

Administrative Personnel Practices Manual FY '25

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The College President reserves the right to amend the Administrative Personnel Practices Manual at any time. In such an event, notice of such amendment shall be provided to all administrators in writing within 30 days of the affected changes. The Chief Operating Officer will be responsible for annual review of the manual in an effort to remain abreast of current and future needs, and to bring recommendations forward to the President for consideration, as appropriate.

Article I – POLICY AND RESPONSIBILITY

A. General Policy and Scope

It is the general policy of the College to operate under a uniform administrative program, which is designed to:

- Attract, motivate, develop, and retain highly-qualified employees;
- Establish salary schedule and benefits that are competitive with other similar-sized colleges undertaking similar programming and employing a similar caliber of employees;
- Compensate salaried employees on an individual basis, based upon performing their jobs admirably, consistently, in fulfillment of the College's beliefs, as well as commensurate with the relative value of their respective positions to the organization, mindful of a competitive marketplace;
- Advancement of our intentional culture of a Total Commitment to Student Success (TCS²); and
- Provide for regular (i.e., minimally on a quarterly basis) Personal Management Interviews (PMIs), as well as an annual performance appraisal of each administrative employee.

The policies and procedures set forth in this manual were established with the objective of achieving a solid basis for the administration of the College. Thus, these policies and procedures are applicable to only administrative positions of the College. This Administrative Personnel Practices Manual will be amended as necessary to reflect the intentions of the Board of Trustees, as expressed, in part, through policy, to the College President.

B. Responsibilities

In keeping with the tenants of Policy Governance, the Board of Trustees delegated the responsibility of establishing and administering the Administrative Salary Schedule to the College President & CEO at its 2007 Spring Planning Session. The President may further delegate authority to administer the plan, as deemed necessary. In keeping with the Board's Executive Limitations Policy, the President may not adjust his/her compensation or benefits.

The President has the primary responsibility to coordinate the administration of the

College to assure that established objectives are attained. Elements of this specific responsibility include:

- Provide an annual review of changes to Administrative Personnel Practices pertaining to employee benefits to the Board;
- Final approval of position descriptions and position salary levels for all personnel;
- Performance recognition, as well as critical market adjustments to salaries;
- Final approval of all salaries for all positions;
- Assurance that all employees benefit from multiple, regular (i.e., minimally on a quarterly basis) Personal Management Interviews (PMI);
- Maintenance of consistency in the application of salary plans and benefits with regard to position descriptions and position evaluations;
- Consultation of those persons reporting directly to him/her; and
- Periodic audit of conformance to the established salary administration policies.

Article II – SALARY ADMINISTRATION

A. Salary Determination

Salary schedule classes will be established using the following criteria:

- Relative budget authority;
- Breadth of supervisory responsibility of staff and/or administration;
- Indirect supervisory responsibilities;
- Estimated weekly hours required for the job;
- Level of education required;
- Level of experience required;
- Scope of responsibility beyond budget and supervision;
- Purchasing authority;
- Authority to direct other administrators of same or lower salary class;
- Representation of College publicly;
- Labor and letter of appointment negotiation/compliance;
- Representation authority of the College President;
- Errors and omissions - institutional liability;
- Risk level of decisions to organization; and
- Impact upon the primary mission, vision, values, and beliefs of the College.

B. Salary Class

All administrative positions will fall within one of the following classes:

- Class 1: College President & CEO (the Chief Executive's evaluation and recognition is independent of this manual, as that role is the sole employee of the Board of Trustees. However, the CEO base salary serves as the keystone to the administrative compensation formula)
- Class 2: Vice President/President's Cabinet / C-Suite Officers,
- Class 3: Chief Advancement Officer, Comptroller, Deans, and Sr. Executive Director I
- Class 4: Associate/Assistant Dean, Director I/Comptroller, Registrar, Controller, Executive Director II
- Class 5: Director III/Manager

