

**POINTS TO REMEMBER:**

- Quality of documentation is very important. Please be sure to include all pertinent details, as appropriate.
- Be sure to save voice mail messages, text messages and/or emails that the employee sends for documentation. It may be helpful to take screenshots to document/preserve online documentation.
- The new performance management system allows managers to directly input performance/conduct information on an ongoing basis. Doing so will enable managers to have documentation readily available when completing the mid-year and annual reviews.
- There is no magic number of instances before you should move from documenting to addressing the issue(s). A good barometer for when it is time to move from documenting to taking action can include:
  - When you observe a pattern of behavior/conduct.
  - When the behavior/conduct becomes more than rare, occasional instances.
  - When the conduct/behavior starts having a significant negative workplace impact.
- A Performance Improvement Plan (PIP) may be an effective means to assist an employee to meet the performance and conduct standards for his/her position. Please consult with human resources/employee relations to determine whether or not a PIP would be appropriate. A PIP template may be found on the HR Website > Employee Relations. If a PIP will be used, please forward a draft to your partner Human Resources/Employee Relations manager to review before it is given to the employee.
- Remember that ensuring due process is a critical. If a manager has an issue/concern and/or if one or more is raised by others, it is essential to discuss the matter with the employee. Start with asking the employee open ended questions and be sure to document his/her responses. We must be able to substantiate that unsatisfactory job performance and/or misconduct has actually occurred.
- More (instances) is not better. It is best to proactively raise performance /conduct issues promptly to increase the likelihood that you can, “nip the issue in the bud.” Having a long list of documented instances without having documented discussions with the employee to communicate the issues and seek resolution is counterproductive.
- Be very careful and deliberate about what information is put in writing. It is essential that managers refrain from the following in their communications (both verbal and written) with employees:
  - unsubstantiated allegations stated as facts
  - personal attacks
  - threats
  - divulging personal/sensitive/confidential information, especially any medical information protected under the Health Insurance Portability and Accountability Act (HIPAA)
  - references to an individual’s protected class status; e.g., gender, race, age, disabling condition, religion, etc.
  - asking or demanding that an employee resign or retire
- When meeting with an employee to discuss performance and/or conduct issues that may result in disciplinary action and when meeting with employees to present disciplinary actions please ensure that a witness at the managerial level or a human resources/employee relations manager is present.
- While it is important to give an employee an opportunity to sign formal documents such as written warnings, termination notices, etc., please do not seek to compel an employee to do so. If an employee chooses not to sign an official document, print, “Declined to sign,” on the employee’s signature line. The manager and the witness should both sign and date the document to attest this statement. Give the employee an original with this notation and keep a second original for Emory’s files.

## DATA SERVICES

POLICY #	POLICY TITLE	CURRENT AS OF
4.117	Employment Eligibility Verification	August 14, 2012
4.118	Obtaining a Social Security Number	September 16, 2015
4.90	Direct Deposit/Pay Advice	June 19, 2007

## EMPLOYEE RELATIONS

POLICY #	POLICY TITLE	CURRENT AS OF
4.110	Organizational Transfer of Employees between EU and EHC	September 21, 2012
4.116	Student Interns (Unpaid)	June 22, 2012
4.121	Non-retaliation	October 13, 2013
4.124	Visitors in the Workplace	May 5, 2016
4.21	Performance Management	July 1, 2012
4.62	Standards of Conduct	December 9, 2014
4.63	Progressive Discipline	April 21, 2015
4.64	Open Door Policy	July 5, 2012
4.65	Terminations of Employment	July 5, 2012
4.66	Substance Abuse and Drug-Free Workplace	December 13, 2017
4.67	Solicitation	July 5, 2012
4.68	Theft & Other Criminal Incidents	September 25, 2014
4.70	Exit Interview	June 20, 2007
4.71	Unemployment Insurance	June 20, 2007
4.79	Statement of Confidentiality	June 21, 2007
4.80	Employment Record Files	December 12, 2013
4.81	Reduction in Force & Reorganization	October 17, 2013
4.82	Outplacement	June 21, 2007
4.84	Requirements for Employees using University-Owned Vehicles	October 16, 2012
4.85	Investigations by Outside Agencies into Personnel-Related Matters	June 22, 2007
4.87	Conflict of Interest	June 22, 2007
4.88	Release of Employee Information	September 21, 2012
4.91	Lactation Support	August 29, 2017



