



## Staff Handbook (*revised 11/19/2024*)

### INTRODUCTION

The purpose of the UWM Children's Learning Center is to provide high-quality child care and education for the children of UWM students, faculty and staff; UWM Alumni and community members. The UWM Student Association significantly subsidizes the cost of child care for UWM students. The Center is part of the Division of Student Affairs at UWM.

The UWM Children's Learning Center is located in the Northwest Quadrant, and serves children 6 weeks to 13 years of age. The Center utilizes half-day and full-time scheduling of children. Such scheduling accommodates the schedules of students, as well as traditional full-time and varying full- and part-time work schedules.

This handbook has been written to orient you to the Center and to provide you with the staff policies and procedures. The Management of the UWM Children's Learning Center reserves the right to modify or amend this Handbook and its policies at any time.

We hope your work here will provide a rewarding experience for you as a member of our staff. Our most valuable resource in providing quality child care is you!

### LICENSING AND ACCREDITATION

The Children's Learning Center is licensed by the State of Wisconsin. Licensing standards are met to maintain the health, safety, nutrition and hygiene aspects of Center operation. The Center is also accredited by the National Association for the Education of Young Children (NAEYC). As an accredited child care center, the Center completes a comprehensive process of internal self-study, with external professional review and is in compliance with the accreditation criteria. NAEYC accreditation is renewed every five years. As a Center employee, you are required to adhere to all licensing and accreditation standards.

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# HIRING AND TRAINING

## Applications

The UWM Children's Learning Center is an affirmative action, equal opportunity employer, and part of a Title IX public institution. Recruitment is done through the UWM Student Campus Jobs website (Handshake), campus job fairs and the Children's Learning Center website. Applications are accepted from any student enrolled for credit for the current or upcoming semester. Staff must be 18 years of age to work with children.

Job Description: All staff will be provided with their job description, and will be evaluated based on that job description.

Criminal and Caregiver Background Checks will be completed on all UWM Children's Learning Center staff prior to hire and every year thereafter. Fingerprint Checks are required for all classroom staff prior to hire. Staff are required to notify the Children's Learning Center as soon as possible, but no later than their next working day, whenever any of the following occurs:

- The staff has been convicted of any crime.
- The staff has been or is being investigated by any governmental agency.
- The staff has a substantiated governmental finding of abuse/neglect or misappropriation of a client's property.
- The staff has a professional license denied, revoked, restricted or otherwise limited.

## Orientation:

Staff will receive four to six hours of paid orientation following hire at the Center. Orientation may be conducted one-on-one or as part of a group, and will be provided by a combination of the following people: Director, Assistant Director for the age group, Family Services Coordinator, Lead Educator for the classroom, and/or the Supervisor for the office in which staff will work.

Orientation will include information about the Children's Learning Center, detailed information on position responsibilities, and required training on Sudden Infant Death Syndrome (SIDS), Abusive Head Trauma, and Mandated Reporter. Orientation materials may include written materials that staff are required to read outside of orientation. Classroom staff complete a classroom observation prior to starting in ratio with children.

## In-services/Continuing Education

The Children's Learning Center, per Wisconsin State Licensing and NAEYC accreditation, requires that all classroom staff participate in continuing education on a yearly basis: Staff working more than 20 hours per week need to complete 25 hours of continuing education; staff working less than 20 hours per week need to complete 15 hours of continuing education.

Student employees typically will have UWM coursework that will satisfy the annual in-service requirements. The Children's Learning Center provides in-services on a variety of topics each semester to assist staff in meeting continuing education requirements. Some staff meeting topics may also meet continuing education requirements. In-service topics required by NAEYC accreditation include:

- Working with children and families of diverse races, cultures and languages
- Program curriculum
- Teamwork and communication on the job
- Knowledge/skills relevant to specific ages and circumstances/needs of children
- Observation and assessment
- Children with special needs
- Adult supervision, leadership and mentoring (for those who supervise others)

Delayed completion of in-service requirements will affect advancement. Staff are paid for all Center-sponsored continuing education/in-services.

### **Code of Ethical Conduct**

The Code of Ethical Conduct of NAEYC offers guidelines for responsible behavior and sets forth a common basis for resolving the principal ethical dilemmas encountered in early childhood care and education. The Code consists of four sections that include ideals and principles that guide conduct with children, families, fellow staff and the larger community. The UWM Children's Learning Center staff adhere to the NAEYC standards, and we ask that employees acknowledge and follow the Code of Ethical Conduct. A copy of the Code is reviewed and given to employees at Center Orientation.

