

Pennsylvania
Academy
of the Fine Arts

PAFA



Charles E. Burchfield, (1893 - 1967)

EMPLOYEE HANDBOOK

Employment and Benefit Policies
Fiscal Year 2023 - 2024 Edition

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WELCOME

Welcome to the Pennsylvania Academy of the Fine Arts (PAFA). We are pleased to have you with us. PAFA's employees are among our most valuable resources. We hope you will find the duties and responsibilities of your position both challenging and satisfying. We wish you success in your job with PAFA and hope that our association will be mutually beneficial.

At PAFA, it is our intention to foster a working environment that promotes individual self-discipline as well as group discipline within every department. Rules and regulations are essential to the efficient operation of PAFA. The rules and policies found in this Handbook are designed for the convenience and protection of all of us. They are the basis for an efficient and successful operation. There are, however, some basic concepts that exist in our daily lives that should not have to be reduced to a formal policy. For example, PAFA expects that its employees will be courteous, thoughtful, and respectful when interacting with others (employees, students, volunteers or members of the general public) whether in person or electronically, and that employees will be cognizant of how their actions or reactions affect others.

HISTORY OF PAFA

PAFA is America's first museum and art school. Founded in 1805 by seventy-one public-spirited citizens, including artists Charles Willson Peale and Benjamin Rush, who believed in the importance of the arts in the emerging nation, PAFA was then, as it is now, a museum and a school of fine arts.

PAFA's first building was located at 10th and Chestnut Streets. After a fire in 1845, it was rebuilt and enlarged. By 1876, PAFA had a new home, the present building at Broad and Cherry Streets, designed by the celebrated architects Frank Furness and George Hewitt. The building was restored and modernized in 1976 and is designated a National Historical Landmark. A nine-story loft space at 1301 Cherry Street was acquired in 1988 to meet the expanding needs of PAFA. In the Fall of 2003, students moved into the newly renovated Samuel M.V. Hamilton Building, across Cherry Street from the historic Furness building, bringing together the museum and school for the first time in nearly 40 years.

Since its founding, PAFA has collected works of art by America's most distinguished artists, including works by its own alumni and faculty. Today, it houses one of the world's great collections of American art, including work by Gilbert Stuart, John Vanderlyn, Benjamin West, William Sidney Mount, Horace Pippin, Andrew Wyeth, Winslow Homer, Frank Stella, Red Grooms, Louise Nevelson, Nancy Graves and many

others. In addition to PAFA's renowned collection of 18th, 19th and early 20th century American art, PAFA has a growing collection of contemporary art.

PAFA's School of the Fine Arts has played an important role in the education of American artists. Among its distinguished alumni are: Cecilia Beaux; Arthur B. Carels; Mary Cassatt; Thomas Eakins; Walker Hancock; Robert Henri; Ben Kamihira; David Lynch; John Marin; Raymond Saunders; John Sloan; and Henry O. Tanner. The school offers a four-year certificate program with majors in painting, sculpture, drawing, and printmaking; a Bachelor of Fine Arts (both the PAFA BFA and in conjunction with the University of Pennsylvania); a one-year post baccalaureate program; and a two-year program leading to a Master of Fine Arts. Additionally, a full roster of arts education programs is offered to the general public, ranging from continuing education to summer camps for children. Students at PAFA represent a diversity of ages, nationalities and educational backgrounds.

ABOUT THIS HANDBOOK

At PAFA, our values and principles guide every decision we make and commit us to the highest standard of moral and ethical behavior. You should review our Principles of Conduct document which defines our core values and important policies that inform our interactions within our community and strengthen our culture. This handbook is designed to acquaint you with PAFA and provide additional information about working conditions, employee benefits, and some of the policies affecting your employment.

You should read, understand, and comply with all provisions of the handbook. The handbook describes many of your responsibilities as an employee and outlines the programs PAFA has developed to benefit you. One of PAFA's objectives is to provide a work environment that is conducive to both personal and professional growth.

No employee handbook can anticipate every circumstance or question about every policy. Further, there may be situations in which PAFA decides to revise, add, or cancel policies. Accordingly, please be advised as follows:

No one other than the President of PAFA or they designee may alter or modify any of the policies in this Employee Handbook. PAFA, in its sole discretion, may change, delete, suspend or discontinue any part or parts of the policies in this Employee Handbook at any time without prior notice.

No statement or promise by a supervisor, manager, or department head, past or present, may be interpreted as a change in policy, nor will it constitute an agreement with an employee.

- Should any provision in this Employee Handbook be found to be unenforceable or invalid, such finding will invalidate that particular provision only – not the entire Employee Handbook.
- This Employee Handbook replaces and/or supersedes any and all other or previous Employee Handbooks or other policies, whether written or oral.

PART 1: EMPLOYMENT PRACTICES

2.1.1 At-Will Employment

Your employment at PAFA is at-will. Either you or PAFA may terminate the employment relationship at any time, with or without cause and with or without notice. Nothing contained in this handbook or in any other materials or information distributed by PAFA creates a contract of employment between an employee and PAFA. No statements to the contrary, written or oral made either before or during an individual's at-will employment can change this. No individual supervisor, manager, or department head can make a contrary agreement, except for the President or duly authorized executive, as described below, and even then, such an agreement must be set forth in a written employment contract with the employee, signed by PAFA.

2.1.2 Employment Contracts

In those cases, in which an individual is offered an employment contract, the contract must be signed by the Chief Human Resources Officer. No statements to the contrary, written or oral made either before or during an employee's tenure with PAFA can change this.

2.1.3 Immigration Control and Reform

PAFA is committed to employing only United States citizens and non-citizens who are legally authorized to work in the United States. PAFA does not unlawfully discriminate on the basis of citizenship or national origin.

In order for PAFA to comply with the Immigration Reform and Control Act of 1986, all new employees, as a condition of employment, must complete the Employment Eligibility Verification Form I-9 and provide appropriate documentation that establishes their identity and eligibility for employment. PAFA may require employees to recertify as stipulated by federal guidelines. Former employees who are subsequently rehired must also complete an I-9.

If you have questions or want more information on immigration law issues, you are encouraged to contact the Office of Institutional Safety and Equity/Human Resources. At PAFA you can raise questions or complaints about immigration law compliance without fear of reprisal.

2.1.4 Americans with Disabilities Act

PAFA is committed to complying with all applicable provisions of the Americans with Disabilities Act (ADA) and any other applicable law or

regulation concerning disabilities. The ADA requires employers to reasonably accommodate qualified individuals with disabilities.

Individuals requiring accommodations should direct all questions and inquiries to the Chief Human Resources Officer.

2.1.5 Employment of Relatives (Nepotism)

The hiring of relatives of active employees and members of PAFA's Board of Trustees is prohibited except in unusual circumstances in which the applicant who is related to the employee or trustee possesses very specific or unique qualifications that are important to the position. Even then, the propriety of such employment shall be carefully considered in light of any potential for compromise of the protection of personnel information, conflict of interest or preferential treatment, maintenance of internal control procedures, and overt appearance that any of the above might occur.

Under no circumstances will relatives be hired into a department in which another relative is currently working. Approval of the Chief Human Resources Officer and the President is required before any relative of an employee or member of the board is employed. For purposes of this policy, persons having the following relationship to an employee are considered – relatives: Spouse, parents, children, stepchildren, siblings, in-laws, grandchild, grandparent, legal ward, cohabitant, domestic partner, and common law spouse. This policy applies to all existing and potential employees of PAFA.

2.1.6 Guidelines for Personal Conduct

As a member of the PAFA team, you are expected to accept certain responsibilities, adhere to acceptable business principles and matters of personal conduct, and to exhibit a high degree of personal integrity at all times. This not only involves a sincere respect for the rights and feelings of others, but also requires that you refrain from any behavior that may be harmful to you, your co-workers, and/or PAFA.

Whether you are at work or away from the job, your conduct reflects PAFA. PAFA encourages employees to observe the highest standard of professionalism at all times.

Types of behavior and conduct that PAFA considers unacceptable include, but are not limited to, those set forth below. These are examples of incidents that could lead to immediate termination, but it is under the discretion of the Chief Human Resources Officer and governing bodies to determine the outcome on a case-by-case basis.

- Reporting to work intoxicated, impaired or under the influence of a controlled substance or non-prescribed drugs.
- Possession or use of alcoholic beverages or non-prescribed drugs on PAFA property or while engaged in PAFA business.
- Stealing from PAFA, your fellow employees or visitors to PAFA or any other form of dishonesty.
- Gambling or bookmaking on PAFA property.
- Disregarding the starting and quitting times and designated break periods connected with one's job.
- Excessive absenteeism or tardiness (See 2.1.19 Attendance and Punctuality section of this Handbook).
- Altering attendance sheets or any other PAFA records.
- Failure to keep accurate time records (See 2.2.30 Timekeeping section of this Handbook).
- Disorderly conduct and threats of aggression, including fighting or using obscene, abusive, or threatening language.
- Smoking in any PAFA building in violation of the smoke-free workplace policy.
- Defacing or damaging PAFA property.
- Unauthorized possession or use of fireworks, firearms, or any other weapon on PAFA property or while engaged in PAFA business.
- Calling, participating in or encouraging others to call or participate in any illegal activity while at work or on PAFA property.
- Posting notices and/or removing notices and/or tampering with the Office of Institutional Safety and Equity/Human Resources bulletin boards or notices posted on the bulletin boards without authorization from the Chief Human Resources Officer.
- Carelessness or unsatisfactory performance of job duties, including the failure to maintain proper standards of quality and performance, or interfering with the work of other employees.
- Disobeying PAFA safety rules and regulations including failure to promptly report all work-related accidents or injuries to your supervisor, no matter how minor (See 2.2.23 Workers Compensations section of this Handbook).
- Insubordination, i.e., failing to follow a proper work directive given to you by your supervisor.
- Failing to accept reasonable overtime work as required to meet PAFA business requirements.
- Failure to observe good housekeeping practices by not cooperating in keeping PAFA facilities clean.

- Failure to maintain the confidentiality of information of PAFA or any of its employees.
- Any action whatsoever that tends to destroy good relations between PAFA and its employees or between PAFA and the public.
- All forms of illegal discrimination and any form of harassment in the workplace.
- Soliciting or accepting gratuities from PAFA vendors or visitors.
- Excessive, unnecessary, or unauthorized use of PAFA supplies, particularly for personal purposes.
- Falsification of employment applications or resumes or any PAFA employment forms or any other records, reports, or documents.
- Leaving PAFA property during work hours without permission.
- Sleeping on the job during working hours.

2.1.7 Personal Appearance and Attire

PAFA employees must reflect an appropriate business image to students, parents, and visitors. How you dress, your grooming and personal cleanliness standards all contribute to that image and also to the morale of your co-workers.

During business hours or whenever representing PAFA, you are expected to present a clean, neat, and tasteful appearance. Employees are expected to dress in business casual attire unless the day's tasks require otherwise. You should always dress and groom yourself according to the requirements of your position and accepted social standards. Athletic attire, shorts, clothing with offensive or inappropriate design or stamps are not allowed. Also, clothing should not be too revealing.

Your supervisor is responsible for maintaining a reasonable dress code appropriate to the job you perform. Be sure to consult your supervisor or the Office of Institutional Safety and Equity/Human Resources if you have questions as to what constitutes an appropriate appearance.

2.1.8 PAFA Spirit Fridays

Fridays are PAFA Spirit Days, when employees are encouraged to wear their PAFA swag gear or red and white casual attire to show their spirit. Jeans without holes are acceptable on these days. This practice applies to all employees, except those required to wear uniforms and safety gear in the performance of their jobs or who are hosting meetings, VIPs, and guests in situations in which such attire would not be appropriate or expected. Casual attire encompasses many looks, but it really means casual clothing that is

appropriate for a professional environment. It is clothing that allows you to be comfortable at work yet always look neat and professional.

Summer Fridays

Summer Fridays at PAFA allow employees to leave early on Fridays during the summer. Summer Fridays are beneficial to the community by boosting employee morale and productivity. Typically beginning the Friday before Memorial Day through the Friday before Labor Day, eligible, full-time employees can end their workday at 1 PM. **Those working a compressed workweek are not eligible for Summer Fridays.**

Supervisors need to determine work-schedule arrangements for their subordinates while considering PAFA's operational needs.