C. Starting Ranges

According to the Policy Governance practice of the Board of Trustees, the performance of the President & CEO is considered synonymous with the performance of the Institution as a whole. Consequently, salary ranges have been established as a percentage of a Keystone Salary Level, tied to the Board ENDs, market variables including the relationship to the compensation of CEOs of the League for Innovation Community Colleges. The intention of this approach is to garner a broad commitment by all administrators to work well in the achievement of the aforementioned performance goals and institutional targets. The broad determinant of the beginning salary paid a new employee is the approved position class level and corresponding salary range for the job. The appraised performance of an individual and his/her attendant commitment to the College's Mission, Vision, Values and Beliefs, are the primary determinants of actual salary movement within the approved salary range.

An administrator's actual salary placement may vary based on the individual's credentials, experience, and longevity in service to the College. Increases to the below salary schedule will be approved annually by College President.

As a general practice, FY '25 compensation shall fall within the following range:

Classification	Minimum	Maximum
Executive Keystone (Class 1)	\$248,978.81	\$282,028.42
Class 2	\$112,583.77	\$150,111.17
Class 3	\$96,026.90	\$128,670.69
Class 4	\$76,159.23	\$107,226.09
Class 5	\$59,603.01	\$85,779.43

D. Changes in Assignments

Job assignments may be modified at the discretion of the President. The President and Chief Operating Officer will evaluate all changes in assignments/responsibilities. The following guideline will be used in determining salary adjustments:

1. Lateral Change

If an administrative employee is transferred laterally into another position in the same class, it will be at the current salary rate, or if the salary is below the range for the position, the salary will be adjusted to meet the minimum range for the position.

If the current salary is at, or above, the range of the classification, typically no salary adjustment is made, however the President reserves the right to provide additional market-based adjustments of up to \$10,000.

2. Promotion

If the transfer is into a position that calls for a higher job classification, the employee will be given an increase to the minimum of the new class or be given an appropriate amount within the new range to demonstrate approval of the upward progress.

In unique cases, there may be sound reasons for allowing individual salary rates above the maximum for limited periods of time. The President reserves the right to approve all rates over the maximum limit.

E. Annual Salary Action/ Appointment Renewal

It is at the sole discretion of the President to renew administrative appointments, or to not renew appointments. Nothing herein shall be construed to guarantee employment for any specific period of time.

Each year, the President considers and determines funding support used to make salary adjustments based on individual performance as reflected in the annual evaluation, as well as demonstrated commitment to TCS², the College's mission, vision, values and beliefs.

1. Timing of Increases

Normally salary adjustments shall be made at the beginning of each fiscal year for administrators who have held their position prior to April 1st of the current year.

2. General Procedure

The Human Resources/Talent Department shall complete, and forward to the President, a recommended employee change notification.

When approved, administrative letter of appointments shall be distributed as follows:

- Employee;
- Employee's personnel file; and
- Payroll Department

F. Salary Administration Practices

1. Salary Payment Schedules

Administrators will generally be paid bi-weekly.

2. Salary Advances

College policy provides that no salary advances shall be made. In cases of extreme hardship, the President reserves the right to make exceptions.

Article III – PERFORMANCE APPRAISAL

A. Purpose

The College compensation policies and practices are directed toward attracting, motivating and retaining high-quality talent that contribute to the TCS² Culture, the mission, vision, values and beliefs, and ultimately the success of the College.

The performance appraisal provides the key link between the College and its most valuable asset (i.e., employees) who perform their responsibilities admirably and in a way that is consistent with the College's stated beliefs and values (See Appendix A College Values and Beliefs), in the advancement of its mission, in pursuit of its vision, and the advancement of the TCS² culture, all in the service of others.