**CPR/AED/Pediatric First Aid.** All staff who work at the UWM Children's Learning Center are required to have current CPR, AED and Pediatric First Aid certification. The Center provides this training on a regular basis through Healthline First Aid. Training is offered in a blended format that includes both online and hands-on training. The Center pays the cost of the course and staff are paid for their time in the hands-on portion of the course.

### **Professional Development: Course Requirements**

To meet State licensing and accreditation requirements, each classroom staff develops and maintains a Professional Development Plan (PDP) with the Assistant Director. At least one credit-bearing child development course is required of all classroom staff with a grade of C- or above. The Assistant Director will guide staff to design a PDP that fits their course of study and meets content requirements for the Center. At the end of each semester, staff who have completed a course specified on their PDP must submit a copy of their transcript to their Assistant Director. Staff are expected to update their PDP each semester if there are any changes to their plan. Staff who work with infants and toddlers and/or school-age children are required to be registered for specialized non-credit training classes within 6 months of hire that are sponsored by the Children's Learning Center. Delayed completion of course requirements will affect advancement and/or continued employment.

# **PAYROLL, ATTENDANCE AND SCHEDULING**

## **Payroll**

Student Staff must be enrolled for credit in order to remain employed. Student enrollment is verified by the Associate Director each semester. Student status is defined as being enrolled for a minimum of 1 credit.

Student hourly employees are paid bi-weekly. There could be more than a two-week delay at the start of employment, depending on the payroll cycle and the completion of paperwork. Staff are required to use direct deposit to the banking institution of their choice. If staff provide incorrect information on their direct deposit forms, payroll checks will be issued on a U.S. Bank Focus Pay Card which will be mailed to the address provided on your W-4 Form. Any student enrolled in the program will be contacted via email by the UW System Payroll Office and will be required to fill out a new direct deposit form.

Federal and State taxes are withheld from student payroll checks. If staff claim "EXEMPT" on the W-4 form, staff must submit a new W-4 form each January. This is the responsibility of staff, and failure to do so may cause an interruption in the payroll process. Social Security Tax (FICA) is withheld from payroll checks for all students enrolled less than half time.

## **HRS Web Clock**

The Center uses a web-based time clock (HRS Web Clock) to record all hours worked by student employees. There are computer stations in the main lobby that students use to punch in and out of the Web Clock. Time from Web Clock is uploaded from the Web Clock to HRS for payment to the employee. Staff will only be paid for time reflected in HRS. The Assistant Director will train new employees on use of the timekeeping system.

Staff are responsible for making sure they clock in/out when coming in to work, when leaving work, and when taking an unpaid break. Staff should clock in for new staff observation, orientation, conferences with their supervisor, evaluations, inservices, staff meetings, PDP meetings and paid parent functions. Staff should check with their supervisor or the Associate Director if they are unclear about whether or not they are paid for a particular event. Staff who forget to clock in or out need to complete a Payroll Change Request Form and submit it to their supervisor for approval. Excessive missed punches will be considered a performance concern. Until the missed punch is manually entered by Payroll, hours worked cannot be paid. Additionally, staff should complete a Payroll Change Request Form if they were unable to clock in/out due to attending an approved training or work event located outside of the Children's Learning Center. Signing in for hours not actually worked is grounds for termination. Staff should not punch in for work more than 5 minutes prior to their scheduled work time.

## **Work-Study**

Work-study funds may be included as part of a student's financial aid package. University departments, like the Children's Learning Center, benefit by hiring students with work-study because the federal government pays a portion of those students' salaries. Work-study is also beneficial to the student, as work-study wages are not included in determining financial aid income.

## Work Schedule

An employee's schedule will depend on the hours they are available to work, their class schedule at the University, and the number of hours needed in individual rooms/offices during a particular semester. Time is generally scheduled in blocks of at least 2 hours to facilitate continuity of programming.