- If there is a business need that requires you to work later than 1 PM or you are on a reduced schedule, you will, unfortunately, not be able to take advantage of summer early dismissal.
- Please check-in with your supervisor before concluding your day on Friday.
- Employees will not be entitled to a lunch break on any Friday that they are leaving early.
- Friday early dismissal hours must be recorded as Summer Friday in PAFA time and attendance system.
- If you are taking the full day on Friday as a vacation or sick day, you must still record the full-day as either vacation or sick time.
- The Chief Officer of Human Resources must approve any exceptions.

2.1.9 Etiquette

PAFA strives to maintain a positive work environment in which employees treat each other with respect and courtesy. Sometimes employees may be unaware that their behavior at work may be disruptive or annoying to others. Very often these day-to-day issues can be resolved by politely talking with your co-worker to bring the perceived problem to their attention.

In most cases, common sense will dictate an appropriate resolution. PAFA encourages all employees to keep an open mind and graciously accept constructive feedback or another employee's request for you to change your behavior because it may be affecting that person's ability to concentrate and be productive.

See also Violence-free Campus in the Principles of Conduct.

2.1.10 Dating and Fraternization

PAFA's Dating and Fraternization policy is intended to ensure a safe and secure community without the appearance of conflicts of interest, power imbalances, and favoritism.

Faculty/Staff and Student Fraternization

In all of their interactions with students, members of the Faculty and Staff must exercise discretion, professional responsibility, and good judgment. In particular, PAFA prohibits dating and intimate relationships between students and any members of the Faculty or Staff. This means, faculty or staff members of any status, including but not limited to full-time, part-time, adjunct, lecturer, and visiting, are prohibited from having a romantic or sexual relationship with students.

Even consensual relationships present real or perceived conflicts of interest and jeopardize the impartiality with which members of the Faculty and Staff are expected to carry out their responsibilities. Because of the perceived or real imbalance of power and influence between the parties involved, these situations also pose a real or perceived danger of sexual harassment, as defined by the policies of PAFA. Additionally, because of the perceived or real imbalance of power, PAFA prohibits faculty from using student models (nude or clothed), for either classroom instruction or individual studio work.

Should someone begin work at PAFA while already engaged in a dating or intimate relationship with a student (e.g., in the case that a recent graduate becomes a Faculty or Staff member), the new Faculty or Staff member must alert the Chief Human Resources Officer at the time of their employment so that present or future conflicts of interest can be avoided.

Employee/Employee Relationships

While PAFA encourages amicable relationships between employees, it recognizes that involvement in a romantic relationship may compromise or create a perception that compromises employees' ability to perform their jobs. Any involvement of a romantic nature between employees is strongly discouraged, and any dating or intimate relationship between a supervisor and anyone they supervise, either directly or indirectly, is prohibited.

In order to fairly and effectively deal with situations that could arise, if an intimate, romantic, or dating relationship develops between supervisor and a subordinate, the supervisor involved in the relationship must report it to their supervisor and the Chief Human Resources Officer. Once the relationship is reported, PAFA may attempt to modify the work relationship, through transfer

within the organization or by other appropriate options. Because of the sensitivity of this type of situation, each situation will be dealt with on an individual basis with all areas of resolution considered.

It is especially incumbent upon those who are in positions of authority or influence to avoid conflicts of this sort and to disclose them if they arise. Any member of the Faculty or Staff who must disclose their own potential conflict under this policy, but who fails to do so, will be subject to appropriate disciplinary action, up to and including termination of employment.

2.1.11 Required Training for Faculty and Staff

PAFA has partnered with online education leaders to provide an extended library of online compliance and prevention courses. These courses address critical topics such as Title IX, harassment and discrimination, sexual abuse, FERPA, data security, diversity and inclusion, code of conduct, conflicts of interest, protecting minors, cybersecurity, and more. PAFA's faculty and staff members will be asked to take many of these courses throughout the academic year. Additionally, employees may be required to attend in-person workshops and seminars on required. Some courses must be completed each year or every other year.

You will receive information about each course assignment and access instructions through your institution-provided email address. Please note that you must utilize this email address to comply with our training standards.

2.1.12 Job Postings

PAFA fills open positions with the best-qualified candidates available. The purpose of a job posting policy is to encourage the promotion and transfer of current employees into vacant positions. This enables employees to grow, develop and attain better skills.

Job vacancies are filled from within PAFA when qualified employees are available and interested. All available positions will be advertised on PAFA's website. Employees must be in their current role for one (1) year prior to being able to apply for a new position.

If you are interested in applying for a position, please send applicable information to the Office of Institutional Safety and Equity/Human Resources and notify your supervisor of your status as an applicant.

2.1.13 Reference Checks

PAFA checks the employment references of all job candidates before an offer of employment is made.

All inquiries from outside PAFA regarding employees who are currently employed or who have been previously employed by PAFA must be referred to the Office of Institutional Safety and Equity/Human Resources for response. PAFA will only provide confirmation of information provided by the employee or former employee to a third party. That information is limited to dates of employment and job title.

PAFA may release salary information to credit institutions when such information assists the employee in securing credit, provided the request for salary information is made in writing.

2.1.14 Background Checks

The position an individual applies for and the information they give during the interview process will determine which contingencies may apply to an offer of employment.

All employees applying for any position with PAFA will be subject to reference checks from their former employer and/or supervisors. Unless required by law, reference checks will not be shared with the potential employee. Individuals who claim to have certain educational credentials, either in writing or in an interview, are subject to verification.

PAFA's pre-employment process requires a background check to be conducted on all applicants before an offer of employment is extended. Periodic background checks may also be conducted as part of continuing employment and/or employment transfer to a new position.

Depending on the job requirements, an individual offered a position at PAFA may be required to submit to a credit check, Child Abuse History Clearance, or other applicable background checks.

Information gained from any of the above background checks will be held in confidence and shared on a need-to-know basis in accordance with applicable laws.

2.1.15 Child Abuse and Sexual Molestation Prevention

The safety and well-being of children is a serious concern. PAFA's policy is that all faculty, administrators, and staff share the responsibility for the prevention and reporting of suspected child abuse and sexual molestation. PAFA complies with the provisions of the laws of Pennsylvania and the guidelines established by the Pennsylvania Department of Public Welfare.

Employees are expected to adhere to the following guidelines of behavior:

- Limit occasions of being alone with a child. Whenever possible have another adult present or be in an open, public area when with a child
- Report any known misconduct or questionable behavior on the part of fellow employees, volunteers, visitors and students.
- At least two chaperones (preferably a male and a female) should accompany students on trips away from PAFA.

2.1.16 Employment Status

The Fair Labor Standards Act requires all employees to be classified according to the overtime provisions of the law. For the purpose of paying any compensation, all employees are classified as either Exempt or Non-Exempt from overtime compensation.

The Chief Human Resources Officer is responsible for classifying all employees for eligibility to receive certain benefits offered by PAFA. These categories are defined as:

- **Full-Time** - A full-time employee is one who works at least 30 hours a week if non-exempt (28 hours for exempt) on a regularly scheduled basis. A regularly scheduled basis shall mean being scheduled to work throughout the calendar year. Such employees may be exempt or non-exempt as later defined. Regular full-time employees are eligible for all of PAFA benefits outlined in this Handbook.
- **Part-Time** - A part-time employee is one who works less than 30 hours per week if non-exempt (28 hours for exempt) on a regularly scheduled basis. A regularly scheduled basis shall mean being scheduled to work throughout the calendar year. Such employees may be exempt or non-exempt as later defined. Part-time employees are not eligible for PAFA healthcare benefits in this handbook, but is eligible for paid-time off on a pro-rated basis.
- **Temporary** - Temporary (or grant funded) employees are hired by PAFA with the understanding that their employment is not to exceed six months. Temporary employees are not eligible for any PAFA benefits. A temporary employee whose job status is later converted to that of a regular employee shall have their hire date changed to the effective date of regular employment and upon completion of the orientation period, shall be eligible for PAFA provided benefits in accordance with their classification assignment.
- **Appointed Faculty** - Appointed faculty members are considered regular full-time employees of PAFA for benefit purposes with the exception of their "time away" benefits, as those benefits are discussed and defined in

the PAFA Faculty Handbook. Appointed faculty members are hired through a process outlined in the Faculty Handbook.

- **Adjunct Faculty** - Adjunct faculty members are not appointed, but teach at least one (1) class per semester in PAFA's Certificate, BFA, MFA, or Post-Baccalaureate Programs. Continuing Education faculty members are not considered Adjunct Faculty. Adjunct faculty employees are not eligible for any PAFA benefits.
- **Non-PAFA interns and fellows** - Interns or trainees perform services for their own educational or training benefit.
- **Student Employees** - A student employee is a part-time employee who is enrolled at PAFA, is registered for classes and whose primary purpose for being at the PAFA is the achievement of a degree. During summer semester, an individual may be a student employee if s/he has been admitted/readmitted and is enrolled for summer or fall semester classes. Student employees are considered at-will employees, and their employment is interim or temporary and incidental to the pursuit of a degree. (See 2.1.17 Volunteers, Interns, Fellows, and Trainees).
- **Volunteers** - A volunteer donates their time and energy without receiving financial or material gain. The individual would need to (1) work toward public service, religious, or humanitarian objectives; (2) not expect or receive compensation for services and (3) not displace any genuine employees.

Employees cannot volunteer to do the same type of work that they perform as a part of their normal work duties; time spent in normal work duties must be included in calculating hours worked. Time spent voluntarily engaged in civic, charitable or humanitarian activities that are completely different from the employee's normal work duties and outside of the employee's normal working hours would not be considered work time.

Some student employment is governed by the federal work-study program that provides financial assistance to students through employment opportunities. Determination of eligibility for work-study is based on regulations and confidential information regarding the student's financial status. Students awarded must be U.S. citizens or permanent residents and must be a matriculated student at the university. Please contact Financial Aid for information on the federal work-study program.

There are student employment positions that are prohibited by the federal work-study program. In addition, PAFA prohibits students from being

employed, volunteering or serving as models (nude or clothed) for instructors, classes or individual studio work. See faculty guidelines on models).

Office of Institutional Safety and Equity/Human Resources is responsible for hiring PAFA work-study, PAFA non-work-study students, and non-PAFA student internships/ fellowships and volunteers. The Chief Human Resources Officer must approve any disciplines and terminations of student workers.

Temporary status definitions apply only to PAFA employees. Individuals who work on temporary assignments as employees of outside, temporary agencies are not eligible for any PAFA sponsored benefits or compensation.

PAFA reserves the right to change an employee's status in response to business needs. Employees may request a change in status to accommodate personal circumstances (for example a request to move from full-time to part-time) by discussing their situation with their supervisor and the Chief Human Resources Officer. In all cases, the decision to change the status of any position will be based on a variety of factors, including but not limited to, the department's workload, available resources and an employee's performance record. Any modifications provided to an employee must be submitted to the Office of Institutional Safety and Equity/Human Resources and approved by the Chief Human Resources Officer. Depending on the nature of the modification, some adjustments to salary may be necessary.

2.1.17 Volunteers, Interns, Fellows and Trainees

At PAFA, we believe "an internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths, and give employers the opportunity to guide and evaluate talent. Whenever possible, we aim to provide internships/fellowships to non-PAFA post-secondary students for practical, real-world career-related experience within a professional setting.

According to the U.S. Department of Labor, an intern or trainee is one who: (1) performs services primarily for his or her own benefit; (2) does not displace a regular employee; (3) produces little or nothing of value for the employer; (4) understands that he or she is not entitled to a wage for the period of training; and (5) is not entitled to a position when the training ends. Also, Federal guidelines released by the [U.S. Department of Labor](#) have outlined the following six criteria for unpaid internships to authenticate that an internship does not

represent an employment relationship. If any of these criteria are not met, the intern should be paid.

- The training/internship is similar to what would be given in a vocational school or academic educational institution
- The training or internship experience is for the benefit of the trainee/intern/volunteer;
- The trainee/intern/volunteer does not displace regular employees, but works under their close supervision;
- The employer that provides the training/internship/volunteer experience derives no immediate advantage from the activities of the trainee/intern/volunteer, and on occasion, the employer's operations may be impeded;
- The trainee/intern/volunteer is not necessarily entitled to a job at the conclusion of the training period/internship/ volunteer period; and
- The employer and the trainee/intern/volunteer understand that the trainee/intern/volunteer is not entitled to wages for the period spent in training/interning/volunteering.

When internship opportunities are submitted to human resources for approval or support, the following information is required.

