and staff involved in May Seminars and other off-campus study programs sponsored and directed by the College.

4. **Between students** . Students should recognize that sexual harassment can occur whether or not a power differential exists. Sexual harassment can occur, for example, in student organizations, student employment, residence halls, laboratories, classrooms, societies and athletic teams.

## Response Options

The policy provides four options in response to sexual harassment.

When appropriate, the College encourages informal resolution of sexual harassment situations by the individuals involved at the level appropriate for the situation.

### Informal Options

1. **Direct response** . If appropriate, the offended person should make his/her objections directly known to the person involved. When sexual harassment occurs, the offender should be confronted immediately and informed orally or in writing of the inappropriateness of the behavior.
2. **Consultation** . Any person who experiences or observes forms of sexual harassment is advised of the additional option to discuss that experience with a *counselor, pastor or another member of the college's counseling staff*. These staff members can listen, provide support, answer questions about sexual harassment policy and discuss optional responses. Concerns regarding possible sexual harassment may be discussed with a *staff member* without filing a formal complaint. It is also possible for a person who experiences or observes a form of sexual harassment to consult with the supervisor of the person exhibiting the behavior or another person in authority without having to file a formal complaint.
3. **Informal resolution**. The victim/counselor/other staff member may bring the matter to the attention of the perpetrator's supervisor or to the appropriate vice president or his/her associate, who will then attempt to resolve the matter informally by confronting the person exhibiting the behavior. In resolving the matter informally, it will be made clear that this type of behavior is unacceptable and that formal action will be taken should it occur in the future. Attempts at informal resolution should be reported immediately to the academic dean if it involves a faculty member, to the dean of students if it involves a student and to the director of human resources if it involves a member of the staff.

### Formal Option

4. **Formal resolution** . If informal options are inappropriate or unsuccessful in changing behavior, the College encourages formal action to be taken. Ordinarily, the formal complaint process will be undertaken only when a formal report or written and signed complaint is filed. However, in cases that appear to be criminal in nature, violate college policy, pose a serious physical or emotional threat, or involve repeated behavior by the same individual, the College may initiate an investigation of the allegations and take appropriate action even in the absence of a formal report or complaint. The decision to initiate the procedures for hearing a formal complaint will be made by the academic dean if a faculty member is involved, the dean of students if a student is involved and the director of human resources if a staff member is involved. In making this decision, the person(s) bringing the complaint will be consulted as to their feelings about formal action being initiated and, if formal action is initiated, the person(s) bringing the complaint will have a college counselor available for advice and support throughout the process.

*The Sexual Violence Policy may be found in the current Concordia College Catalog.*

## CHAPEL

Chapel services are held daily, Monday through Thursday. All administrators are encouraged to attend chapel regularly. We influence students' opinions more than we sometimes imagine. If we, by our indifference, testify that chapel attendance is trivial, we can scarcely expect the students to think otherwise. This point is particularly important here, where student chapel attendance is essentially voluntary.

The campus pastor has the responsibility of scheduling chapel events. Administrators are invited to participate.

## **CONVOCATION**

Full-time administrators are expected to attend the opening convocation and both December and May commencement convocations. Participation in the academic processions is encouraged and appreciated by students. Part-time administrators are invited to participate as well. Rental of academic garb is possible through the bookstore. Arrangements should be made at least three weeks in advance. Special orders will be processed for those who wish to purchase instead of rent (allow several months).

## **C-400 CLUB**

The C-400 Club was founded by two imaginative and energetic friends of the college, Luther Jacobson and Eugene Paulson. Its initial aim was to find 400 people to contribute \$1,000 each—because the College library, built in 1954-55, cost that much. The goal was reached but the club kept going and took on new capital projects. The club now has more than 30 times the original goal of 400 members.

## **IDENTIFICATION CARDS**

When you begin employment at the College, you should contact Dining Services to have your picture taken for an identification card. This card admits you to various campus events and it may be requested to verify your employment at the College (i.e. by Campus Security). You need to renew your identification card every four years.

## **CAMPUS DIRECTORY**

The Campus Directory and Student Handbook, which is published annually, lists employees and students alphabetically. It includes addresses, telephone numbers, positions and photos of employees. The handbook describes many facets of campus life. The directory is intended for internal use only; use for commercial purposes is not authorized by the College. All employees are encouraged to have their photos taken free of charge in the College's Photo Lab for use in the directory. Please keep your photo up-to-date.