Staff will be asked to work a specified weekly schedule for the duration of each semester. Classroom staff are scheduled based on child enrollment, staff:child ratios in each classroom and staff class schedules. Student employees typically work 15-20 hours per week. Due to the amount of time required to become familiar and comfortable with the job, it is the Children's Learning Center's preference that staff do not work less than 15 hours per week. Student employees will not be scheduled more than 23 hours per week during the academic year (the week immediately following the end of the summer semester through the end of the spring semester). Students may be scheduled up to 36 hours/week during the summer semester. The University recommends not more than 20 hours per week for full-time students when classes are in session. If a student employee has more than one campus job, they may not work over 25 hours per week all jobs combined. It is important that staff notify the **Center's HR Manager** if also working another campus job.

Staff need to be available to work throughout the year, including all Exam Weeks, UWinteriM weeks, Early Week of Fall, and during UWM Spring Break. Staff who live in the dorms will need to confirm housing during these weeks. Please note that there are three weeks that the Center is closed to children - the week of December 24 - January 1, the week after the Spring semester ends, and the third week of August. Lead Educators, Assistant Directors and office staff are required to work during the week the Center is closed in August.

Each semester, exam week, UWinteriM, and Early Week of Fall, staff are required to re-submit availability to their supervisor on a staff availability form, indicating classes, other jobs, scheduled commitments and available hours. Staff are required to speak directly with their supervisor as soon as possible about availability if there are any concerns, e.g. vacation, very limited hours available.

## Student Staff Absence Policy

### I. Calling in Sick:

- A. Student staff at the UWM Children's Learning Center are expected to report to work as scheduled and on time. Absences will be documented when an employee calls in, leaves early, or arrives late for all scheduled shifts (including any additional hours agreed to, CPR training, and staff meetings).
- B. Student staff must call the Center at 414-229-5384 to give notice of their absence:
  - a. If scheduled to open a classroom the student should call by 6:45 a.m. If scheduled to begin work after 7:00 a.m., the student should call the Center by 7:00 a.m.
  - b. When calling, the student must report to the receptionist their first and last name, classroom/office, the hours scheduled to work (including any flex hours),

as well as the reason for the absence. This information may also be left on Center voicemail at 414-229-5384 any time before or after hours of operation.

- C. If an employee is going to be absent for a training that they are scheduled to attend, that employee is expected to call the Center and leave a voicemail with notification of the absence. For the purposes of discipline, absence occurrences will be counted when an employee calls in an absence, or requests to come in late or leave early due to illness, emergency, or any personal reasons. Consecutive days of being absent will be counted as one occurrence. Absences will be documented per semester and will be subject to the following disciplinary action:

**Occurrence Action**

First and Second: no action taken

Third: courtesy email

Fourth: written warning/performance update

Fifth: grounds for termination

- a. Absence occurrences will not be counted if a supervisor gives permission for an employee to be off for all or part of their scheduled shift due to the Center being over-staffed.
- D. Absences that are suspicious in nature, regardless of the number of occurrences, may be subject to an immediate written warning and/or further disciplinary measures. Suspicious occurrences may include, but are not limited to:
  - a. Absences in conjunction with vacation, holidays, or other time off.
  - b. An absence occurring on a date that prior requested time off was denied.

**II.No Call/No Show:**

- A. Two incidents during the duration of employment of no call/no shows for any scheduled work hours, including staff meetings and required classroom/family events, are grounds for immediate termination. After one no call/no show, staff will be given a written warning by their supervisor or Assistant Director. The consequence of the second no call/no show will be stated in the written warning.

**III.Tardy:**

Student staff are expected to clock in for their shift 5 minutes before their starting time in order to get to their classroom/office at the start of their shift. We recognize that, at times, staff may be running late to work. A grace period of up to 5 minutes will be permissible on occasion. More than 7 instances per semester of arriving up to 5 minutes late will be subject to discipline, including denial of merit increases and advancements.

- A. If a staff member is to be more than 5 minutes late to work, they are to call the Center at 414-229-5384 as soon as they are able to give notice of their tardiness.



When calling, the student should report to the receptionist their first and last name, classroom/office, start time of their shift, their expected time of arrival, as well as reason for being late. This information may also be left on our voicemail any time before or after hours of operation.

- B. Excessive tardiness will not be tolerated and will be subject to the following discipline:

**Occurrence Action**

First and Second: no action taken

Third: courtesy email

Fourth: written warning/performance update

Fifth: grounds for termination

**Note:** Non-semester scheduling periods (Exam weeks, UWinterIM, Spring Break, etc.) count as part of the major scheduling period that they fall within (spring, summer and fall) and will be subject to the disciplinary action noted in this policy. Consecutive semesters of written warnings/performance updates regarding absences and tardiness will be subject to denial of merit increases, advancements, changes in classroom assignments, and may include termination.