- Name of volunteer/intern/trainee;
- Description of services to be performed;
- Description of the purpose of hosting the volunteer/internship/trainee;
- Where the services are to be performed and period of service;
- The personal, educational, or professional benefits expected to be derived from volunteer/intern/trainee;
- The objective criteria used to select volunteer/intern/trainee to the perform services described;
- Whether the service is paid by stipend or honorarium, or unpaid;
- Whether educational credit will be awarded and if so, will the credit be awarded by PAFA or another educational institution;
- How the volunteer/intern/trainee was recruited, or if the volunteer was placed at PAFA by an outside organization, provide the name, address, and telephone number of the contact person at the organization; and
- A copy of the Agreement proposed by the outside organization to host the volunteer/intern/trainee.

2.1.18 Independent Contractors and Freelancers

On occasion, in order to meet PAFA objectives, it may be necessary to consult with experts in a particular field and to engage individuals for specific periods and/or specific assignments to provide short-term expertise. Individuals performing such services for PAFA will be considered employees unless a

determination is made in advance that such individuals are appropriately classified as independent contractors. Independent contractor status must be approved by the Chief Human Resources Officer. Payments to independent contractors are processed through accounts payable according to the procedures established by the Finance Department.

2.1.19 Working Hours

PAFA's workweek begins on Sunday and ends on Saturday. All employees are expected to perform their duties during the standard (core) workday, which extends from 9:00am to 5:00pm depending upon the needs of their department. The normal weekly hours worked are 40 hours per week for non-exempt staff and 35 hours per week for exempt staff.

PAFA wants to support its employees to achieve a balance between their work and their other priorities and is amenable to flexible working hours or a hybrid schedule, provided that the needs and objectives of both the department and the employee can be met.

A Flextime and Remote Work Agreement must be completed, prepared and signed by the employee and their supervisor and approved by the Office of Institutional Safety and Equity/Human Resources. All employees must have a form on file with HR indicating their hours of work, coinciding with the Staff Semiannual Performance Communications policy. Changes should be submitted as an employee or department needs change. Flextime and hybrid schedules will be evaluated on a semester-semester basis.

Flextime

Flextime allows an employee to choose, within certain limits, when to begin and end work provided that the employee does work during core hours, which are 9:00AM to 5:00PM. Flextime options are:

- 8:00 AM to 4 PM
- 8:30 to 4:30 PM
- 9:00 AM to 5 PM, the PAFA standard schedule
- 9:30 to 5:30 PM

Because each department has specific needs, some departments may offer flextime hours during the standard workday to accommodate employees and/or specific departmental needs. Approval for an alternate or shortened workday schedule must be obtained from your immediate supervisor and must be approved by the Chief Human Resources Officer.

Any staff member is eligible for flextime; however, not every job lends itself to flextime. It will depend on the nature of the job and the needs of the department. Only an employee with an identified, documented performance problem should be denied this option without consideration. Also, the supervisor may exclude an employee whose presence is critical during standard work hours, where no alternate coverage is available.

Compressed Workweek

A compressed work schedule is a flexible option that allows eligible employees to work more efficiently and gain a better work-life balance without sacrificing a full-time salary and benefits. A Compressed Workweek is an alternative work schedule that will enable employees to work an increased number of hours each day in order to shorten the number of days worked during the workweek.

A compressed work schedule is when a full-time employee works a traditional workweek, generally 35 or 40 hours, in fewer than five days.

EXAMPLES:

- *An exempt employee would divide their 35 hours of work per week into four days at 8.75 hours and the 5th day off.*
- *A full-time non-exempt employee would need to work four 10-hour workdays and the 5th day off.*

The following conditions govern participation in a compressed workweek schedule:

- Employees are encouraged to use their day off whenever possible to accommodate routine doctor or dental appointments, personal business, etc.
- Employees are only eligible for holidays that fall on their workday. If a holiday occurs on the employee's day off, the holiday does not float to another day of the week.
- Compensatory time/overtime payment practices are unaffected by a compressed work schedule.
- **Employees are not eligible for Summer Fridays or a hybrid schedule when working a compressed workweek.**

Hybrid Schedule

PAFA offers hybrid work schedules in addition to flextime. A hybrid schedule is an arrangement where employees work a combination of work from home (remote) and other days are on campus. Eligible employees may choose to work one day from home each week. Approval will depend on their position and the needs of the department. **Those working a compressed workweek are not eligible for a hybrid schedule.**

Expectations While Working at Home

When working from home, you are required to comply with all PAFA policies and procedures. Security and confidentiality must be maintained at the same level as expected when working in the PAFA offices. You are responsible for ensuring that non-employees do not gain access to PAFA data, either in print or electronic form, while working at home.

You are to be available by phone and/or e-mail during your routine work schedule.

You are to respond to all emails and voicemails within one business day or as determined by your supervisor.

Non-exempt (hourly) employees must be in communication with their supervisors on their daily tasks, progress on assignments, including projects completed during the day; pending projects and their estimated date of completion; and items needing supervisory approval.

Supervisors must regularly communicate with their teams for operational continuity but also to stay connected and check-in with staff.

2.1.20 Attendance and Punctuality

Satisfactory attendance and punctuality are conditions of employment. As an employee of PAFA, you are expected to be reliable and punctual by reporting for work on time and as scheduled. When you are absent or late, it places a burden on other employees and can impact productivity and the services provided.

PAFA recognizes that occasionally you may not be able to report to work on time or at all. It is your responsibility to notify your supervisor before your usual starting time. You should give as much notice as possible. Should your immediate supervisor not be available, contact the Office of Institutional Safety and Equity/Human Resources, stating why you will be late or absent, when you expect to report to work, and a telephone number where you can be reached. Leaving a voice mail message or a message with a coworker is not acceptable.

You may be subject to disciplinary action, up to and including termination, if you:

- fail timely to notify PAFA as specified above
- are absent excessively
- do not have an acceptable excuse for being late or absent

PAFA requires you to provide a physician's statement documenting your absence relating to illness or injury lasting more than three (3) consecutive working days and cases in which your attendance has become unsatisfactory. Supervisors must notify the Office of Institutional Safety and Equity/Human Resources if any employee is absent for more than three (3) consecutive working days. Employees should consult the Family and Medical Leave Policy for additional information on extended leaves. You are subject to termination of employment if you are absent without acceptable notification or without satisfactory reason for such absence.

2.1.21 Orientation Period

The orientation period is the time limit set at the date of hire, transfer, promotion, or reclassified during which the employee is given the opportunity to establish their ability to perform the assigned work duties and responsibilities of the position. This period may also be referred to as the probationary period or the introductory period. During this time, PAFA will monitor the employee to establish whether the employee can perform the essential duties of the position. All employees promoted, transferred into any staff/administrative position or reclassified during a restructuring or organizational shift at PAFA will be considered introductory employees for a period of no less than 90-calendar days from their first day of employment in the new position.

Occasionally, the orientation period will be extended for reasons specific to the situation; extensions must be in writing and approved by the Chief Human Resources Officer.

2.1.22 New Employee Onboarding

PAFA's Onboarding Program for new employees is a three-phase program.

Phase 1 is the Office of Institutional Safety and Equity/Human Resources New Employee Orientation which familiarizes new employees with PAFA and its vision, mission, values, organizational structure and culture. All new employees **are required** to attend New Employee Orientation on their first day by the Office of Institutional Safety and Equity/Human Resources of employment. Employees are to be afforded time away from work to attend their scheduled orientation meeting. Delays in attending an orientation may also delay the date that benefit plan coverage can be established for a new employee.

Phase 2 is a departmental level orientation that provides the new employees with an overview by the supervisor on departmental processes and procedures. **Supervisors must complete the supervisor new employee checklist**

for onboarding and submit it to the Chief Human Resources Officer by the end of the new employee's 30th day.

Phase 3 provides the supervisor an opportunity for structured conversation about performance, offers an occasion for positive feedback to reinforce good performance, and aids in identifying problems and needs for additional training. It provides the employee with an opportunity to review job requirements and supervisor expectations and creates an opportunity for conversation about continuing interest in the job.

PART 2: COMPENSATION AND BENEFITS

2.2.1 Eligibility for Benefits

PAFA provides a wide range of benefit programs to eligible employees. Certain legally required programs, such as Social Security, workers' compensation and unemployment insurance, cover all employees in the manner required by law.

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Your eligibility for each benefit program depends on a variety of factors, including your employee classification. To better understand exactly which benefit programs you are eligible for, contact the Office of Institutional Safety and Equity/Human Resources. You will find details about many of these programs elsewhere in the employee handbook. In some cases, a policy may also refer you to other sources, such as the Summary Plan Document for that benefit.

There is a waiting period for the start of your employment benefits eligibility. If you are a temporary or part-time employee and your job changes, making you eligible for benefits, the 30-day period will be waived.

The following benefit programs are available to eligible employees, subject to terms and conditions of each program:

- Family & Medical Leave
- Flexible Spending Accounts (medical, dependent care, and commuter)
- Health Insurance
- Holiday Pay
- Jury Duty and Court Leave
- Life Insurance
- Long-term Disability
- Professional Development
- Retirement Plan
- Short-Term Disability
- Sick Leave
- Education Benefits
- Vacation
- Worker's Compensation

While some of the benefit programs offered may require you to contribute to the cost, many programs are fully paid for by PAFA.

2.2.2 Health Insurance

PAFA offers medical insurance for all of its full-time and regular part-time employees (on a prorated basis) and appointed faculty members. A schedule of the plans available and the monthly premiums for each can be obtained from the Office of Institutional Safety and Equity/Human Resources. The grant of such coverage is subject to approval by the insurance company and is not determined by PAFA. Please refer to the Summary Plan Description for additional information.

2.2.3 Dental Insurance

PAFA offers dental insurance for all of its full-time and regular part-time employees (on a prorated basis) and appointed faculty members. A schedule of the plans available and the monthly premiums for each can be obtained from the Office of Institutional Safety and Equity/Human Resources. The grant of such coverage is subject to approval by the insurance company and is not determined by the PAFA.

2.2.4 Flexible Spending Accounts

To provide eligible employees with the opportunity to realize tax savings through pre-tax spending accounts, PAFA offers flexible spending Accounts. Flexible spending accounts allow participants to make pre-tax contributions to accounts used to pay for eligible health, dependent care, and group insurance premium expenses. Participants are subject to eligibility rules and receive benefits as outlined in the plan document, which may be amended during the plan year or as IRS regulations change.

2.2.5 Life Insurance & Accidental Death

PAFA provides life insurance and accidental death and dismemberment insurance for all of its benefits eligible employees in an amount equal to their annual salary subject to the policy limits and other conditions set forth in the insurance policies. Information concerning your coverage can be obtained from the Office of Institutional Safety and Equity/Human Resources.

PAFA will pay the full cost of the premium coverage. Any premiums paid by PAFA for life insurance benefits over \$50,000 are considered by the IRS to be taxable income and eligible employees, who receive insurance in such amounts, will have this income reported on form W-2.

2.2.6 Short- and Long-term Disability

Full-time employees and appointed faculty members may elect to purchase, within 30 days of becoming eligible for benefits, optional short and long-term disability insurance. If such coverage is elected after the initial eligibility

period, the grant of such coverage is subject to approval by the insurance company and is not determined by PAFA. In that case, the employee must supply evidence of insurability to the insurance company. Failure to furnish this information may result in the denial of a request for coverage.

- The weekly short-term disability benefit will be 66 2/3 percent of an employee's weekly earnings in effect on the date the employee becomes disabled, up to \$1,000 per week. There is a 15-day waiting period prior to the commencement of any payment for non-occupational injury or illness benefits, and the maximum benefit period is 24 weeks.
- The long-term disability benefit is 60 percent of basic monthly earnings, not to exceed a monthly maximum benefit of \$7,500. There is a waiting period of 180 consecutive days, and the benefits duration period for most types of total and permanent disability will be up to age 65, possibly longer depending on the age of the employee when the disability commences.

Please review the Summary Plan Description, available in the Office of Institutional Safety and Equity/Human Resources, for more information on the plan. Employee-paid premiums for short-term and long-term disability are paid through after-tax deductions from pay.

Proof of disability in the form of a complete medical report from your treating physician is required prior to becoming eligible for the receipt of either short and/or long-term disability benefits. The insurance company may require other information necessary to process your claims.