This approach is highly important because it:

- Provides a record of performance;
- Promotes and strengthens the relationship and two-way communication between the employee and supervisor;
- Highlights the employee's strengths and develops ways to utilize them fully;
- Identifies areas for improvement and makes suggestions for professional development to enable the employee to make a greater contribution to the College;
- Provides a sensible approach to high quality service to the College with a common understanding of TCS², shared beliefs and values, working toward those ends;
- Assists in the effective placement and use of an employee's abilities;

- Clarifies job duties and responsibilities; and
- Acts as the most significant determinant in establishing the employee's annual compensation increase.

B. Frequency of Appraisals

The College will evaluate administrative employees using the Personal Management Interview (PMI) design in an on-going, quarterly, one-on-one interviews between a supervisor and administrator, and recommended salary action. An annual letter of appointment is normally issued for the College's fiscal year.

The Personal Management Interview (PMI) is an on-going practice of quarterly one-on-one interviews between a supervisor and staff (NOTE: Minimally, PMIs should be conducted quarterly with employees). Conversations are driven by a belief that the most important aspect of an employee's experience at work is their relationship with their manager/supervisor. This process ensures that managers devote enough time to their direct reports and to ensuring a good two-way flow of communication. (See Appendix B for the PMI Template).

C. Responsibility for Performance Appraisals

The primary responsibility for performance appraisal rests with the immediate supervisor of the employee.

D. Performance Appraisal Form

The official form for administrative performance planning and appraisal is available in the Human Resources/Talent Department and online.

E. General Procedure for Using the Administrative Appraisal Form

1. Each administrator shall complete the annual appraisal form for direct administrative reports, after referring to their monthly meeting notes, including items noted in the PMI documentation. The Human Resources/Talent Department will facilitate the process for all administrators.
2. The Administrative Performance Appraisal shall be discussed with the employee prior to its submission to the Human Resources/Talent Department.
3. This review meeting with the employee is considered to be of utmost importance in the entire appraisal procedure and therefore each supervising administrator is specifically asked to assure that the procedure is conducted. The maintenance of the performance appraisal process for direct reports shall be given important consideration in appraising each person who supervises others and establishing goals for the following year. Failure to achieve a

satisfactory rating and/or achievement of goals, may result in non-participation in performance funding.

Article IV – EMPLOYMENT PRACTICES

A. Hiring

When there is an administrative position to be filled, the administrative supervisor shall forward to the Human Resources/Talent Department a 'Notice of Vacancy' and updated job description.

Upon the President's authorization, in consultation with the Leadership Council, the Human Resources/Talent Department will be notified and will work with the appropriate department to advance the posting and facilitate the hiring process, as well as recruiting either from within the organization or from outside resources.

When approved by the President, administrative positions may be filled through an appointment without posting or interviewing.

1. Equal Employment Practices

The College policy on equal opportunity reflects our civic responsibility as well as the spirit and the letter of the law as set forth in the Equal Employment Opportunity Policy of the College.

2. Termination

Employment may be terminated during the term of this appointment for any of the following reasons: (a) death; (b) dishonesty; (c) good cause; (d) nonperformance of duties; (e) adverse financial condition of the College, as determined in the reasonable opinion of the College (provided that in such an event, at least thirty days prior written notice shall be given) or (f) mutual agreement of the parties. In any of the foregoing situations, no compensation shall be due beyond the last day worked, except for earned vacation. In addition, an appointment may be terminated by the College without cause at any time, but in such an event, compensation and applicable benefits shall be paid through the end of the appointment.

B. Work Assignment

1. Eligibility for Overtime Compensation

Eligibility for overtime compensation is not extended to exempt administrative personnel.

2. Full-time Administrator Status

An employee is considered a full-time administrator and is eligible for all fringe benefits when scheduled a minimum of forty hours per week. The College will

comply with the Patient Protection and Affordable Care Act, and therefore will offer health care coverage when an administrator works an average of thirty hours or more during the measurement period.