**Requesting Time Off:**

1. **At least 15 working days prior** to the day/s you are requesting off, speak with your Lead Educator (or Assistant Director if you are a flex staff). They will provide you with a Request For Time Off form.
2. Fill this out and return to your Lead Educator (or Assistant Director if you are a flex staff); they must initial the form to indicate they are aware that you are requesting this time off. They will then turn it in to your Assistant Director.
3. Your Assistant Director will then begin looking for coverage.
4. Your Assistant Director will notify you 10 working days prior to the requested day off if it cannot be accommodated or approved.
5. Not all time off requests can or will be granted.

**Other things to know about requesting time off:**

- Student staff requests must be limited to **no more than two days** per semester.
- There will be no requests granted for the first three weeks of the semester.
- We will be asking staff to pick up additional hours to cover each other's time off.
- We will be using your UWM email to communicate with you regarding this process. Please respond to these emails within a day or two.
- You must communicate with your Lead Educator or Assistant Director about time off (including during Spring Break and Summer) prior to purchasing plane tickets or making reservations.
- You must communicate with your Lead Educator or Assistant Director before switching hours with another staff.

## Exam Weeks and other scheduling periods

- These different scheduling periods (Exam Weeks, Early Fall, UWinteriM) are still required work time.
- Days during these weeks must still be **requested** off. *This must be a conversation you have with your supervisor.*

## Breaks

Staff who work 4 or more consecutive hours at a time are entitled to a 15-minute paid break. Staff are entitled to a paid 15-minute break for each subsequent 4-hour period. If staff are scheduled to work more than 6 hours, they must be scheduled for a 30-minute unpaid break. If staff are taking an unpaid break they must sign in and out on the HRS Web Clock. Breaks may not occur at the end of a shift (e.g., staff cannot work 4 hours and go home 15 minutes early and call it a break). If staff are entitled to two 15-minute breaks, these breaks cannot be taken back to back.

Staff may be scheduled to take a break at a particular time each day, or break times may be more flexible. In the case of classroom staff, it is important to be familiar with routines and staff:child ratios to know when it is a good time to take a break.

There is a student staff break space on the ground floor available for breaks. There is a microwave, refrigerator, k-cup coffee maker, sink, phone and computers for your use. We ask that you keep this area clean. Breaks are not to be taken in the main lobby, office areas, or child care areas (rooms, play yards, gyms). Staff are required to follow fire/tornado evacuation procedures during a break.

On the ground floor near the staircase is a room for 'reflection space' that provides a quiet, tranquil location for thought, reflection, prayer and mindfulness. This is a shared space where everyone is welcome; it is built on inclusion & respect for all people and practices.

## Staff Meetings/Family Events

Staff meetings are held: a) to disseminate information about procedures in the room and in the Center; b) to discuss present and future topics of learning; c) to provide solutions to problems; d) to provide an opportunity for staff members to communicate with each other; e) to provide a means of support; and f) to focus on special staff training topics. Staff meetings help ensure cooperative effort in establishing consistency and continuity in the work we do and for the children in our care.

Staff will receive prior notice of staff meetings; attendance is part of the work schedule and is **mandatory**. A no-call/no-show for a staff meeting is the same as a no-call/no-show for regular work hours. If staff are unable to attend meetings due to conflicts with class times, illness or other obligations, they are responsible for obtaining missed information. This may include reading meeting notes and/or conferences with the supervisor. Even if staff have attended a staff meeting it is required that they read all posted staff meeting minutes. If for some reason a staff meeting is canceled on short notice, the Center will contact staff. In severe weather conditions, please call the Center to see if a meeting has been canceled. Staff should sign in and out on Web Clock for staff meetings.

Family events held at the Center, such as potlucks or picnics, are opportunities for staff to communicate with families and build family/staff partnerships. Similar to a staff meeting, staff are required to attend these events and are paid for their time.

### **Holidays, Religious Observations**

The Center is closed for the following days: July 4th, Labor Day, Thanksgiving Day and the Wednesday before and the Friday after Thanksgiving, Christmas Eve Day through New Year's Day, Dr. Martin Luther King Jr. Day, and Memorial Day. Student staff are not paid for holidays.