2.2.7 Employee Assistance Program

PAFA recognizes that there are a wide range of problems such as marital or family distress, alcoholism and drug abuse – which, although not directly associated with the employee's job function – can be detrimental to an employee's job performance. PAFA encourages employees to seek assistance through the PAFA-endorsed Employee Assistance Program (EAP) through PENN Behavioral Health. The EAP service is completely confidential and available both to employees of the Academy and members of their immediate family. PAFA assumes the costs for the first 5 visits of this service.

In addition, the EAP offers a MyLifeExpert portal. This work/life portal gives members access to thousands of up-to-date, topic-related articles, videos, podcasts, interactive checklists, and more related to Financial & Legal, Child Care and Education, and other topics. Members have instant, confidential, 24/7/365 support to get access to the help they need all in the palm of their hand. Contact Human Resources for the employee code.

2.2.8 Retirement Plan

All employees who work 1,000 hours or more in a calendar year and who are age 21 or older are eligible to participate in the TIAA-CREF defined contribution pension plan. Employees may elect to participate, on a tax-deferred basis, with a minimum contribution of one (1) percent of their base salary. PAFA will match this contribution up to four (4) percent. At the time an employee begins participation in the plan, they will be vested immediately for all employees and PAFA contributions. Participation in the plan is an option beginning your first day of employment.

2.2.9 Education Benefits

PAFA offers employees and their dependents options to support in their education journey. Whether you want to sign your youngest up for some homework help, or dive into your artistic and creative passions or finish your degree PAFA has an option for you.

If you are a regular full-time and part-time employee and have successfully completed the probationary period, you are eligible participate.

PAFA Continuing Education Courses

Employees may enroll in four (4) courses per calendar year, provided there is space in the class, and they meet the cost contribution. Spouses, partners, and children of eligible employees, may receive a 50% discount on continuing education courses. Please refer to the plan description for the application process, taxation, and other eligibility requirements.

Varsity Tutors

All PAFA employees are eligible to receive the Varsity Tutor 20% discount. Varsity Tutors helps students learn to fit their unique needs. With 1-on-1 online tutoring and live online classes in over 3,000 academic and enrichment subjects, Varsity Tutors can help you reach just about any learning goal.

It's also worth noting that the discount extends to any professional training, and certification, options that Varsity Tutors offer. A few examples beyond the normal K12 subjects include:

- Graduate school test prep: GMAT, GRE, LSAT, MCAT, PCAT, DAT, etc.
- Programming & computer science: SQL, Python, Java, etc.
- Professional certifications: CPA, the Bar, Series exams, actuarial exams, NCLEX, USMLE, real estate, etc.
- Foreign languages: Spanish, Portuguese, Mandarin, French, German, Korean, Sign Language, etc.

University of Cincinnati Partnership

Through this partnership, employees, as well as their spouse/partner/dependents, can take advantage of lower tuition rates with the University of Cincinnati Online and its 100+ online degree/certificate options. Please review the benefits summary for more information.

2.2.10. Service Awards

PAFA has created a program to provide special recognition to faculty, staff, and administrators for their years of dedicated service and commitment. All faculty (appointed and adjunct), and regular full-time and part-time staff, and administrators are eligible. Continuing education faculty and probationary, trainee, interns, student workers, time-limited, temporary staff and administrators are not eligible for a service award. The Service Award Program recognizes total service in increments of five years through retirement for eligible faculty, staff, and administrators.

Years of Service Milestone Reached in Fiscal Year	Awards and/or Gifts
5, 10	Award Certificate
15, 20, 25	Service Pins
30, 35	Gift selection from PAFA approved catalog
40, 45, 50	Gift selection from PAFA approved catalog
Retirement with 10 or more years of service	Gift selection from PAFA approved catalog
Special Recognition	TBD

2.2.11 Shop Discounts

All PAFA employees, including adjuncts, are eligible to receive a 20% discount in the Museum Store. During specific times of the year, the discount increases to 30%.

2.2.12 Membership Privileges

Employees may participate in Museum admission, invitations to opening receptions and take advantage of talks and programs. See the Development Office for more information.

2.2.13 Liberty Mutual

All PAFA employees, including adjunct faculty, are eligible to participate in the Liberty Mutual Savings options. PAFA has partnered with Liberty Mutual to offer employees a special discounted rate on auto, home, and other insurance policies. Special benefits and savings offered by Liberty Mutual include 24-Hour Claims Assistance, Accident Forgiveness, Better Car Replacement, and Multi-Policy Discount.

2.2.14 Holidays

Each year the Office of Institutional Safety and Equity/Human Resources publishes a list of twelve (12) PAFA holidays. Traditionally, PAFA has observed the following staff holidays, although changes may be made:

- New Year's Day
- Martin Luther King, Jr. Day
- President's Day
- Memorial Day
- Juneteenth
- Independence Day
- Labor Day
- Thanksgiving Day
- Day after Thanksgiving
- Christmas Eve
- Christmas Day

- One holiday designated each year

To be eligible to receive holiday pay, an employee must work their regularly scheduled workday both before and after the holiday, unless the employee has received an approved vacation or personal day off. Holidays occurring during an employee's scheduled vacation are treated as holidays and are not counted as vacation days.

Staff may be required to work on a holiday as PAFA may remain open on such days.

For work performed on a PAFA observed holiday, the non-exempt employee will be paid their regular rate of pay in addition to receiving regular holiday pay. If an exempt-level employee is required to work on a holiday, the employee may pick a non-holiday that falls within the pay period of the holiday on which they are required to work as an exchange holiday. Such exchange holidays shall be treated as if it were a holiday. PAFA will not, however, pay an employee in lieu of choosing and taking an exchange holiday.

2.2.15 Sick Pay

Full-time employees are eligible for paid sick leave, which may be used when absence from work is necessary due to illness. Sick leave may also be used in limited instances when absence from work is due to illness in the employee's immediate family. Employees are eligible for five (5) days per year. An employee may accumulate a maximum total of 20 days of sick pay. Sick pay should be treated as a form of insurance and not as extra days off from work.

When an illness exceeds three (3) consecutive workdays, employees must furnish a medical statement from their healthcare provider detailing the duration of the illness, the employee's ability to return to work, with or without reasonable accommodation. However, a medical statement from the physician may be requested at any time by PAFA. It is the responsibility of the employee and the supervisor to contact the Human Resource Department when an illness exceeds three (3) consecutive days.

Sick pay is not payable upon termination and is not counted toward the computation of overtime.

Appointed faculty members should refer to the Faculty Handbook for sick pay policies.

2.2.16 Vacation Pay

Only full-time and regular part-time employees (on a prorated basis) are eligible for paid vacation time off. The amount of paid vacation time an employee receives each year increases with the length of their employment.

An employee accrues vacation on a biweekly basis on January 1 of each year or on an employee's date of hire:

Position	Years of Employment	Annual Days of Vacation
Full-time and regular part-time employees	From date of employment up to 5 full years of service at PAFA	17
Full-time and regular part-time employees	Employees with 5 or more full years of service at PAFA	22
Full-time and regular part-time employees	Employees with 15 or more full years of service at PAFA	27
Senior Staff	From date of employment	27

Vacation time may be taken at any time during the year, except that it must be scheduled in advance to avoid conflicts with other employees' vacation time and is subject to workload demands. Employees should provide as much notice as possible when scheduling vacation time. For exempt level employees, the minimum amount of vacation time that should be recorded is one-half day (3.5 hours). Non-exempt employees must record all time away in 15-minute increments. Vacation time should not be taken during the employee's first 90 days of employment.

PAFA believes that it is in an employee's best interest that they take vacation time earned each year in order to maintain a balanced life. Employees may carry over five (5) unused vacation days to the next calendar year. Payment in lieu of taking vacation time is not an option.

Departments may have designated 'blackout' periods when employees may not schedule paid time off. If an employee feels compelled to take time during this period, the employee should speak to their supervisor. If there is an

‘emergency’ and an employee must use sick day during a blackout period, PAFA will require reasonable documentation.

In the event of voluntary resignation or position elimination, employees will be paid for a prorated portion of their unused vacation. Employees terminated with cause will not be eligible for vacation payout.

2.2.17 Jury Duty and Witness Service

All employees are eligible for jury duty compensation. Jury duty compensation pays the difference between the court’s jury duty payment and the employee’s regular pay for up to 30 days of jury duty. When an employee receives a jury duty, court appearance, or witness service notice, they are required to provide a copy of the notification to the Office of Institutional Safety and Equity/Human Resources and submit the request for time off in PAFA’s time and attendance system prior to taking the time off. After serving jury duty, the employee submits the court’s jury duty check to the Office of Institutional Safety and Equity/Human Resources.

Part-time employees will receive jury duty pay for the days on which they are regularly scheduled to work. Employees must advise their supervisors and the Human Resource Department as soon as possible and no later than one (1) week prior to the date the jury duty begins. Jury duty compensation also includes individuals subpoenaed as witness, except as an adverse witness against PAFA or in cases involving personal business.

Individuals summoned for jury duty or appearing as subpoenaed witnesses are expected to work during normal working hours whenever court is not in session or when their presence in court is not required. Employees are to return to work when released from jury duty prior to the end of the normal workday. When the employee’s term of duty on a jury or as a witness is over, evidence of having served for the period of time claimed must be provided to the Office of Institutional Safety and Equity/Human Resources.

2.2.18 Voting Time Off

PAFA encourages its employees to participate in the election of government leaders. Therefore, if an employee does not have sufficient time outside their regular work hours to vote, adequate time off will be allowed at the beginning or end of the workday to exercise this right. If possible, employees should make their requests to their supervisor at least forty-eight hours in advance of Election Day. The employee may wish to inquire of their Registrar of Voters about the possibility of voting by absentee ballot. Every effort should be made to vote either before or after the employee’s normal workday.

2.2.19 Bereavement Pay

PAFA recognizes the need for time away from work in instances of personal loss. Should a death occur in the immediate family of any full-time employee, they will be granted up to three days off with pay. If employees need time in excess of three (3) days, they may request a leave of absence or use vacation with the approval of their supervisor and the Chief Human Resources Officer.

Immediate family shall be defined as spouse, partner, child, step-child, father, mother, step-parent, brother, sister, step-brother, step-sister, grandmother, grandfather, grandchild, father-in-law, or mother-in-law, or any relationship of similar nature defined under a partnership.

PAFA will also grant one day to attend services of other family members. Other family shall be defined as aunt, uncle, sister-in-law, brother-in-law, or the like, or any relationship of similar nature defined under a partnership.

Payment for bereavement leave is at the employee's regular rate of pay. PAFA reserves the right to request all pertinent information including deceased relative's name, the name and address of the funeral home, and the date of the funeral.

2.2.20 Military Leave

All regular full-time employees who are members of the National Guard or a reserve component of the U.S. Armed Forces will be granted time off with pay for annual military duty provided the duty is obligatory to maintain military status. The maximum paid time allowed per fiscal year (July 1st through June 30th) is ten (10) working days. Any period spent on military duty in excess of 10 days may be taken as vacation or leave without pay with the approval of the employee's immediate supervisor and the Chief Human Resources Officer.

A request for time off must be made at least two (2) weeks in advance of the duty. The request should include the dates of departure and return and must be accompanied by a copy of the official orders. Employees on paid military leave will continue to accrue sick and vacation leave.

For purposes of calculation, PAFA will pay the difference between military pay for this purpose and the employee's regular rate of pay up to a maximum of 10 days. Military pay consists of base pay, plus allowance for longevity, subsistence, quarters and dependents plus pay for sea, flight, foreign and hazardous duty. To be compensated for the difference, employees must endorse the military check to PAFA and be reimbursed through a payroll check.

Employees that do not turn in the military check will be charged with vacation time equal to the time away for military duty.

Employees with questions about leaves under the USERRA may contact the Office of Institutional Safety and Equity/Human Resources.

2.2.21 Workers' Compensation

PAFA provides a comprehensive workers' compensation insurance program. This program covers any injury or illness sustained in the course of employment that requires medical, surgical, or hospital treatment. Subject to applicable legal requirements, workers' compensation insurance provides benefits.

Employees who sustain work-related injuries or illnesses should inform their supervisor immediately. No matter how minor an on-the-job injury may appear, it is important that it be reported immediately. If the injury is severe, employees will be transported to the nearest hospital emergency room. The supervisor and employee will complete the appropriate paperwork and send it immediately to Office of Institutional Safety and Equity/Human Resources. This will enable an eligible employee to qualify for coverage as quickly as possible.

As noted in section 2.1.6 Guidelines for Personal Conduct, you may be terminated immediately for "disobeying PAFA safety rules and regulations including failure to promptly report all work-related accidents or injuries to your supervisor, no matter how minor."