3. Part-time Employees

Part-time administrators, defined as working an average of twenty-seven hours or fewer per week, shall receive two days (16 hours) of vacation and 5 days (40 hours) of paid time off but will not be compensated for lost time, unworked holidays, or for any other benefits for which full-time employees may be eligible.

4. Administrative Teaching Assignments

Administrative staff members who wish to teach courses at Jackson College are encouraged to contact the Human Resources/Talent Office. Edustaff, the College's third-party partner, processes all adjunct requests for employment at Jacksons College (to begin, go to www.EDUStaff.org). Full-time administrators may teach three (3) course sections per semester, but not more than nine (9) credits (must also take into consideration additional time paid at MDOC facilities).

Upon permission of the President, administrative staff members may teach during regular business hours. However, under no circumstance may an administrator receive pay for his or her regular work assignment while also receiving pay as an adjunct instructor. Vacation time must be used during teaching time between 8 a.m. – 5 p.m.

Article V – Benefits

A. Insurance

1. All full-time administrators shall be eligible for the complete insurance coverage.
2. Coverage shall not apply to part-time administrators who work less than thirty hours per week on average during the College's measurement period.

B. Reopening Date

The Open Enrollment date of all medical insurance policies shall be November 1-15 of each calendar year, with the effective date of the new policy, January 1,

C. Medical Insurance Programs

The options offered will include a minimum of one defined plan and one HSA but no more than four plans, as provided for by the Consortium.

D. Health Insurance Opt-Out Plan

Full-time administrators, who are not electing health care, shall receive the same monthly amounts, as negotiated in the staff master agreement.

Those administrators opting out of hospital, professional, master medical and Rx drug coverage must annually provide documentation of alternative health insurance.

E. Admission to Courses

Full-time administrators shall be granted tuition grants and registration fees for any Jackson College classes they desire, providing there is no conflict with their own current assignment.

Spouses, natural and/or legally adopted dependent children and/or children qualified for dependent status according to IRS regulations of administrators shall be granted tuition and registration fees. All additional course fees for said courses are the responsibility of the employee.

Retirees with ten or more years of service to the College shall be granted full tuition grants and registration fees for any Jackson College classes they desire. All additional course fees for said courses are the responsibility of the retiree.

Each full-time administrative member and eligible dependent(s) shall be granted access at no cost to one Lifetime Learning (LTL) health and physical fitness course per semester.

Tuition grants and/or fees are not applicable to Corporate and Continuing Education courses, Ed-To-Go courses, the Dental Hygiene program or any other program with enrollment restricted to less than fifteen (15) students.

F. Tuition Grant Program

The College has established a tuition grant program for the advancement of the formal education of administrators. After the completion of one year of service, full-time administrators may apply to participate in the program for coursework not offered by Jackson College. Up to twelve credit hours per year can be approved. Credit hours will be reimbursed up to and including \$400 per credit hour for instructional programs related to their particular duties, higher education, or related. Applications should be submitted by March 15 to the Human Resources/Talent Office for the following academic year. Allocations will be made known by April 1 and this will be considered as the tuition grant budget is prepared.

Applicants to the program will be required to provide an educational plan that advances their knowledge, skills and/or abilities related to their existing position, or

another position within the College that they seek to consider at some future point in employment.

Administrators may enroll in approved courses and submit a tuition reimbursement form to Human Resources/Talent Department for payment and must include an electronic or official transcript showing the completion of the course. A 3.0 GPA must be earned for repayment. Administrators participating in this program must agree to continue their employment for a period of one year for every twelve credits paid by the college, on a pro-rated basis, or refund the tuition payment to the College.

Applications for participation will be reviewed annually by the President and the Chief Operating Officer.

Article VI – LEAVES OF ABSENCE

A. Vacations

The College recognizes the desirability of, and need for, an annual respite from year-round work assignments and for this purpose grants twenty paid vacation days in advance of July 1 to each employee of the administrative staff of the College. This means that said twenty days are available immediately upon the beginning of the new fiscal year. If an employee is new to employment with the College after July 1, the twenty days will be awarded on a pro-rata basis for the number of months remaining until the end of said fiscal year (i.e., until June 30 of the same fiscal year).