## **INTERCOM**

The Intercom is a weekly campus publication designed to inform College employees of events happening within the College community. Among topics discussed are promotions, new policies, job vacancies, new personnel and campus events. This is a highly informative newsletter which you are encouraged to read. You are also invited to submit news items for publication in the Intercom.

## **SECURITY**

Proper security of buildings and offices is a very important matter. Property must be protected from theft as well as from unauthorized use. Keys are given to certain employees upon special authorization, and such employees are personally responsible for the use of these keys.

Employees entrusted with the custody of safes, vaults and confidential files are to be responsible for their proper security before leaving for the day.

The College has experienced no unusual problems regarding employees working evenings or weekends. However, when evening or weekend work is required, you should take special precautions to safeguard yourself and the property of the College.

If you feel uncomfortable about crossing the campus alone at night or entering a building alone, Campus Security provides an "escort service." You may contact a campus patrol officer by calling Campus Security, 299-3123.

Unusual, suspicious, or potentially harmful situations should be reported to Campus Security for investigation.

## CALENDAR OF EVENTS

All meetings and organized events sponsored by a Concordia organization or group, held on or off campus, are to be scheduled through the Office of Campus Information. Thus the master activity calendar of the College resides in the Campus Information Office. All social functions held by Concordia student groups must be properly chaperoned. Any exceptions to the above must be cleared with the Dean of Students.

All scheduling is done through the use of the event reservation form; this form does the following:

- a) reserves a room and/or facility,
- b) places the event on the appropriate printed calendar providing there is enough time to do so, and
- c) gives College sanction for the event.

Departments must be contacted separately to provide for the setup which is needed (i.e., physical plant for podium, chairs, tables, blackboards, and sound equipment; campus lights for lighting equipment; Dining Services for any catering arrangements; Instructional Media for overheads, screens and projectors, etc.).

The event reservation form may be obtained at the information center in Knutson Student Center.

From graduation through Aug. 15, events should be scheduled with the Campus Information Office and all other details will be coordinated by the Summer Conferences Office.

A master calendar of all foreseeable events in the coming year is prepared each year by a committee composed of representatives of student activities and College departments which actively engage in sponsoring campus activities. This group will also approve major calendar additions or revisions during the school year. The Director of Student Activities is the chairperson of this committee. The committee helps to bring about an integration of the various activities on the campus for the sake of proper scheduling and avoidance of conflicts. The key objective of the committee is to establish effective lines of communication among all those scheduling activities.

Three activities calendars are prepared: the weekly activities calendar, the monthly tri-college calendar, and the yearly activities calendar.

## MINNESOTA EMPLOYEE RIGHT TO KNOW

The Employee Right-To-Know Act is intended to assure that employees are aware of the dangers associated with hazardous substances or harmful physical agents that they may be exposed to in their work places. Concordia College has information about hazardous substances and harmful physical agents you may encounter available to you in Product Safety Manuals located in certain work areas. Annual notice is sent out listing the location of each manual.

Administrators who serve as supervisor of areas where a manual is located are responsible to assure that the manual stays updated and can be accessed easily by employees at all times. In addition, supervisors of the Communications, Language Village (Bemidji), Dining Service, Physical Plant, Biology, Chemistry, Physics, and Theatre Arts Departments are required to provide training on an annual basis to all employees (including students) and whenever hiring a new employee.

# BENEFITS

## BENEFITS REFERENCE

The following section is intended to be an easy reference guide to the benefits you have as an employee of Concordia College. Five types of benefits are described: automatic benefits, time-off benefits, insurance and tax benefits, education benefits, and special benefits. These have been established by the College as a means to provide you with income protection, security and enrichment of the quality of life. You are encouraged to take advantage of benefits for which you are eligible.

Eligibility for each type of benefit is stated on the following pages. Definition of employment basis is as follows:

### Definitions:

1. **Regular employment:** Any employment not specified to be term, on call or temporary. Benefit status is based on budgeted FTE (full-time equivalency) Sept. 1 through Aug. 31 each year.
  - a. **One-half time status:** Employment for which compensation is based on at least 1,000 hours (.48 FTE) per year, but less than 1,500 hours (.72 FTE) per year. Benefit-eligible.
  - b. **Three-quarter time status:** Employment for which compensation is based on at least 1,500 hours (.72 FTE) per year, but less than 2,080 hours (1.00 FTE) per year. Benefit-eligible.
  - c. **Full-time status:** Employment for which compensation is based on at least 2,080 hours (1.00 FTE) or more per year. Benefit-eligible.
2. **Term employment:** Temporary employment expected to be one year or more in duration. Benefit-eligible.
3. **Temporary employment:** Any employment specified to be less than one year in duration. Not benefit-eligible.
4. **On-call employment:** Any employment that is not on a regular schedule and is required by the College according to the demand of the work load. Not benefit-eligible.