Under Pennsylvania law, participants may be required to utilize Panel physicians to seek medical attention for non-emergencies. Please contact the Office of Institutional Safety and Equity/Human Resources for additional details.

2.2.22 Family Medical Leave Act

PAFA will grant family and medical leave in accordance with the requirements of applicable state and federal law in effect at the time the leave is granted. Although the federal and state laws sometimes have different names, PAFA refers to these types of leaves collectively as FMLA Leave. No greater or lesser leave benefits will be granted than those set forth in such state or federal laws. In certain situations, the federal law requires that provisions of state law apply. In any case, employees will be eligible for the most generous benefits available under applicable law.

Please contact the Office of Institutional Safety and Equity/Human Resources as soon as you become aware of the need for a FMLA Leave. Employees are expected to provide prompt notice to PAFA of any change(s) to an employee's return to work date. Accepting or continuing other employment while on leave that is contrary to the restrictions indicated by your FMLA certification, or filing for unemployment insurance benefits while on leave, may be treated as a voluntary resignation from employment.

To be eligible for FMLA Leave benefits, you must: (1) have worked for PAFA for a total of at least 12 months and (2) have worked at least 1,250 hours over the previous 12 months as of the start of the leave.

FMLA Leave may be taken for various reasons. Because an employee's rights and obligations may vary depending upon the reason for the FMLA Leave, it is important to identify the purpose or reason for the leave. FMLA Leave may be used for one of the following reasons:

- the birth, adoption, or foster care of an employee's child within 12 months following birth or placement of the child ("Bonding Leave");
- to care for an immediate family member (spouse, registered domestic partner, child, or parent) with a serious health condition ("Family Care Leave");
- an employee's inability to work because of a serious health condition ("Serious Health Condition Leave");
- a "qualifying exigency," as defined under the FMLA, arising from a spouse's, child's, or parent's active duty or call to active duty in a foreign country as a member of the military reserves, National Guard or Armed Forces ("Military Emergency Leave"); or
- to care for a spouse, child, parent or next of kin (nearest blood relative) who is (a) an Armed Forces member (including the military reserves and National Guard) undergoing medical treatment, recuperation, or therapy, is otherwise in an outpatient status, or is otherwise on the temporary disability retired list with a serious injury or illness incurred or aggravated in the line of duty while on active duty that may render the individual medically unfit to perform their military duties; or (b) a person who, during the five (5) years prior to the treatment necessitating the leave, served in the active military, Naval, or Air Service, and who was discharged or released there from under conditions other than dishonorable (a "veteran" as defined by the Department of Veteran Affairs) and who has a qualifying injury or illness incurred or aggravated in the line of duty while on active

duty that manifested itself before or after the member became a veteran (“Military Caregiver Leave”).

The maximum amount of FMLA Leave will be twelve (12) work weeks in any 12-month period when the leave is taken for: (1) Bonding Leave; (2) Family Care Leave; (3) Serious Health Condition Leave; and/or (4) Military Emergency Leave. However, if both spouses (or domestic partners) work for PAFA and are eligible for leave under this policy, the spouses (or registered domestic partners) will be limited to a total of twelve (12) workweeks off between the two of them when the leave is for Bonding Leave or to care for a parent using Family Care Leave. A 12-month period begins on the date of your first use of FMLA Leave. Successive 12-month periods commence on the date of your first use of such leave after the preceding 12-month period has ended.

The maximum amount of FMLA Leave for an employee wishing to take Military Caregiver Leave will be a combined leave total of twenty-six (26) workweeks in a single 12-month period. A "single 12-month period" begins on the date of your first use of such leave and ends twelve (12) months after that date.

If both spouses work for PAFA and are eligible for leave under this policy, the spouses will be limited to a total of twenty-six (26) workweeks off between the two when the leave is for Military Caregiver Leave only or is for a combination of Military Caregiver Leave, Military Emergency Leave, Bonding Leave and/or Family Care Leave taken to care for a parent.

Under some circumstances, you may take FMLA Leave intermittently—which means taking leave in blocks of time, or by reducing your normal weekly or daily work schedule. Leave taken intermittently may be taken in increments of no less than 30 minutes.

When an employee who has been approved for intermittent leave seeks leave time that is unforeseeable, the employee must specifically reference either the qualifying reason for leave or the need for FMLA leave at the time the employee calls off.

To the extent required by law, some extensions to leave beyond an employee’s FMLA entitlement may be granted when the leave is necessitated by an employee’s work-related injury/illness or a disability as defined under the Americans with Disabilities Act and/or applicable state or local law.

Notice and Certification

i. Bonding, Family Care, Serious Health Condition and Military Family Care Leave Requirements

Employees are required to provide:

- when the need for the leave is foreseeable, 30 days advance notice or such notice as is both possible and practical if the leave must begin in less than 30 days (normally this would be the same day the employee becomes aware of the need for leave or the next business day);
- when the need for leave is not foreseeable, notice within the time prescribed by PAFA's normal absence reporting policy, unless unusual circumstances prevent compliance, in which case notice is required as soon as is otherwise possible and practical;
- when the leave relates to medical issues, a completed Certification of Health-Care Provider form within fifteen (15) calendar days (for Military Caregiver Leave, an invitational travel order or invitational travel authorization may be submitted in lieu of a Certification of Health-Care Provider form);
- periodic recertification (upon request); and
- periodic reports during the leave.

Certification forms are available from the Chief Human Resources Officer. At PAFA's expense, PAFA may also require a second or third medical opinion regarding your own serious health condition. Employees are expected to cooperate with PAFA in obtaining additional medical opinions that PAFA may require.

When leave is for planned medical treatment, you must try to schedule treatment so as not to unduly disrupt PAFA's operation. Please contact the Chief Human Resources Officer prior to scheduling planned medical treatment.

ii. *Military Emergency Leave*

Employees are required to provide:

- as much advance notice as is reasonable and practicable under the circumstances;
- a copy of the covered military member's active duty orders when the employee requests leave; and
- a completed Certification of Qualifying Exigency form within fifteen (15) calendar days, unless unusual circumstances exist to justify providing the form at a later date.

Certification forms are available from the Chief Human Resources Officer.

iii. Failure to Provide Certification and to Return from Leave

Absent unusual circumstances, failure to comply with these notice and certification requirements may result in a delay or denial of the leave. If you fail to return to work at your leave's expiration and have not obtained an extension of the leave, PAFA may presume that you do not plan to return to work and have voluntarily terminated your employment.

Generally, FMLA Leave is unpaid. However, you may be eligible to receive benefits through State-sponsored or PAFA-sponsored wage-replacement benefit programs. You are required to use all carried-over sick and vacation time from the prior year, to the extent permitted by law and PAFA policy. You may elect to use sick and vacation time for which you are eligible in the current year. All such payments will be integrated so that you will receive no more than your regular compensation during this period. The use of paid benefits will not extend the length of a FMLA Leave.

Benefits During Leave

PAFA will continue making contributions for your group health benefits during your leave on the same terms as if you had continued to work. This means that if you want your benefits coverage to continue during your leave, you must also continue to make any premium payments that you are now required to make for yourself or your dependents. Employees taking Bonding Leave, Family Care Leave, Serious Health Condition Leave, and Military Emergency Leave will generally be provided with group health benefits for a twelve (12) workweek period. Employees taking Military Caregiver Leave may be eligible to receive group health benefits coverage for up to a maximum of twenty-six (26) workweeks. In some instances, PAFA may recover premiums it paid to maintain health coverage if you fail to return to work following a FMLA Leave.

If you are on a FMLA Leave but are not entitled to continue paid group health insurance coverage, you may continue your coverage through PAFA in conjunction with federal and/or state COBRA guidelines by making monthly payments to PAFA for the amount of the relevant premium. Please contact the Chief Human Resources Officer for further information.

2.2.23 Job Reinstatement

Under most circumstances, you will be reinstated to the same position held at the time of the leave or to an equivalent position with equivalent pay, benefits, and other employment terms and conditions. However, you have no greater right to reinstatement than if you had been continuously employed rather than on leave. For example, if you would have been laid off had you not gone on

leave, or if your position has been eliminated during the leave, then you will not be entitled to reinstatement.

Prior to being allowed to return to work, an employee wishing to return from a Serious Health Condition Leave must submit an acceptable release from a health care provider that certifies the employee can return to work and perform the essential functions of the job, with or without reasonable accommodations. For an employee on intermittent FMLA leave, such a release may be required if reasonable safety concerns exist regarding the employee's ability to perform their duties, based on the serious health condition for which the employee took the intermittent leave.

"Key employees," as defined by law, may be subject to reinstatement limitations in some circumstances. If you are a "key employee," you will be notified of the possible limitations on reinstatement at the time you request a leave.

2.2.24 Personal Leave of Absence

All regular full-time employees with at least one year of continuous service are eligible to apply for unpaid leave of absence up to 30-days and renewable in increments not to exceed a total leave of absence of six (6) months for personal reasons when conditions at PAFA allow for it. Such decisions are made on an individual basis by the Chief Human Resources Officer and the President of PAFA.

Consideration will be given to a variety of factors including the reason for the request, the workload, and the employee's past performance. The maximum times established for leaves of absence may not be extended by the use of vacation, sick leave or personal days at the beginning or end of a leave of absence. Employees may not use the leave period to assume other employment, unless expressly authorized. Anyone found to have done so will be subject to termination from PAFA.

All personal leaves are without pay. No compensation is given for holidays, vacation, jury duty, bereavement leave or any other paid leave while an employee is out on unpaid leave of absence. COBRA may be available for any individual actively participating in the PAFA's health or dental program who has been granted a personal leave request.

Retirement plan contributions by PAFA shall cease until the employee returns to work. All vacation and sick accruals will stop accumulating immediately upon the start of the unpaid leave.

2.2.25 Breastfeeding-Friendly Workplace Policy

PAFA encourages faculty, staff and administration to have a positive, accepting attitude toward employees who are breastfeeding. PAFA promotes and supports breastfeeding and the expression of breast milk by faculty and staff who are breastfeeding when they return to work.

Discrimination and harassment because of breastfeeding in any form is unacceptable and will not be tolerated at PAFA.

It shall be the policy of PAFA to provide:

- Time to Express Milk or Breastfeed (Lactation Time) - Lactation times shall be established for each employee based on work schedule. If possible, the lactation time is to run concurrently with any break time already provided. Lactation time beyond the regular break time is unpaid and will be negotiated between the employee and PAFA.
- Space and Equipment for Expressing Milk or Breastfeeding - Employees shall be provided the use of a clean, comfortable space or Lactation Area. A toilet shall not serve as the lactation area. The Lactation Area is equipped with an electrical outlet, is in close proximity to employee's work area, and contains comfortable seating. Ideally, the Lactation Area will be near: a sink with hot water and soap for hand washing and cleaning of equipment; and a refrigerator for storage of expressed breastmilk.
- Atmosphere of Tolerance - Breastfeeding should not constitute a source of discrimination in employment or in access to employment. It is prohibited under this policy to harass a breastfeeding employee; such conduct unreasonably interferes with an employee's work performance and creates an intimidating, hostile or offensive working environment.

Any incident of harassment of a breastfeeding employee will be addressed in accordance with PAFA's policies and procedures for discrimination and harassment.

2.2.26 Emergency Closing, Inclement Weather and Business Continuity

In the event of severe weather conditions, a natural disaster, or pandemic, PAFA will close as determined by the President. In the event PAFA closes, payment will be made to regular full-time and regular part-time employees scheduled to work on the day PAFA closes. Employees requested to come to work on an official close (such as facilities) will be paid at a rate of two times their normal salary.

All staff should make every effort to come to work unless PAFA has been officially closed. Staff members who are unable to make it to work must contact their supervisors and be prepared to use a personal or vacation day. Some employees may be approved to work from home during emergency situations.

In the event of a closing or delayed opening, staff, faculty, and students will be notified through PAFA's alert system via telephone, text message, or email initiated by the Senior Director of Safety, Security, and Facility Services. Employees must ensure their contact information is up-to-date with the Office of Institutional Safety and Equity/Human Resources. Employees may call PAFA's main number (215-972-7600), where an outgoing message will be posted by 6:30 a.m. PAFA's website will be updated as well.

Decisions regarding the cancellation of special events and evening classes may be made later in the day.