Vacations may be taken at any time in the fiscal year when eligibility has been established and supervisor's advance approval has been obtained.

Administrators may carry a maximum of fifty (50) hours forward on June 30th each year. Any hours in excess of the maximum will be forfeited unless the administrator obtains permission, prior to June 30th, from the President. Any carryover vacation hours (VACO) must be used by September 30th of that year. Any hours forfeited will also prompt the employees' non-participation in a performance pay increase.

Additionally, an administrator may convert annually on June 30th, a maximum of eighty (80) unused vacation hours to Paid Time Off (PTO) hours. All carry-over PTO (PTCO) must be used by December 31st. Any carry-over PTO not utilized by December 31, shall be forfeited.

The employee's supervisor must be notified in sufficient time for advance approval of intent to use vacation time. If a college holiday falls within an employee's vacation, that day will not be counted as vacation leave. If the scheduled vacation day later becomes a day on which the College is closed due to power, weather, etc., that day will not be counted as a vacation day.

If an administrator leaves employment prior to the end of the fiscal year, the vacation that was posted in advance of the prior July 1st vacation days will be pro-rated.

B. Holidays

Generally, the following will be recognized as holidays: spring Wednesday, Thursday and Friday (i.e., the Wednesday, Thursday and Friday of mid-semester break), Memorial Day, Independence Day, Labor Day, Thanksgiving (three days: the day before Thanksgiving, Thanksgiving and the day after Thanksgiving), Christmas (2 days), Week between Christmas and New Year's (3 days) the New Year's holiday break (two days),

The President alone may approve additional holidays at his/her discretion.

When a holiday falls on Sunday, it generally will be observed on Monday. When it falls on Saturday, it generally will be observed on Friday.

The official College holiday calendar will be distributed by the Human Resources/Talent Office annually and posted on the College's web page.

C. Paid Time Off

Administrators shall receive one hundred twenty (120) hours of PTO, in advance, on July 1 of each fiscal year. If an administrator gives notice to leave the institution, no further PTO time shall be granted. Any PTO hours that are not used by the employee prior to June 30th of each year shall be forfeited. PTO hours shall not accumulate.

PTO hours used for reasons other than illness or emergency must be scheduled at least forty-eight (48) hours in advance. The Human Resources/Talent Department may require proof of illness after three (3) consecutive unscheduled days. The employer may require the employee to take a medical evaluation by the employer-designated physician at no cost to the employee. Fraudulent application for a leave or improper use of a leave will result in discipline up to and including dismissal.

D. Sick Leave

Administrators who, prior to July 1, 2018, have accumulated hours of sick leave may utilize accumulated sick leave after they have exhausted all but sixteen (16) of their PTO.

Accumulated sick leave may be used for absences due to illness or injury of the employee, including disability due to pregnancy or termination of pregnancy, and for absences because of illness doctor's appointments or disabling accident of the employee's immediate family (spouse, parent, children, siblings, grandparents and

domestic partner).

When temporary disabilities require the employee to miss work for three (3) or more consecutive scheduled work shifts (i.e., due to illness, accident, pregnancy, etc.) a statement from a Physician or Physician's Assistant will be required. The statement will include the beginning date of the disability and the date the Physician or Physician's Assistant expects to release the employee to return to work. Prior to returning to work, the employee must provide a statement from the Physician or Physician's Assistant releasing the employee to return to work.

Records of accumulated sick days are available on Jackson College's website through the JetStream system. It is the individual administrator's responsibility to confirm the records or question inaccurate reporting by contacting the Manager of Benefits in the Human Resources/Talent Department.

There will be no payout of unused sick days or sick bank time when ending employment at Jackson College.