## AUTOMATIC BENEFITS

Coverage includes all employees, including temporary and on-call staff.

### Social Security

The percentage of payment is deducted from your paycheck and a college contribution is made as required by law. The total is deposited with Social Security. Some ordained persons and non-resident aliens are exempt from Social Security.

### Unemployment Compensation

As a Concordia College employee you are covered under the provisions of the Unemployment Act and therefore accorded the rights and privileges of this statute. Payments under this act are made solely by the College.

### Workers' Compensation

As a Concordia College employee you are covered under the provisions of the Workers' Compensation Law of Minnesota and therefore accorded the rights and privileges of this statute. Contributions to this insurance are made solely by the College.

If you are injured even slightly while on the job, you must notify your supervisor immediately so that your injury may receive proper treatment. Your supervisor must fill out a "FIRST REPORT OF INJURY" form immediately and send it to the environmental health and safety coordinator even if no time was lost from the job. (Report forms are available from the environmental health and safety coordinator, 299-3682.) In some cases, the real injuries are not immediately evident, and failure to report an injury may deprive you of future benefits.

Workers' Compensation provides compensation for medical treatment. It also provides salary compensation at the rate of  $66\frac{2}{3}$  percent beginning with your fourth day of disability. If you receive a full payroll check, you must turn your check from Workers' Compensation over to the College.

## TIME-OFF BENEFITS

### Vacations

Unless otherwise specified, each administrator who is on a 12-month contract shall be granted vacation with pay starting on Sept. 1 in accordance with the following schedule: three weeks of vacation per year beginning with the first year of service; four weeks of vacation after five years of service. If an administrator is contracted on a date other than Sept. 1, the first year's vacation allowance shall be prorated to September. For administrators with appointments of less than 12 months, vacation leave will be prorated. It is expected that some of the annual vacation (sometimes up to a week) will be taken during the Christmas-New Year holiday period. These arrangements shall be worked out between the administrator and the supervisor. If any holidays should occur during a scheduled vacation, it shall be counted as a holiday rather than as vacation.

Vacation days should not be accumulated from year to year unless special circumstances warrant such accumulation. To do so, the employee must have the approval of the appropriate vice president.

### Holidays

All offices are officially closed on the following days:

- New Year's Day
- Good Friday
- Memorial Day
- Independence Day
- Thanksgiving Day
- Friday following Thanksgiving
- Christmas Day

All offices will remain open during the second midsemester break, but each administrator will receive one day of that week as a paid holiday. Labor Day is not observed as an official holiday.

### Sick Leave/Short-term Disability

Concordia College has a sick leave policy for administrators to prevent loss of income and hardship during necessary periods of absence, not to exceed six months. Necessary periods of absence covered under sick leave are absences because of illness, accident, exposure to contagious disease, or emergency attendance upon a member of the immediate family. Sick leave may be granted to the extent considered reasonable and necessary on account of serious illness, accident or death of close relatives. If the administrator feels it is necessary to take sick leave, he or she should do so. The administrator's office should be informed of the absence.

Short-term leaves of absence can be requested for reasons of illness or temporary disability which will not allow the administrator to adequately fulfill his or her role in the administration. Medical leaves are requested from the supervisor and authorized by the president. A confirming recommendation for leave of absence by an attending physician is also required. The College will continue to pay the administrator's full salary and institutional contributions to benefit programs for a period up to, but no longer than, six consecutive months.

If the medical disablement of an administrator should be longer than six month's duration, the administrator will become eligible to apply for TIAA disability payments provided the administrator has enrolled in this plan. The disability plan is optional but administrators are strongly urged to carry such protection. It is inexpensive and generous in coverage.