The Center assures that absences for religious observations will be honored. It is the staff's obligation to provide prior notification of specific religious observations that will affect their work schedules.

### **Snow/Severe Weather**

If University classes are canceled due to inclement weather before 8:00 a.m., the Center is closed. If classes are canceled after 8:00 a.m., the Center remains open. If the Center is open, staff are expected to work their regular schedule. Official announcement of cancellation of classes will be made on area television and radio stations. No separate announcement will be made regarding the Center. Staff can also obtain information regarding class cancellations by going to UWM's homepage at [uwm.edu](http://uwm.edu).

### **Vacation/Sick Time**

Student employees are paid only for hours worked and receive no paid vacation or sick time.

### **Staff Parties/Outings**

Coworkers may coordinate a staff party or social outing from time to time. These activities are not paid, but participation is welcomed and encouraged.

# **ON-THE-JOB INFORMATION**

## **General Communication**

Communication is the key to our Center functioning well. Positive communication between families and staff, and between coworkers, is required at all times. Communication with families is key to providing quality child care. Supervisors should always be made aware of the questions and concerns of families. If a communication concern occurs between coworkers, the first response is to directly address the concern together. If needed, concerns should be brought to the classroom/office supervisor, Assistant Director, Director **or the HR Manager.**

Communication within each room/office is vital. Staff are required to read memo boards, staff notes, messages and child sign-in sheets and to check their mailboxes each time they come to work. A weekly staff newsletter, the Staff Static, is emailed to each staff, usually on Mondays. Communication between staff, particularly as they arrive and leave, is very important. Notify coworkers as you leave for breaks, lunch, or other jobs out of the room/office. Recording information in staff notebooks, on boards, forms, etc. is each staff person's responsibility.

All staff assume responsibility for the children in shared areas of the Center. The shared areas are: play yards, gyms, nap rooms, lobby, break spaces and halls. Staff need to communicate any issues/concerns they observe in these areas to staff from other rooms.

Phones are located in each room, gym and in the office areas and are used to communicate throughout the Center. Staff are required to check their UWM email on a regular basis for important job-related updates and information. There are computers available in the student staff break space for this purpose. There are also computers (and WEPA printers) available for students throughout the campus.

A staff suggestion box is available in the staff break space for staff use. The suggestions received are reviewed by the Center Administrative Team and responded to via the Staff Static.

## **Confidentiality on the Job**

Working at the UWM Children's Learning Center places you in a situation where you know information about children, families and coworkers that is available to you only because you work at the Center. All staff are responsible for maintaining confidentiality with respect to the children, families and coworkers of the Center at all times. This means that you may not use the names of children, families, or staff, or other information about them (whether positive, negative, or otherwise) in any spoken, written, or electronic communications that are not part of your job. Electronic communication includes all forms of social media, group texts, emails, etc.

Information learned about children and families as part of your job may not be used in any way outside of the Center or for personal gain. Information learned about children and families outside of the Center may not be used as part of your job at the Center. Communications with others may easily be overheard or read by those outside the Center. In addition, speaking disrespectfully and/or disregarding the confidentiality of others can undermine your credibility as a staff person. Disregard of this policy may be grounds for discipline, up to and including termination.

### **Reporting Suspected Child Abuse/Neglect**

All Center staff are mandated by law to report suspected child abuse/neglect to Child Protective Services at 414-220-7233. We appreciate if staff work with the Director in reporting suspected child abuse/neglect, but this is not required. An accident/illness report must be filled out in writing by the employee who has observed suspected child abuse or neglect. Staff who report suspicions of child abuse or neglect are immune from discharge, retaliation or other disciplinary action for that reason alone unless it is proven that the report is malicious.

### **Scented Products**

We have some children and staff who are very sensitive to the use of perfumes, colognes, and other scented products. Reactions to these products (difficulty breathing, not feeling well, noticeable behavior changes, etc.) can last for hours. Because of this, it is required that all staff refrain from using perfume and cologne while at the Center. Although sensitive children and staff may not be in a specific classroom or work area, the lingering smell of scented products anywhere in our Center can cause allergic reactions.