In the event of a natural disaster or pandemic, which seriously incapacitates the physical facilities of PAFA, a decision will be made by the President as to whether employees will be compensated for the amount of time that PAFA is closed. This decision is to be based on the circumstances unique to the specific situation at hand.

The President will initiate business continuity planning with the details of the logistical needs to operate while under an emergency and when to recover interrupted critical business functions after a disaster, pandemic or disruption has occurred.

2.2.27 Compensation Practices

In establishing its wage compensation program, PAFA strives to achieve the following:

- Attract and retain highly competent employees.
- Maintain internal equity among employees based on similar education, skills and responsibilities.
- Reward employees according to performance. How employees do their jobs directly influences their compensation, pay increases, and career growth.
- Comply with all governmental regulations.

The procedure for establishing pay rates and job ranges is:

- To evaluate each job in objective terms.
- To establish a salary or rate for each job, taking into account its relative value to PAFA.

- To determine a job's worth in comparison to the marketplace.
- To set an individual's salary by using such factors as performance, time in the specific job, the employee's qualifications, market factors, PAFA's needs, and the employee's unique skill set and special achievements.
- On a very limited basis, departments may seek additional compensation for salaried staff if one of the following conditions is applicable:
 - Performing 'isolated or one-time work' that is significantly outside of their normal job responsibilities and outside of their normal working hours.
 - Assigned on an 'interim basis' to perform the primary duties of a different position and designated with the interim title.

The Chief Human Resources Officer is responsible for the overall administration of all compensation programs.

2.2.28 Timekeeping

All employees are responsible for accurately recording the hours they work. This information is required for PAFA to comply with the laws that require us to keep accurate records of "time worked" to correctly calculate employee pay and benefits.

Recording Hours and Pay

Exempt and non-exempt must record hours worked and time off in PAFA's time and attendance system.

If you are a non-exempt employee, you must accurately record the time you begin and end your workday, as well as if you leave the workplace for personal reasons. Non-exempt employees must record all time away in 15-minute increments.

Exempt employees must record any vacation and sick time used. The minimum amount of vacation and sick time that should be recorded is one-half day (3.5 hours). Vacation time must be prior approved by your supervisor before it is taken through PAFA's time and attendance system.

PAFA considers attempts to falsify timekeeping records a very serious matter. Therefore, any of the following actions may result in disciplinary action, up to and including termination:

- altering, falsifying, tampering with time records;
- recording another employee's time record

2.2.29 Overtime and Overtime Pay

There may be occasions when PAFA needs to schedule nonexempt employees to work overtime hours. Every attempt will be made to let you know in advance of overtime assignments.

All nonexempt employees will be paid overtime compensation in accordance with federal and state wage laws. Overtime pay is based on actual hours worked. For this reason, time off for sick leave, vacation, and other paid or unpaid leaves of absence is not considered hours worked for the purpose of calculating overtime pay.

If you fail to work scheduled overtime or work overtime without receiving your supervisor's prior authorization, you may be subject to disciplinary action, up to and including possible termination of employment. You are required, however, to report all time worked as set forth above.

2.2.30 Paydays and Paychecks

PAFA employees are paid bi-weekly, according to the pay schedule PAFA designated at the beginning of the fiscal (7/1) year. Each paycheck includes earnings for all work performed through the end of the previous payroll period and deductions as required by law or by employee designation.

Employees who have chosen to be paid by direct deposit will have these funds deposited into their selected accounts on the actual payday. PAFA strongly encourages the use of Direct Deposit.

If a regularly scheduled payday falls on a day off, such as a weekend or holiday, employees will be paid on the last workday before the regularly scheduled payday.

2.2.31 Deductions from Pay

PAFA is legally required to make certain deductions from every employee's compensation. Among these deductions are federal, state, and local taxes as appropriate. PAFA is also legally required to deduct Social Security taxes on your earnings up to a maximum amount, which is called the Social Security "wage base." PAFA contributes to your Social Security by matching the amount of Social Security taxes deducted from your compensation.

PAFA offers programs and benefits to eligible employees beyond those required by law. You may voluntarily authorize deductions from your paycheck to cover your portion of the cost of these programs.

If you have questions concerning why a deduction was made from your paycheck or how your paycheck is calculated, contact the Office of Institutional Safety and Equity/Human Resources.

2.2.32 Direct Deposit

PAFA strongly encourages Direct Deposit for all employees. Direct deposit enables your paycheck to be directly deposited into your savings or checking account every payday by 12:00 noon. You may have your full or a portion of your net pay deposited directly into one (1) account or up to three (3) different accounts. The accounts do not have to be at the same financial institution. Direct Deposit usually takes one (1) month to go into effect and you may cancel it at any time. Direct Deposit forms are available in the Office of Institutional Safety and Equity/Human Resources.

2.2.33 Garnishments

Wage assignments or garnishments properly issued by courts of competent jurisdiction may require that PAFA withhold a designated amount from your paycheck until the outstanding obligation or judgment is satisfied.

PART 3: SAFETY, SECURITY, AND FACILITY SERVICES

Safety is an essential part of every employee's job. Each employee has the responsibility for their safety and the safety of others. In order to meet this requirement, you must report all injuries, suspected injuries and near accidents no matter how insignificant, they seem. Also, you should report unsafe conditions and practices to the Office of Institutional Safety and Equity/Human Resources, your immediate supervisor, or PAFA's Safety Committee. Suggestions on how to eliminate these hazards are welcome. Look for and correct any hazards before beginning any assignment or task and consult your supervisor if you are in doubt.

Satisfactory safety performance is a condition of continued employment. Employees are subject to disciplinary action up to and including immediate termination for disregard of safety rules and procedures.

2.3.1 Security Report

PAFA is committed to assisting all members of the PAFA community in providing for their own safety and security. The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act requires the distribution of an annual security report to all current faculty, staff, and students, and notice of its availability to prospective students, faculty, and staff. This report is annually posted to PAFA's website and copies are available from the Senior Director of Safety, Security, and Facility Services if you would like a copy.

2.3.2 Security Inspections and Searches

Access to PAFA premises is conditioned upon PAFA's right to inspect or search the person, vehicle, or personal effects of any employee. This may include any employee's office, desk, file cabinet, closet, locker, or similar place. Employee participation in the search procedure is a condition of continued employment and failure to cooperate in a search or investigation can lead to termination of employment. Because even a routine inspection or search might result in the viewing of an employee's personal possessions, employees are encouraged not to bring any item of personal property to the workplace that they do not want revealed to PAFA. Vehicles, desks, and lockers may be provided for the convenience of employees but remain the sole property of PAFA and are subject to inspection.

From time to time, and without prior announcement, inspections or searches may be made of anyone entering, leaving, or on the premises or property of PAFA (including alcohol and/or drug screens or other testing). Refusal to cooperate in such an inspection or search (including alcohol and/or drug screens) is grounds for corrective action up to and including termination of employment.

2.3.3 Monitoring and Surveillance

The computer equipment and systems and internet access that employees may use are the property of PAFA. Therefore, PAFA reserves the right to monitor computer activities. It also reserves the right to retrieve and read any computer files or data that are composed, sent, or received through Internet connections or stored in PAFA's computer systems.

PAFA conducts video surveillance of workplace areas. Video monitoring is used to identify safety concerns, maintain security, detect theft and misconduct, and discourage and prevent acts of harassment and violence.

Because PAFA is sensitive to the legitimate privacy rights of employees, students, and visitors, every effort will be made to guarantee that workplace monitoring is done in an ethical and respectful manner.

2.3.4 Substance Abuse Policy

PAFA is committed to providing a safe, healthy, and efficient working environment for all employees. Employees are expected and required to report to work on time and in appropriate mental and physical condition for work. To help achieve this goal, employees are prohibited from:

- Possessing, distributing, selling, manufacturing, or being under the influence of any illegal drug;
- Consuming alcoholic beverages while on PAFA premises, in PAFA vehicles, or while on PAFA business or time, or bringing alcohol onto PAFA premises; and
- Abusing prescription drugs or possessing prescription drugs that have not been prescribed for the employee by a physician.

An employee who violates this policy is subject to corrective action up to, and including, termination of employment. Use of some drugs is detectable for several days. Detection of such drugs or the presence of alcohol will be considered being under the influence.

Employees using prescription drugs according to a physician's instructions or using over-the-counter drugs for medicinal purposes should, in the event such

drugs could impair their physical, mental, emotional, or other faculties, notify their supervisor or the Chief Human Resources Officer.

When there is evidence reasonably to suspect that an employee has reported to work or is working impaired due to alcohol or drugs, the employee may be asked to submit to alcohol and drug testing. Any employee involved in either a job-related accident or incident involving the apparent violation of a safety rule or standard, which did or could have resulted in serious injury or property damage, may be asked to submit to alcohol and drug testing. Refusal to submit to a drug and/or alcohol screen is grounds for immediate termination.

All employees of PAFA must, as a condition of employment, abide by the terms of this policy, and submit to drug and alcohol testing, if asked. This requirement is mandated by the Drug-Free Workplace Act of 1988. For more detailed information, employees may consult with the Office of Institutional Safety and Equity/Human Resources.

It should be noted that with the approval of PAFA's President, alcoholic beverages may be permitted on PAFA premises; however, their presence and use will be limited to authorized PAFA events such as Gallery openings and/or other officially designated PAFA receptions and dinners.

2.3.5 Fire Safety and Drills

In the event of a fire drill or emergency, the fire alarm signal will sound. You are required to leave the building immediately by the nearest exit in an orderly fashion. Do not stop to gather personal belongings. A designated official of PAFA will give the all clear signal before employees may re-enter the building.

In the event of a serious injury or illness of an employee please dial 911 for help then report the incident to your supervisor and the Security Department.

Please consult the PAFA's safety manual for more details.

2.3.6 Infectious Disease Control

PAFA will take steps to protect the workplace in the event of an infectious disease outbreak. It is the goal of PAFA during any such time period to strive to operate effectively and ensure that all essential services are continuously provided and that employees are safe within the workplace.

Coronavirus (COVID-19)

In accordance with federal, state and city guidance, PAFA takes steps to protect the workplace in connection with the COVID-19 pandemic. It is the goal of

PAFA to operate effectively and ensure that all essential services are continuously provided and that employees are safe within the workplace.

Mandatory Vaccinations

All employees, models and other workers regularly scheduled to work in our facilities must be vaccinated. The requirement for vaccinations is a condition of employment and will be added to the offer letter, contracts, and other documents for workers. PAFA will, of course, comply with all federal and state laws in granting appropriate exemptions for medical or religious reasons. Records are held in confidence and shared on a need-to-know basis in accordance with applicable laws.

Preventing the Spread of Infection

The Safety Committee will be designated to monitor and coordinate events around an infectious disease outbreak, as well as to create work rules that could be implemented to promote safety through infection control.

All employees, students, and visitors are asked to cooperate in taking steps to reduce the transmission of infectious disease in the workplace. The best strategy remains the most obvious—frequent hand washing with warm, soapy water; covering your mouth whenever you sneeze or cough; and discarding used tissues in wastebaskets. PAFA will install alcohol-based hand sanitizers throughout PAFA and in common areas, and PAFA will implement a protocol regarding the regular cleaning of objects and areas that are frequently used, such as bathrooms, breakrooms, conference rooms, door handles and railings.

Bloodborne Pathogen Exposures

PAFA is concerned about employees who may be exposed to blood and other bodily fluids when rendering first aid. PAFA has a written Bloodborne Pathogen Exposure and Control Plan in place. It includes information regarding who is identified as being at risk, Hepatitis B vaccines, training and recordkeeping. This plan is reviewed with all employees who are in positions that have been identified at risk of exposure to bloodborne pathogens.

Employees who have questions about this policy should contact the Senior Director of Safety, Security, and Facility Services. Please refer to PAFA's infectious disease plan for more information.

2.3.7 Persona Non-grata Status (Barring)

Bar status shall be given to person(s) internal or external to PAFA who have exhibited behavior which has been deemed deleterious or harmful to the PAFA community (property or person) and who are no longer welcome on campus or PAFA facilities. A person may be issued a Persona Non Grata (PNG)

Notification by the Senior Director of Safety, Security, and Facility Services either after on their own determination or on the determination of the Chief Human Resources Officer. The PNG Status will be in effect for a specified or indefinite period of time for all or part of the institution's facilities. Behavior that may result in PNG Status includes but is not limited to the following:

- Use of facilities in a manner inconsistent with facility's purpose;
- Disruption of programs, events, services or activities;
- Interference with the educational mission;
- Threats or other behaviors that pose a risk to the safety and security of the community;
- Engaging in illegal activities;
- Violation of a specific facility policy.