### Paid Absences

**Funeral Leave:** Up to three days with full salary paid will be allowed for death in your immediate family. Immediate family for this policy includes mother, father, sister, brother, wife, husband, children, mother-in-law, father-in-law, grandparents and grandchildren. Up to one day with salary is allowed if you are a participant (such as a pallbearer) in a funeral service.

**Habitat for Humanity:** Paid time off may be provided to a limited number of staff to volunteer for a Habitat for Humanity project that is administered through Concordia College. Requests for this time off require approval of the appropriate vice president.

**Jury Duty:** It is every citizen's right and duty to serve as juror or court witness when called. Employees called for jury duty are granted time and full pay provided that the employee turn over jury fees to the College. You will be expected to return to work immediately upon being released from jury duty service.

**Military Leave:** If you are a member of a reserve or National Guard unit, you may request to be absent for the usual prescribed training period of two weeks per year. The salary received from the College during that two-week period will equal the difference between your regular two-week salary and the military salary received.

## Leave of Absence

A leave of absence may be requested under certain circumstances for up to one year. Each request will be considered individually, taking into account your work record, length of service, nature of the request, and work needs of the department. Generally, at least one year of service for those employed on at least a half-time basis is required. It must be approved by your vice president and the president.

Your benefits will not accrue during the period of absence, although insurance coverage may be continued if you pay the full premium.

## Family and Medical Leave (FMLA)

The Family and Medical Leave Act of 1993 (FMLA) requires Concordia College to provide up to 12 weeks of unpaid leave of absence in a 12-month period to employees because of birth or placement of a child for adoption or foster care, to care for a seriously ill family member or for the employee's own serious illness (See Appendix A).

Contact the Office of Human Resources for the procedure to initiate an unpaid leave under FMLA.

## INSURANCE AND TAX BENEFITS

Coverage under the plans listed below is optional, not automatic. You will be reminded by the Office of Human Resources of your eligibility to participate, but it is your responsibility to get more information and apply for these benefits in the Office of Human Resources. Coverage begins the first of the month following your application as an eligible employee.

For insurance benefits, if you apply for coverage within 31 days of eligibility, you and family members will be covered without physical examination or reference to pre-existing conditions. If you begin participation after that time, waiting periods apply, or coverage may be denied.

### Health Insurance *(Eligibility: one-half or more)*

You are eligible to participate in the College's group health insurance plan, effective the first of the month following employment.

You may select either single coverage or a family plan, which includes coverage for your spouse and dependent children. A rate schedule is available from the Office of Human Resources. The employee pays a share of the premium, based on the plan chosen.

It is your responsibility to immediately notify the College in writing if your family status changes, due to divorce or legal separation, death of your spouse or dependent, or if dependent ceases to meet the definition of a "dependent child" under your health plan. If you take this action, it protects continuation rights for your spouse and/or dependents.

## **Life Insurance** *(Eligibility: three-quarter time or more)*

You also become eligible to participate in the College's group life insurance plan effective the first of the month following employment. This plan is written through Teacher's Insurance Annuity Association (TIAA), a firm that deals with many of the educational institutions in America.

The benefits and premiums for this plan are based on salary and age. The premiums for one times salary coverage will be paid for in full, by the College. If you want an additional two-or-three times salary, that premium will be paid through payroll deduction. Employees must sign up within 31 days of the date they begin benefit-eligible employment, or a statement of health will be required and coverage may be denied.

## **Long-Term Disability Insurance** *(Eligibility: three-quarter time or more)*

You are eligible to participate in the long-term disability insurance plan effective the first of the month following employment. Written through TIAA, this group plan provides protection of your income should you become unable to work because of a disability. The College pays one-half the total premium. You pay the remainder through payroll deduction.

Following determination of disability, a monthly income is paid to you. This commences on the first of the month following six consecutive months of long-term disability. (During the first six months sick leave must be used.) This monthly income benefit may be equal up to 60 percent of your salary less payments from Social Security or Workers' Compensation.

If you have also been participating in the retirement plan and become disabled, your monthly annuity contribution (not to exceed 10 percent of salary), will be continued to age 65 at no cost to you. The College pays the full premium for this waiver coverage.

## **Flexible Benefits** *(Eligibility: one-half or more)*

The flexible benefits program allows employees the choice of paying for their share of group health and long-term disability premiums with before-tax dollars from their pay. In addition, two flexible spending accounts allow employees to pay for IRS-approved healthcare and daycare expenses on a before-tax basis.