E. Short-Term Disability

1. During the first ninety (90) calendar days of a disability the employee must utilize all but sixteen (16) PTO and all accumulated sick leave available to the employee. After the employee has exhausted all but sixteen (16) hours of PTO and accumulated sick leave, the employee shall be paid at a rate of 66.67% of his/her normal rate of pay (up to the limits provided for under the College's long-term disability insurance program). No short-term disability benefits will be paid to employees until such time as all available PTO and accumulated sick leave has been exhausted.
2. When holiday(s) occur during the employee's first ninety (90) calendar days of a disability, the holiday will be counted in the calendar calculation. If the employee is utilizing PTO or sick leave during a week that a holiday occurs the employee will not be charged leave day(s) for the holiday(s).
3. If an employee has been on short-term disability for seventy (70) calendar days, the application for long-term disability (LTD) will be sent and/or mailed to the employee.
4. Total or permanent disability beyond ninety (90) calendar days will come under the provisions of the long-term disability insurance program set forth elsewhere in this Agreement.

F. Accident or Serious Illness in Family

Administrators may utilize sick time for accidents and serious illness to persons in the immediate family. The immediate family is defined to include mother, father,

sister, brother, child (biological, step or adopted), mother-in-law, father-in-law, spouse or legal partner recognized by the State of Michigan.

1. Death in Family

In the event of death in the immediate family (as defined above), the College will grant a reasonable amount of time off (i.e., typically 3-5 days, the latter if travel is required), with pay.

For relatives other than above, one day will be granted. The President may approve additional days under extenuating circumstances.

G. Jury Duty or Trial Witness

1. Full-time employees will be allowed time off, with pay, for days spent on jury service or when subpoenaed as a witness. Compensation shall be kept by the employee.
2. Part-time employees will be allowed time off, with pay, for days spent in jury service or when subpoenaed as a witness provided the day is a regular workday. The employee will be paid only for the hours they were scheduled to work and their weekly hours shall not exceed their normal work week. Compensation shall be kept by the employee.
3. Employees who are excused from jury duty for one-half (1/2) day or more shall report to the College for regularly assigned duties. Compensation shall be kept by the employee.
4. An employee shall notify the supervisor and the Human Resources Office at the time he/she receives notice to appear for examination for jury duty and when he/she receives a summons for service on the jury.

H. External Employment

Consulting duties, speaking and other personal engagements (i.e., supplemental employment, etc.) should be scheduled during vacation time or at other times when the duties will not interfere with the employee's College responsibilities. When such an arrangement is not possible, the administrative supervisor may grant reasonable periods of time away from campus, with pay, for the employee to fulfill these types of duties. In the latter case, all consulting fees and salary received shall be remitted to the general fund of the College through the business office Controller.

I. Leave of Absence without Pay

The President may grant an administrator permission to be away from work without pay for a limited period under conditions agreed upon at the time the leave of absence is granted.

The period of which a leave of absence is granted will be included in the employee's

length of service, provided the employee fulfills the agreed-upon condition or makes other satisfactory arrangements with the College President prior to the expiration of the leave.

All military leaves are without pay and shall be governed by applicable laws.

J. Adoption

The College's Family and Medical Leave Act (FMLA) Policy will dictate leave for administrators legally adopting a child who is a minor at the time of adoption. More information can be found at <http://www.jccmi.edu/policies/HR/Policies/1705.pdf>.

K. Workday

Administrators are generally expected to be available during regular business hours (i.e., 8:00 a.m. – 5:00 p.m.). Administrators who are absent for three or more consecutive hours during regular business hours for personal reasons must report their absence to their supervisor.

Article VII – INSURANCE PROGRAMS

A. Life Insurance

Active full-time administrators will receive basic life and accidental death and dismemberment insurance in the amount of two times their annual salary. Administrators retiring will have \$10,000 for the remainder of their life. This program is paid by the College.