2.3.8 Smoking Policy

Smoking is prohibited in all facilities. Smokers are not permitted to smoke within 20 feet of an entrance per city code.

2.3.9 ID Cards

All employees should visibly wear their photo ID badge at all times while at PAFA. The ID badge is meant to promote security. Students, visitors, and other PAFA faculty and staff can confirm the identity and role of the person wearing the badge. Also, wearing the ID badge allows you easier entry into various spaces at PAFA.

There are various ways to wear the badge: for example, on a lanyard around the neck, or attached to an item of clothing by means of a clip. Lanyards and clips are available by contacting Office of Institutional Safety and Equity/Human Resources. If working conditions do not permit the wearing of a badge while operating machinery, please remember to wear it when on other floors and in the elevator.

If a badge is lost or stolen, you should contact the Senior Director of Safety, Security, and Facility Services as soon as possible. The old card will be deactivated, and a new badge will be made. If you forget your badge, please contact the Senior Director of Safety, Security, and Facility Services to arrange for a temporary badge.

Employees are required to return their PAFA identification card or badge upon termination of employment. Visitors, students, alumni, and visitors also are required to return their ID at the conclusion of their relationship with PAFA.

2.3.10 Keys

Master keys are restricted. Keys will be issued based on the level of security access necessary for the employee to perform their job. Keys are not to be shared, reassigned, or duplicated without the expressed approval or authorization from the Senior Director of Safety, Security, and Facility Services and violations may result in discipline such as termination. All keys must be returned prior to the last day of employment. The Senior Director of Safety, Security, and Facility Services approves key access to PAFA spaces.

Supervisors of new employees are required to complete a key request form which is located on the Office of Institutional Safety and Equity website in order for employees to obtain keys required for their job.

2.3.11 Space Assignments

All employees will be provided with a suitable working environment for the type of work they perform. Workspaces, including studios, are deployed in the most efficient and effective manner to best serve programmatic and department purposes. In consultation with Human Resources, the Senior Director of Safety, Security, and Facility Services will assign new and existing employees' spaces to work based on their role, position, and proximity to necessary equipment. All efforts will be made to assign spaces so that departmental units are intact for teamwork and collaboration.

2.3.12 Personal Property

Personal belongings brought onto PAFA's premises are the employee's responsibility. Never leave handbags, wallets, or other valuables unattended or unsecured. PAFA accepts no responsibility for theft or damage to personal property of employees on PAFA premises. If employees notice property missing or damaged, they should report it to the Security Department immediately.

2.3.13 Use and Return of PAFA Property

Certain job positions allow for the personal assignment to employees of PAFA property, equipment, or a PAFA vehicle for their use. This assignment may be on temporary or recurring basis or may be assigned to the employee during the term of their employment. Employees are required to follow proper procedures and instructions for care and maintenance of the property in their possession. They are also expected to return assigned property to PAFA when requested and/or at the end of their employment.

Employees who require the use of PAFA vehicles must complete all necessary paperwork with the Security Department and sign for it and pick up the key at

the Security desk in the Hamilton Building. Fluid levels should be checked each time that the vehicle is fueled. When returning vehicles, the vehicle should be parked in the designated area and the key promptly returned to Security. In addition to turning in the key, the employee should also sign in the vehicle. Under no circumstances should a PAFA vehicle be kept out overnight without prior authorization from the Senior Director of Safety, Security, and Facility Services.

Payment of speeding and/or parking tickets is the sole responsibility of the employee driving the vehicle. Failure to pay such tickets prior to notification to PAFA by law enforcement agencies may result in corrective action up to, and including, termination of the employee.

You are expected to be responsible for and maintain control of any PAFA property in your possession. If your employment ends, all PAFA property must be returned on or before your last day of work. In situations where you do not return PAFA property, steps may be taken to recover the item or its cost by withholding from your regular or final paycheck when allowed by law, or by taking legal action.

2.3.14 Personal Use of Business Equipment and Mail Systems

The use of business stationery and/or PAFA's postage meter for personal correspondence is strictly forbidden. The personal use of its facsimile or copying machines also is forbidden without first receiving management approval.

Receiving personal mail at PAFA's address is prohibited because it adds to an already substantial mail volume.

2.3.15 Maintenance Requests

PAFA believes that maximum facility life and student and employee safety is enhanced through a proactive maintenance program. The maintenance program includes housekeeping, repair, restoration, and renovation of PAFA property, grounds, buildings, and building fixtures.

Further, PAFA believes that the facility communicates an image to the staff, students, and the public. Therefore, it is the policy of PAFA to maintain all facilities in such a manner that they are clean, orderly, safe, and as attractive as possible.

Requests for maintenance services must be initiated by submitting an online request through PAFA's calendar and work order management system. Upon receipt of the request, the Senior Director of Safety, Security, and Facility

Services will contact the appropriate party to schedule the needed repair or maintenance service. Emergency situations such as broken water fixtures, hazardous conditions, etc. should be reported immediately to the Security Department.

Maintenance Requests and work orders will be prioritized based upon criteria such as protection of health and safety, property, benefit to the educational program, and necessary PAFA operations.

At no time should any employee without the expressed permission to do so touch or handle any work of art. Any concerns regarding any work of art should be reported immediately to the Security Department.

PART 4: GENERAL POLICIES

2.4.1 Confidentiality and Disclosure of Information

It is vital to the interests and success of PAFA that confidential business information is protected. Confidential information includes, but is not limited to, the following examples:

- compensation data (other than your personal compensation)
- computer processes
- computer programs and codes
- student and parent lists
- student grades
- student and employee health information
- financial information
- proprietary educational testing and/or curriculum

PAFA information may not be removed from PAFA's premises other than in the course of performing your job duties. Confidential or proprietary PAFA information may not be discussed outside of PAFA except in the carrying out of your duties. You may not disclose confidential or proprietary information during your employment with PAFA (except as necessary in the course of performing your job duties) or after your employment with PAFA has ended. PAFA complied fully with the Family Educational Rights and Privacy Act (FERPA).

Because PAFA consider security breaches very serious, if you improperly use or disclose confidential business information, you will be subject to corrective action, up to and including termination of employment, even if you do not actually benefit from the disclosed information.

2.4.2 External Communication and Press

The President is the official spokesperson for PAFA. Coordinated by the Marketing Department, employees who receive a request from the news media for information (whether written or oral) or for an interview relating to the school or museum, should directly refer the inquiry to the Office of the President and the communications and marketing liaison. Any appearances on behalf of PAFA or public comments about PAFA by others require the advance approval of the President or their designee.

See the Guidance on Political, Campaigning, and Lobbying Activity.

2.4.3 Working for Another Department

If an employee is requested to perform services for another department at PAFA, the employee must obtain approval from their supervisor and the Chief Human Resources Officer prior to working for the other department.

2.4.4 Other Employment

PAFA employees may hold outside employment so long as they can satisfactorily perform their PAFA job and there is no conflict with PAFA's interest as determined by PAFA and there is no interference with PAFA's scheduling demands. Employees must notify their supervisor and the Chief Human Resources Officer of any outside employment.

All employees will be held to the same standards of performance and scheduling expectations, regardless of any outside employment. If it is determined that outside work is impacting your performance or the ability to meet position requirements, which may change over time, you will be asked to terminate the outside job in order to stay employed at PAFA.

Please see PAFA's Code of Ethics for additional information.

2.4.5 Performance Communications

Effective performance management is an ongoing process of communication between a supervisor and an employee. Performance communications are formal, written evaluations of your job performance prepared by your immediate supervisor and discussed with you at an established time on an annual basis. In preparing your performance appraisal, your supervisor will evaluate how well you perform the requirements of your job to the predetermined standards listed in your position description as well as other standards inherent in your position.

Staff Semiannual Performance Check-ins

Each year in January and July, all staff will complete a self-evaluation and receive an evaluation by their supervisor on how well they met expectations around outcomes and core competencies for the review period. The performance cycles are as follows:

- Fall Staff Semiannual Performance Check-in: July 1 to December 31, due January 31
- Spring Staff Semiannual Performance Check-in: January 1 to June 30, due July 31

These assessments will focus on the bigger picture of your performance—the “what” (how successful you were at meeting your goals and what results you delivered) and the “how” (the skills, mindsets, and values you used to get there). They are an opportunity for self-reflection, feedback, and alignment with your supervisors on the next steps and expectations for the coming review period. All evaluations must be signed by the initiating supervisor, their supervisor, as well as the employee. By signing the evaluation, you are acknowledging receipt of the evaluation, not agreement. Ample time will be given to each employee to reply, comment or disagree with the evaluation. Suggestions and opinions are strongly encouraged by all employees receiving a written performance evaluation.

All performance evaluations are reviewed by the Chief Human Resources Officer and remain a part of your employment record for your entire employment period. If you have not received a yearly evaluation, please contact the Office of Institutional Safety and Equity/Human Resources. Failure to sign your appraisal will result in further disciplinary action, up to and including termination.

2.4.6 Corrective Action

Depending upon the nature and seriousness of the employee’s actions, corrective action may begin at any step of the Corrective Action Process. The purpose of the process is to inform employees of what behavior needs to be corrected, of the measures the employee must take to correct unacceptable behavior, and to give the employee an opportunity to correct the situation.

The following sets forth a Corrective Action Process that will often be followed; however, PAFA reserves the right to determine in its sole discretion the appropriate timing and type of corrective action in any particular circumstance, including immediate termination of employment. Supervisors must notify the Chief Human Resources Officer prior to beginning the Corrective Action process.

- Step One: Verbal Notice – The employee’s supervisor will meet with the employee and inform them of the specific behavior that is problematic. The supervisor will clearly identify the behavior and set a time by which the situation must be rectified.
- Step Two: Written Notice – If the behavior is not rectified, the supervisor should follow the same procedure as the Verbal Notice but create a written record and ask the employee to sign the written record indicating they have read the document. Employees may write their comments on the notice or attach comments to that document. A copy of the signed notice should be

forward to the Office of Institutional Safety and Equity/Human Resources to be placed in the employee's personnel file.

- **Step Three: Discharge** – An employee who does not correct their behavior will be discharged if the behavior continues. In cases involving more serious problems or violations of PAFA policy, the process may be accelerated. All documentation may be considered to establish an overall conduct record.

An employee may be discharged for a single occurrence of behavior or violation of policy without having been previously warned if PAFA determines discharge to be appropriate. The Office of Institutional Safety and Equity/Human Resources may place the employee on administrative leave pending a complete investigation of the situation before discharging the employee.

2.4.7 Issue Resolution

People work together best in an atmosphere where they are valued as individuals and recognized as key members of a team. This kind of respect spurs individuals to achieve their highest level of personal performance and to find a rewarding degree of personal pride in the expression of their own abilities.

PAFA's aim is to create and constantly enhance such an environment. Certain standards of conduct must be maintained to ensure that each employee is treated fairly and consistently. Policies, procedures and rules must be administered uniformly, and you must follow the standard practices set forth in this handbook.

However, PAFA also recognizes that, as in any organization, complaints will arise. When this occurs, the problem can best be resolved if it is discussed with your supervisor as soon as possible. For a complaint to be timely, this discussion must occur within five (5) working days of the incident causing the complaint. Usually, this informal discussion can resolve the issue. A supervisor is not criticized for having a complaint filed in their work group but is accountable for an honest effort to resolve the issue.

If your supervisor is the subject of the complaint, you may address the complaint to the Chief Human Resources Officer. In such a case, and where a complaint is not resolved informally, all responses under the formal complaint procedure will be made by the Chief Human Resources Officer.

2.4.8 Personnel Records

PAFA retains personnel records on current and former employees, subject to the terms of PAFA's record retention practices. With advance, written notice, active employees may schedule an appointment to review their personnel files. Upon receiving your request, the Office of Institutional Safety and Equity/Human Resources will permit you to inspect your own file at a reasonable time during working hours in the Office of Institutional Safety and Equity/Human Resources. A designated official will be present when you inspect your file and no portions may be removed or copied from the file. You may take notes of the contents in the file.

The personnel file and its contents are the property of PAFA and will not be released to you upon termination.

In order for our records to be complete and up to date, please notify the Office of Institutional Safety and Equity/Human Resources of any changes to your home address or telephone number, your marital status, your name, the name or telephone number of your emergency contact or any other changes you wish to make.