## **Retirement** *(Eligibility: one-half time or more, after one year of employment)*

You are eligible to participate in the retirement plan effective the first day of the month following employment. After one year of at least one-half time employment with the College, you are then eligible for the College contribution of seven percent of your gross salary if you contribute five percent of your gross salary. The one-year waiting period will be waived for employees who have a current TIAA-CREF annuity plan through another institution or past Concordia employment.

The annuity is fully "vested" immediately. This means both your contribution and the College's contribution are permanently a part of your personal retirement fund even though you should terminate your employment with the College. You may elect to tax shelter your retirement contribution.

You are encouraged to join the retirement plan immediately upon eligibility; however, you may also begin participation at any time thereafter.

## **Supplemental Retirement Annuities**

Supplemental retirement annuities with the employee making contributions up to a legal limit are also available on a voluntary basis. Interested employees should contact the Office of Human Resources.

## **EDUCATION BENEFITS**

### **Professional Development**

Concordia College sponsors programs to encourage and assist administrators in their professional development and growth in the following ways:

#### **Short-term Professional Development**

1. The College encourages attendance at appropriate professional workshops and seminars beyond the normal professional meetings associated with an administrator's responsibilities. The administrator can make application to the President via the appropriate program director to support the direct costs associated with the activities. It is assumed that the additional education will benefit both the College and the administrator.

#### **General Provisions**

- a. The administrator must be a full-time regular employee.
- b. Participation is subject to supervisory approval and available funds.

### **Extended Professional Development**

1. The College encourages administrators to develop a plan for a period of supported leave up to four month's duration during every seventh year. The College will pay 90 percent of normal compensation during the period of leave.
2. The College will give consideration for leaves exceeding four months, but which normally will not exceed one year. In such cases, the College will pay 60 percent of normal compensation for the period of leave. Extended leaves are granted for the following general purposes: to work toward completion of a degree, to renew and update administrative expertise or to add a needed administrative service.

#### **General Provisions**

- a. The administrator must be a full-time regular employee. This means that termination of employment is not contemplated either by the administrator or by the College administration. Also, the administrator must have been an employee of Concordia college for at least six years at the time the leave period begins.
- b. Applications should be submitted to the applicant's immediate supervisor six months prior to the beginning of the leave period and should include an outline of the time and activities involved.  
  
The supervisor will evaluate the request and forward the application with a recommendation to the Vice President or Dean responsible for the administrative division. After discussion with the applicant, the Vice President or Dean will present the proposal to the President.
- c. Notification of acceptance or rejection is given within a reasonable length of time. Acceptance is contingent upon funding and finding a satisfactory replacement or shift of work load for the person going on leave.
- d. The applicant is given a memorandum when a leave of absence is granted, stating the terms of the leave.
- e. A leave includes the provision that an administrative position will be held for the individual upon return from the leave. The person granted a leave under this plan is expected to return to Concordia and remain at the College for at least one year.
- f. The administrator is honor-bound not to accept any other employment which might interfere with the proposed study plan. However, employment compatible with the leave may be assumed if total compensation (College and extended source) does not exceed 110 percent of the administrator's annual College compensation.

- g. The administrator continues to participate in all benefit programs for which he/she is eligible with the College continuing its matching contributions. Arrangements regarding social security deductions and income tax deductions are made through the business office in a manner satisfying the laws.
- h. The person is expected not to withdraw from the leave after it has been granted, but serious circumstances may occasionally justify this.
- i. An administrator may reapply at any time if he/she is an unsuccessful candidate. One who has had a leave under this plan is ineligible to apply for another until he/she has been back at the College for six years.

### **Unsupported Professional Development**

- 1. The College may grant a leave of absence without support to an administrator who wishes to leave the College's service temporarily but desires to return. Such leaves might involve additional education, temporary assignment with another employer or personal reasons.

### **General Provisions**

- a. A position on the administrative staff is held for the individual concerned.
- b. The unsupported leave of absence should not exceed one year.
- c. The College does not provide a matching contribution toward benefit programs; however, the administrator may continue membership in such programs by paying the total premium.