B. Long-Term Disability Income Protection Insurance

Full-time administrators are covered by a long-term disability (LTD) insurance policy. If the administrator becomes totally and permanently disabled for a period of longer than ninety calendar days, the College's long-term disability insurance program will provide payment of 70 percent of the basic monthly earnings at the time of disability, subject to a maximum benefit of \$7,000 per month for as long as the employee remains so disabled, but not beyond the age sixty-five. The policy is administered by the College's LTD insurance carrier, and benefits may change due to coordination of other benefits (Social Security, etc.).

Benefits payable from Workmen's Compensation, Social Security, etc., will not be included in the determination of the payment until total compensation reaches seventy percent of basic monthly earnings.

Article VIII – RETIREMENT

A. Retirement Programs

Newly hired full-time administrators or employees transferred into full-time administrative positions will have ninety calendar days to select either the Michigan Public School Employees Retirement System (MPERS) or the Jackson College Optional Retirement Plan (JCORP), which is portable. Information about the plans is available from the Director of Human Resources.

Individuals in part-time administrative positions are required by law to participate in the State's MPERS program.

B. Benefits after Retirement

Employees who meet eligibility for retirement and retire from an administrative position will be eligible for the same benefits as defined by the current faculty union Master Agreement, unless specifically addressed herein.

The administration has initiated a program entitled EMERITI, which increased the optional retirement program (ORP) by 1 percent, for a total of 15 percent, with a mandatory 0.5 percent contribution by the employee to a retiree health model plan. The health plan provides for unlimited tax-free contributions, and tax-free withdrawals by the retiree. For more information, please visit www.michigan.gov/ors for ORS (MPERS), www.tiaa-cref.org for TIAA-CREF, or www.emeritihealth.org for information on retiree health model plans.

The president reserves the right to modify retiree benefits, regardless of the faculty union Master Agreement, at any time.

Article IX – DISCIPLINE

A. Discipline Procedure

If a supervisor observes unacceptable performance by an administrative direct report, and coaching and professional development has not had the desired effect, normally, a written notification through a performance correction notice will be issued to the employee, with a copy placed in the employee's permanent personnel file. Unacceptable performance or behavior, including illegal activity, may result in disciplinary action including written reprimand, time off without pay, and/or termination.

Employment may be terminated as outlined in Article IV, A, 2.

Article X – GRIEVANCE PROCEDURE

A. Non-Civil Rights Issues

Administrators are encouraged to initiate a conference with their immediate administrative supervisor to discuss any non-civil rights issues and/or complaints. If the problem is not resolved to the employee's satisfaction, he or she may meet with the Chief Operating Officer or the appropriate Vice President. If the problem remains unresolved, the employee may appeal to the President.

B. Violations of Civil Rights, Title IX of the Education Amendment Act of 1972, Americans with Disabilities Act of 1992

In the event an employee feels that his or her civil or personal rights have been violated (e.g., harassment or discrimination), an internal grievance procedure is available through the Human Resources/Talent Department. The employee should complete the Discrimination and Harassment Complaint Form found on the Human Resources/Talent website at <http://www.jccmi.edu/humanresources/forms.htm>.

If the employee is not comfortable with the initial steps in the procedure, he or she may contact the Chief Operating Officer, who is also the Title IX coordinator, to discuss the complaint. It is recommended that such discussions or use of the grievance procedure be initiated immediately if an alleged violation occurs or is suspected.

Violation of employees' civil or personal rights will not be tolerated.

Article XI – MISCELLANEOUS

A. Operational Policies

Operational policies have been established and are available on the College's website at <http://www.jccmi.edu/policies/>. These policies should be reviewed annually, as they are regularly updated. It is the responsibility of each administrator to operate within the parameters of college policies and procedures.

B. Commitment

Each employee, by virtue of the signature below, agrees to commit to be evaluated by and held accountable for the College's mission, vision, values and beliefs of the College, which can be found at <http://www.jccmi.edu/administration/president/MissionDocuments.htm>.