# EMORY UNIVERSITY HR POLICIES

## FACULTY, STAFF ASSISTANCE & WELLNESS PROGRAM (FSAP)

POLICY #	POLICY TITLE	CURRENT AS OF
4.3	Faculty Staff Assistance & Wellness Program (FSAP)	October 17, 2008

## GENERAL POLICIES

POLICY #	POLICY TITLE	CURRENT AS OF
4.108	Violence in the Workplace	September 21, 2012
4.112	Conflict of Interest – Trustees, Principal Officers and Key Employees	January 9, 2017
4.115	Code of Business Ethics and Conduct	January 24, 2013
4.119	Child Abuse Reporting	June 26, 2013
4.120	Employing Members of the Independent External Auditor	May 24, 2013
4.122	Nepotism & Personal Relationships in the Workplace	January 27, 2015
4.20	Education, Training and Career Development	March 29, 2007
4.32	Service Awards	January 26, 2010
4.42	Inclement Weather	November 1, 2013
4.89	Voting	September 21, 2012

## HEALTH AND SAFETY

POLICY #	POLICY TITLE	CURRENT AS OF
4.111	Animals in Buildings	January 29, 2009
4.113	Tobacco Free Environment	June 28, 2013
4.93	Workplace Health & Safety	April 7, 2017
4.94	Immunization	October 30, 2013
4.95	Smallpox Vaccinations	June 22, 2007

## LEAVE POLICIES

POLICY #	POLICY TITLE	CURRENT AS OF
4.100	Vacation Leave for Biweekly Employees	October 11, 2017
4.101	Vacation Leave for Monthly Employees	October 11, 2017
4.23	Bereavement	December 21, 2017
4.25	Holidays	October 11, 2017
4.26	Jury Duty	October 11, 2017
4.28	Living Donor	October 11, 2017
4.33	Sick Leave for Biweekly Employees	December 21, 2017
4.34	Sick Leave for Monthly Employees	December 21, 2017
4.98	Salary Continuation	December 12, 2013

## LEAVES OF ABSENCES

POLICY #	POLICY TITLE	CURRENT AS OF
4.125	Parental Leave for Staff, Librarians, and Post-Doctoral Fellows	October 11, 2017
4.72	Administrative	April 1, 2016
4.73	Family & Medical Leave (FMLA)	October 11, 2017
4.74	Educational Leave	October 11, 2017
4.75	Military	October 11, 2017
4.76	Seasonal	October 11, 2017
4.77	Medical (Non-FMLA)	October 11, 2017
4.78	Personal	October 11, 2017

## RECRUITING

4.1	Employment of Temporary Employees	June 5, 2007
4.10	Employment Status	June 14, 2007
4.106	Verification of Employee Identification	November 30, 2007
4.11	Employment of Relatives	June 14, 2007
4.12	Employment of Minors	October 5, 2012
4.13	Employment of University Students	June 14, 2007
4.14	Reemployment of Persons Retired from Emory	June 19, 2007
4.15	Employment of Foreign Nationals	July 2, 2007
4.17	Orientation	July 21, 2010
4.19	Reemployment	June 19, 2007
4.3	Voluntary Employment Transfer at EU or EHC	November 8, 2010
4.6	Employment through Search Procedures	June 14, 2007
4.7	Transfers and Promotions	April 9, 2015
4.99	Employment (Recruitment)	February 8, 2013