### **Tuition Reduction**

Revised 06-2008

**Please click this box to follow links to the new policy.**

### **Tuition Allowance for Spouses and Children of Employees**

Revised 06-2008

**Please click this box to follow links to the new policy.**

**Please click this box to follow links to the new policy.**

# SPECIAL BENEFITS

## CAMPUS EVENTS AND SERVICES

**Athletic Facilities:** Concordia offers you and your family access to all athletic facilities, including the sauna, swimming pool, basketball courts, tennis and racquetball courts, weight room, whirlpools and indoor track. Contact the Physical Education Department for schedules of open hours. Your I.D. card will allow you to use the facilities. Pass cards for family members may be obtained at the Campus Information Office.

**All-American Athletic Club, Concordia Edition:** 3501 8th St S. Membership to this Moorhead health club is offered to faculty and staff members for \$30 per semester. For information call 233-1516.

**Business Office:** The Business Office offers you the service of check cashing Monday through Friday from 9 a.m. until noon and from 1 p.m. until 4 p.m.

**Cultural Events Series, Lectures and Athletic Events:** Most events are free to you and your family. You and your spouse will be admitted upon presentation of your identification card. You and members of your family are admitted to athletic events upon presentation of the Concordia College Athletic Department Complimentary Pass (available at the Campus Information Office).

**Ylvisaker Library:** As an employee of the College you are encouraged to use the library service provided. You have full library privileges with no restrictions. If you have any questions, feel free to inquire at the library for more information.

**Faculty/Staff Wellness Program:** A variety of organized activities and seminars are offered at no charge to Concordia employees and their spouses to help them live a healthy lifestyle. Schedules are announced at the beginning of each semester by the Physical Education Department.

## Credit Union

All regular employees are eligible to join Northland Educators Federal Credit Union. You may elect to have a payroll deduction for the Credit Union. Some of the services offered by the Credit Union are:

- Share draft accounts;
- Loan service and revolving credit;
- Interest-earning savings accounts;
- Transfer service from your savings to your bank checking account;
- New and used auto prices;
- No charge for travelers checks, financial counseling, consumer information or notary public service; and
- Life insurance and total permanent disability.

Applications may be obtained from the Credit Union or the Concordia Business Office.

## Employee Assistance Program

Concordia College maintains an assistance program for its staff and their families. Staff interests are best served when personal problems can be resolved in a way that does not compromise occupational and professional development, advancement or future employment.

### Definitions:

1. **Assessment:** An evaluation of the problem
2. **Caregiver:** Agency or person administering treatment, counseling and/or assistance
3. **Diagnostician:** Person responsible for assessment and referral to an appropriate resource of help
4. **Family:** Spouse and dependent children
5. **Supervisor:** Administrators, department heads or managers responsible for an employee group

## Purpose and Explanation

The purpose of the Employee Assistance Program is to help you and your spouse and dependent children with personal problems. An evaluation and referral to the appropriate caregiver would best alleviate any problem you or your family members may have.

1. Be assured that your job, future and reputation will not be jeopardized by using this service. You are encouraged to use the service before the problem is apparent to others. Contacts or referral to any caregiver will not be recorded or included in your permanent record file.
2. This program offers professional assistance in resolving such problems in an effective and confidential manner. Because you may also be affected by the problems of your spouse or dependent children, the program is available to your immediate family as well.
3. Concordia College recognizes that most human problems can be resolved successfully provided they are identified and referral is made to an appropriate caregiver. This applies to physical illness, mental or emotional concerns, finances, marital or family distress, alcohol and other drug abuse, legal problems, stress, and stress-causing conditions or other concerns.
4. Upon certification of need by the diagnostician, a leave of absence may be granted in accordance with Concordia College's policy. You will be eligible for two separate referrals for the same type of problem during your employment with Concordia College.
5. Any person who feels a need is encouraged to seek diagnosis and referral voluntarily on a confidential basis by contacting:

Lakeland's Employee Assistance Program\*  
1010 32nd Avenue South  
Moorhead, MN 56560  
(218) 233-7524  
Emergency (800) 233-4512

or

LifeWorks Employee Resource\*\*  
Lutheran Social Services for Changing Lives  
715 11th Street North, Suite 401  
Moorhead, MN 56560  
(218) 236-1494  
After Hours (888) 881-8261

\*Other locations: Fergus Falls and Detroit Lakes

\*\*Other locations throughout the state of Minnesota

Contact with the diagnostician will take place in a neutral setting outside of the work area. This initial contact with the diagnostician shall be free of charge to the staff of Concordia College and their family members.