It is the employee's responsibility to notify the Office of Institutional Safety and Equity/Human Resources of a possible credit check.

2.4.9 Archives and PAFA Records

The Archives of PAFA is the official repository of all museum, school, and administrative records produced or received by staff members in the course of their employment with PAFA. These records therefore become the property of PAFA and upon termination of employment, must remain at PAFA in order to be deposited in the Archives, or secured for storage by the Archivist. In order to assure preservation of these records, it is essential that timely transfer to the Archives of obsolete office files be undertaken in consultation with the Archivist. Any unauthorized destruction, or other dispersal of institutional records is prohibited.

Personal files should be kept separate from PAFA work-related files and identified accordingly. Personal copies of work-related writings, publications, or research files may be created from the original documents. The original files remain the property of PAFA and must remain at PAFA upon termination of employment for whatever reason.

2.4.10 Addressing Concerns

You are more likely to resolve concerns about work by speaking directly with your co-workers, supervisor or other management-level personnel than by posting them on the Internet. You should consider using available internal resources, rather than social media activity, to resolve these types of concerns.

2.4.11 Visitors

It is PAFA's goal to provide a secure environment for students, staff, and faculty. The continued success of security measures is dependent on all employees' responsibility for overseeing security. All visitors must be signed in and escorted by a PAFA representative at all times. Visitors must sign in with the security desk.

Any person found unescorted in any non-public spaces pass must be reported to the Security Department Immediately.

2.4.12 Bulletin Boards

PAFA posts legally required notices on the Office of Institutional Safety and Equity/Human Resources bulletin boards located in the employee break room on the third floor of the Hamilton Building and at the Burns Street entrance of the Historic Landmark Building.

No employee may post any notices on the Office of Institutional Safety and Equity/Human Resources bulletin board without prior consent from the Chief Human Resources Officer.

Bulletin boards are provided for student communication throughout the building and are the responsibility of the Student Services Office.

2.4.13 Corporate Financial Policy

PAFA is proud of our adherence to high ethical standards in how we conduct ourselves, as we carry out our mission.

As you know, the world we live in has been beset by financial scandals and alleged unethical behavior. Consequently, there has been legislative and regulatory activity aimed at helping to curb these types of activities. Management and the Board endorse the spirit of these activities, and in June 2004, the Board formally adopted a Policy and Procedure on Corporate Financial Conduct. This policy applies to everyone here at PAFA.

As part of this policy, we have contracted with an independent firm to provide a toll-free hotline and reporting process for anyone wishing to report alleged

misconduct or wrongdoing for accounting/financial control and reporting issues. Examples might include:

- Theft and fraud
- Falsifying records
- Destroying records improperly
- Falsifying travel and expense reports
- Intentionally inaccurate reports

These actions, and others like them, could harm the Academy and its reputation. As is often the case, the actions of a few can impact many. So, if you know or even suspect that an improper activity is occurring, you are urged to speak with your supervisor or another member of management immediately. Or, if you prefer to report your concerns anonymously, call **(844) 796-6532** or by visiting the website, <https://www.oise-hr.pafa.org/reporting-a-complaint>. It is available 24 hours a day/seven days a week for your convenience.

When you call the Ethics Line, a trained Communication Specialist from an outside company answers your call. They will ask you to describe your concern and then may ask additional questions to clarify the situation. The Communication Specialist will take notes so that the information you provide can be forwarded on to the appropriate company representative for follow up. No call tracing, tracking or recording devices are ever used, and you are offered the option of remaining anonymous. Your call will be assigned a personal identification number, which you can use to call back and check on the status of your concern.

2.4.14 Whistleblower and Retaliation

A whistleblower as defined by this policy is an employee of PAFA who reports an activity that they consider to be illegal or dishonest to one or more of the parties specified in this policy. The whistleblower is not responsible for investigating the activity or for determining fault or corrective measures; appropriate management officials are charged with these responsibilities. PAFA recognizes that certain state and federal laws may define “whistleblower” differently than this policy.

If an employee has knowledge of or a concern of illegal or dishonest activity, the employee is to contact their supervisor and the Office of Institutional Safety and Equity/Human Resources. In the event the employee thinks it is not appropriate to contact them, they may contact the President or the Chairperson of the Human Resources Committee. The employee must exercise sound

judgment to avoid baseless allegations. An employee who intentionally files a false report of wrongdoing will be subject to corrective action up to and including discharge. All reports of illegal and dishonest activities will be promptly submitted to the Chief Human Resources Officer who is responsible for investigating and coordinating corrective action.

Insofar as practical, the confidentiality of the whistleblower will be maintained. However, identity may need to be disclosed to conduct a thorough investigation, and to comply with the law. PAFA will not unlawfully retaliate against a whistleblower. This includes, but is not limited to, protection from retaliation in the form of an adverse employment action such as discharge, compensation decreases, or poor work assignments and threats of physical harm. Any whistleblower who believes they are being retaliated against must contact the Chief Human Resources Officer or President. The right of a whistleblower for protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated.

Employees with any questions regarding this policy should contact the Office of Institutional Safety and Equity/Human Resources.

2.4.15 Gifts, Grants, and Contracts

The submission and processing of gifts, grants, and contracts are conducted with the approval from the Development and/or Finance Department to ensure alignment with mission and organizational capacity. Most funding agencies have specific requirements and/or forms for the application process. The Development and Finance teams are specifically designated as the PAFA resource available to assist faculty and staff with instructions on preparing the proposal application, processing the proposal, and complying with grant submission deadlines. The staff in these offices are available to answer questions that may arise with respect to budget format, current PAFA facilities and administrative costs, fringe benefits, cost-sharing requirements, and compliance issues.

2.4.16 Resignation

Employees are encouraged to give notice of intent to resign from a position. Proper notice is defined as written notification of intent to separate from PAFA presented to the Human Resources Department according to the following guide:

- Senior Staff – 4 weeks
- Exempt Employees – 3 weeks
- Non-Exempt Employees – 2 weeks

Proper notice is necessary because separation procedures take time, and notice will allow PAFA time to prepare the necessary documents relative to final pay and continuation/conversion of certain benefits as well as to attempt to recruit and train a replacement.

Employees who have completed 90 days of service are eligible to receive payment for a prorated portion of unused vacation. Sick leave and holidays will not be paid. If the effective date of resignation is on a PAFA holiday, the staff member is not eligible for payment for the holiday.

With the exception of PAFA recognized holidays, employees are expected to be present as scheduled for each workday during your notice period. If an employee fails to give PAFA proper notice or to report to work during your notice period, you will not be eligible for (at the time of separation) vacation reimbursement. PAFA, in its sole discretion, may waive the notice period.

All benefits will terminate on the last day the employee is employed with the PAFA. Employees have the option of converting their life insurance coverage to an individual plan and participating in COBRA for the health and dental coverage. Please see COBRA for additional information.

2.4.17 Retirement

Retiring employees are encouraged to give PAFA at least four weeks' notice of their retirement in writing to the Office of Institutional Safety and Equity/Human Resources. Retiring employees should contact TIAA CREF to obtain information and procedures for obtaining their TIAA-CREF distribution.

2.4.18 Job Abandonment

Employees absent from work for a period of three (3) consecutive workdays without reporting to their immediate supervisor may be deemed to have abandoned their employment. This is considered to be voluntary resignation from employment.

Job abandonment will result in forfeiture of those benefits normally paid upon separation that which may be withheld (i.e. vacation payout).

2.4.19 COBRA

PAFA complies with the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA) by extending to eligible staff and their eligible dependents the right to continue benefit coverage under the medical and dental plans if coverage would be lost by reason of a qualifying event. Qualifying events include voluntary or involuntary termination, other than for reasons of gross misconduct; voluntary or involuntary reduction of hours of work; death;

divorce; a dependent child's loss of dependent status; and an employee's election of Medicare benefits as their primary coverage. Coverage is available for the period prescribed by law (18 or 36 months) at the individual employees' expense including any administrative fees charged by the administrator.

For additional information regarding COBRA, please see the Office of Institutional Safety and Equity/Human Resources.

2.4.20 Exit Interview

Exit interviews are conducted with employees who voluntarily leave PAFA. On the employees' last day, Human Resources provides a separation letter that includes benefits, final pay, and applicable information. Exit interviews are conducted by the Office of Institutional Safety and Equity/Human Resources and the exiting employee is required to turn in their ID, keys, and equipment. See section 2.3.13 Use and Return of PAFA Property.

2.4.21 Severance Allowance

PAFA provides a severance allowance to certain employees of PAFA whose employment ceases involuntarily.

An employee of PAFA may be eligible for a severance allowance if they maintain regular full-time employment with PAFA and their employment is involuntarily terminated as a result of a change in PAFA's operations, the relocation or closure of a facility or facility relocation or closing or a reduction in staff for other economic reasons. Severance will be provided unless the employee has refused or otherwise failed to accept another position that may be available with PAFA, or they lose their job due to performance-related issues.

In accordance with the above, PAFA's severance allowance policy will be administered as follows:

- Senior Staff will be entitled to two (2) weeks of pay for each full year of continuous service with PAFA. There shall be a minimum severance allowance of 4 weeks and a maximum allowance of 16 weeks.
- Exempt employees will be entitled to two (2) weeks of pay for each full year of continuous service with PAFA. There shall be a minimum severance allowance of four (4) weeks and a maximum allowance of twelve (12) weeks.
- Non-Exempt employees will be entitled to two (2) weeks of pay at the time of separation.

PAFA will provide enhanced severance in recognition of long-term service to the institution. An additional week of pay for each two (2) years of completed service above ten (10) years, not to exceed four (4) additional weeks of pay, will

be provided to long-term employees of PAFA who otherwise satisfy the eligibility requirements for a severance allowance.

Part-time or temporary employees of PAFA and those employees with less than one (1) year of service with PAFA are not eligible for a severance allowance.

If an employee resigns, abandons their employment, fails to return from an approved leave of absence, initiates a termination on any similar basis or is terminated by PAFA for willful misconduct, such employee will be ineligible for severance allowance. An employee will also be ineligible for severance allowance if they are terminated for any reason set forth in the Guidelines for Personal Conduct section of this Handbook. In all instances of severance allowance determination, consideration for the payment of such allowance will be made by PAFA on a case-by-case basis and at the PAFA's sole discretion.

An employee of PAFA who is determined to be eligible for a severance allowance, in accordance with this policy, will receive payment in installments that coincide with the PAFA's current payroll schedule, less any necessary taxes and withholding. An employee who is determined to be eligible for a severance allowance from PAFA will have their coverage and participation in the PAFA's benefit programs terminated on the day their employment separation from the PAFA is made effective.

Receipt of severance is contingent upon execution of a General Release prepared by PAFA at the time of their separation.

PAFA reserves the right to amend or terminate this severance allowance policy at any time with or without advance notice.

2.4.22 PAFA Materials

Upon the termination of your employment with PAFA, whether voluntary or involuntary, the employee must return to PAFA, retaining no copies, any and all files, correspondence, documents, drawings, specifications, computer printouts and other writings or digital files and images which relate to or reflect PAFA's business, operations, students, faculty members, suppliers, etc., regardless of where such files, correspondence, documents, drawings, photographs, specifications, computer printouts, disks and writings were kept or prepared.

RECEIPT AND ACKNOWLEDGEMENT

The Employee Handbook describes important information about PAFA, and I will consult the Office of Institutional Safety and Equity/Human Resources regarding any questions not answered in the handbook. PAFA reserves the right to suspend, revise, or revoke any of its policies and procedures at any time, with or without notice.

I have entered into my employment relationship with PAFA voluntarily and acknowledge that there is no specified length of employment, unless otherwise stated in a contract of employment. Accordingly, either PAFA or I may terminate any employment relationship at will at any time, with or without cause, so long as there is no violation of applicable federal or state law.

Since the information, policies, and benefits described in the handbook are subject to change as needed, I acknowledge that revisions to the handbook may occur, except to the employment-at-will policy of PAFA. I understand that revised information may supersede, modify, or eliminate existing policies. I also understand that only the President has the ability to adopt revisions to the policies in this handbook.

Furthermore, I acknowledge that this handbook is neither a contract of employment nor a legal document. I have received the handbook, and I understand that it is my responsibility to read and comply with the policies in this handbook and any revisions made to it.

EMPLOYEE:

Employee Signature

Date

HUMAN RESOURCES:

OISE/HR Signature

Date



PAFA

Pennsylvania Academy
of the Fine Arts