Appendix A

Jackson College Values and Beliefs

STATEMENT OF BELIEFS

As employees of Jackson College, **We Believe:**

- The success of our students is always our first priority
- We must perform our jobs admirably, giving our best service and support every day, for everyone
- Teamwork is founded upon people bringing different gifts and perspectives
- We provide educational opportunities for those who might otherwise not have them
- In providing employees with a safe and fulfilling work environment, as well as an opportunity to grow and learn
- Our progress must be validated by setting goals and measuring our achievements
- We must make decisions that are best for the institution as a whole
- Building and maintaining trusting relationships with each other is essential
- Competence and innovation are essential means of sustaining our values in a competitive marketplace
- We make a positive difference in the lives of our students, our employees, and our communities
- In the principles of integrity, opportunity and fairness
- We must prepare our students to be successful in a global environment
- Our work matters

VALUES

- **Integrity** – We demonstrate integrity through professional, ethical, transparent, and consistent behavior in both our decision-making and in our treatment of people; being accountable for our work and actions is the basis of trust.
- **Caring** – We demonstrate caring through attentive and responsive action to the needs of students, employees and our community. We listen with open minds, speak kindly, and foster relationships based on mutual respect and trust.
- **Collaboration** – We demonstrate collaboration through the mutual commitment of individuals and organizations who come together for a common cause.
- **Innovation** – We demonstrate innovation through the continuous improvement of all processes and services.

- **Community** – We demonstrate community by encouraging involvement and providing access for all individuals to contribute to a culture of respect.
- **Service** – We demonstrate service by striving to make the communities we serve great places to live, work, and learn.
- **Leadership** – We demonstrate leadership by nurturing the full development of our employees and those we serve
- **Stewardship** – We demonstrate stewardship through our mindful management of the human, intellectual, fiscal and environmental resources entrusted to us.

APPENDIX B

PERSONAL MANAGEMENT INTERVIEW (PMI) STRUCTURE

Based upon the employee engagement methodology developed by Dr. Kim Cameron from the Department of Positive Scholarship at the University of Michigan, the following format is strongly encouraged for use by supervising administrators:

Using the PMI

1. Initial role negotiation

Prior to the regular meetings, an introductory one-off role negotiation meeting is held. Professor Cameron suggests that at this meeting the manager and the direct report discuss and negotiate:

- Role performance
- Areas of responsibility
- Accountability and reward
- Interpersonal relationships
- Mission, goals and values

Once clear agreement is reached on the above, and any non-negotiable matters identified and justified the decisions from the meeting are written up and form the basis for the following monthly meetings.

2. Primary Characteristics of PMI's

- Regular and private
- Major goals:
 - Continuous improvement
 - Teambuilding and personal development
 - Feedback
- First agenda item:
 - Follow up on action items from the previous section
- The meeting lasts from 45 to 60 minutes

- Major agenda items include:
 - Organizational and job issues
 - Information and sharing
 - Training and development
 - Resource needs
 - Interpersonal issues
 - Obstacles to improvement
 - Targets and goals
 - Appraisal and feedback
 - Personal issues
- A supportive, non-punitive environment
- Last agenda item:
 - Review of action items

3. Implementation Guidelines for PMIs

- Regularly scheduled
- Private
- Free of interruptions
- Advanced preparation by both parties
- Accountability required of both parties
- Training of participants in advance
- Flexibility in format
- Action items and improvement plans
- Feedback, praise and development

4. Beneficial Outcomes of PMIs

- Actually saves time
- Institutionalizes continuous improvement
- Improves and sustains unit effectiveness
- Improves the quality of communication
- Maintains accountability for commitments
- Prevents regression from off-site training
- Provides opportunities for manager-subordinate meetings face-to-face
- Enhances meeting effectiveness
- Provides opportunities for training and development
- Becomes a success experience in itself

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