## Procedures for Utilizing Diagnosis and Referral Personnel

The Employee Assistance Program consists of two types of referrals—voluntary referral and supervisory referral. **Voluntary referral** occurs when you as a staff person, upon recognition of a problem, seek assistance on your own initiative through this program. **Supervisory referral** is any referral initiated by your designated supervisor because your personal problem has affected your job performance. The supervisor more than any other person can encourage a troubled person to seek help. Experience has proven that this kind of encouragement is a major factor in resolving job-performance problems.

The phases in the referral process are:

### A. Voluntary Referral

1. The staff person or family member recognizes a problem.
2. The staff person or family member directly contacts the diagnostician or Office of Human Resources to determine the name and telephone number of the diagnostician.
3. The diagnostician provides diagnosis and, if needed, referral to any appropriate agency.
4. The staff person pursues counseling and/or treatment and follow-up as needed to resolve the problem.

## B. Supervisory Referral

1. The supervisor identifies a job performance problem that does not respond to normal supervisory assistance. Supervisors will not diagnose personal problems to try to find causes but will observe the job performance that may be affected by one's personal problems.
2. The supervisor refers the staff person to the diagnostician.
3. The diagnostician provides diagnosis and, if needed, referral to an appropriate agency.
4. The staff person is encouraged to work out a cooperative agreement with the diagnostician concerning the source of help that he or she will utilize.
5. Contact will be maintained between the Office of Human Resources and the diagnostician in a way that it does not jeopardize the staff person's confidentiality but assures the supervisor that the staff person is obtaining necessary assistance.

The following are areas of concern that supervisors shall be aware of when suggesting to the staff person that he/she utilize the Employee Assistance Program:

1. Punctuality
2. Attendance
3. Standards of care and accuracy
4. Attitudes toward students and their families
5. Attitudes toward staff and supervisors
6. Manner in which work and attitude reflect on Concordia College
7. Acceptance of responsibility
8. Changes in disposition
9. Changes in the employee's reaction to constructive criticism
10. Changes in emotional stability
11. Changes in appearance
12. Chronic physical problems

## APPENDIX A

# YOUR RIGHTS under the FAMILY AND MEDICAL LEAVE ACT OF 1993

FMLA requires covered employers to provide up to 12 weeks of unpaid, job-protected leave to “eligible” employees for certain family and medical reasons. Employees are eligible if they have worked for a covered employer for at least one year, and for 1,250 hours over the previous 12 months, and if there are at least 50 employees within 75 miles.

**REASONS FOR TAKING LEAVE:** Unpaid leave must be granted for any of the following reasons:

- to care for the employee’s child after birth, or placement for adoption or foster care;
- to care for the employee’s spouse, son or daughter, or parents, who has a serious health condition; or
- for a serious health condition that makes the employee unable to perform the employee’s job.

At the employee’s or employer’s option, certain kinds of paid leave may be substituted for unpaid leave.

**ADVANCE NOTICE AND MEDICAL CERTIFICATION:** The employee may be required to provide advance leave notice and medical certification. Taking of leave may be denied if requirements are not met.

- The employee ordinarily must provide 30 days advance notice when the leave is “foreseeable.”
- An employee may require medical certification to support a request for leave because of serious health condition, and may require second or third opinions (at the employer’s expense) and a fitness for duty report to return to work.

**JOB BENEFITS AND PROTECTION:**

- For the duration of FMLA leave, the employer must maintain the employee’s health coverage under any group health plan.
- Upon return from FMLA leave, most employees must be restored to their original or equivalent positions with equivalent pay, benefits and other employment terms.
- The use of FMLA leave cannot result in the loss of any employment benefit that accrued prior to the start of an employee’s leave.

**UNLAWFUL ACTS BY EMPLOYERS:** FMLA makes it unlawful for any employer to:

- interfere with, restrain or deny the exercise of any right provided under FMLA;
- discharge or discriminate against any person for opposing any practice made unlawful by FMLA or for involvement in any proceeding under or relating to FMLA.

**ENFORCEMENT:**

- The U.S. Department of Labor is authorized to investigate and resolve complaints of violations.
- An eligible employee may bring a civil action against an employer for violations.

FMLA does not affect any federal or state law prohibiting discrimination, or supersede any state or local law or collective bargaining agreement which provides greater family or medical leave rights.

**FOR ADDITIONAL INFORMATION:** Contact the nearest office of the Wage and Hour Division, listed in most telephone directories under U.S. Government, Department of Labor.