### **Eating Snack/Lunch/Beverages**

Staff are required to sit with children during any snack or meal. In the infant classrooms, all attention will be needed to assist children with feeding. Depending on the age group of children, staff may be able to eat their own snack/lunch on the job. Staff working with toddlers, preschoolers and school-agers are asked to model healthy eating habits when eating their own snack/lunch with children. Because families have packed what they want their child to eat, staff may not eat or share children's lunches.

For safety reasons, all beverages must at all times be kept in classroom kitchen areas and away from children. Beverages in glass bottles or cans should be transferred into a plastic, tempered glass with silicone sleeve, or metal container. Hot beverages must be in thermal containers with secure lids. Drinking of beverages while in ratio cannot distract staff from supervision of children. Staff may not take any beverages with them to gyms or playgrounds. If children are taking personal water bottles on an outing, staff may bring their own water bottles. Beverages may be kept in offices, break rooms, and meeting spaces.

### **Infant Sleep Policy**

The Center has a very specific policy on how infants can be put to sleep. This policy is reviewed with all staff at orientation and is posted near the cribs in each infant classroom.

### **Nap Rooms**

We require that staff remain alert, actively supervising children while in the nap room. Accreditation standards require that staff actively check on children frequently. All children must be in sight and sound at all times. Falling asleep or inattention to children is grounds for termination.

### **Phone Use**

We recognize smart phones and watches are an integral part of everyday life; however, they can also be a distraction and hindrance to our work. All Center employees are expected to silence cell phones and smart watches during work hours, and cell phones should be stored in a staff locker or office. Staff may not use personal devices while working in ratio with children for any reason (no

calls, texts, email, photos, video, music, etc.). During break times, personal devices may be used in offices and designated break spaces.

Staff expecting an emergency phone call should notify their supervisor. We ask that incoming calls to the Center be limited to emergencies. Messages will be taken for non-emergency calls.

The classroom cell phone should be taken when groups of children in River, Fox, Owl and Lynx are exiting the Center to go on a walk or field trip or during an unplanned evacuation. The Lead Educator in all other rooms should bring their personal cell phone when groups of children are exiting the Center to go on a walk or field trip or during an unplanned evacuation.

### **Personal Property**

Lost, stolen, or damaged items are not the responsibility of the Center. Staff lockers are provided for storage of personal items. We advise staff to be security conscious in locking their locker. These are single-use lockers only - do not leave items in them overnight, and please close the locker door after use.

### **Visits/Socializing**

Personal visits are not allowed while staff are on the job. Socializing on the job between coworkers must be limited to appropriate topics and language at all times. Conversations with co-workers must not interfere with job performance.

### **Nursing Employees**

The Children's Learning Center is a breastfeeding friendly child care center. We encourage and support those staff who are nursing. The Center is equipped with two private nursing rooms on the ground floor which include a comfortable chair, table, outlets, a sink and refrigerator. If you are a nursing employee, please meet with your supervisor to review your schedule. Your supervisor will accommodate your nursing needs by incorporating convenient break time(s) so that you may clock out in order to breastfeed or pump.

### **Smoke-/Tobacco-Free**

UWM is committed to maintaining a safe campus environment and to ensuring that it acts to the extent possible to shield its students and employees from harm. To mitigate the established health risks associated with exposure to second-hand smoke, UWM is 'smoke-free' and 'tobacco-free.' Smoking means the use of any variety of lighted pipe, cigar, cigarette or other smoking equipment, including electronic delivery devices, whether filled with tobacco or any other type of materials. Tobacco means any tobacco product, including those which are smokeless, chewable, spit, spitless, dissolvable, or inhaled.

Because young children are particularly susceptible to the dangers of third-hand smoke, we ask that staff who may smell like smoke, and will be holding young children, wear a cloth or light blanket over their shoulder. Smoking materials may not be visible to the children (e.g. in a shirt pocket).

### **Dress Code**

The UWM Children's Learning Center is a professional, accredited child care program. All Center staff in classrooms and offices are required to dress appropriately for a professional child

care work setting. Office staff are required to dress appropriate to a casual/professional office environment and in a manner fit to greet customers and prospective customers at the reception desk. Classroom staff are required to dress in a manner that allows full participation in their work with children, both indoors and outdoors, and in a manner that reflects the professional and valuable work we do with children. Classroom staff will be on the floor with children, moving quickly with them, playing in the sandbox, bending, squatting and participating in all of the children's activities. Shoes should be worn at all times. In infant classrooms staff are required to wear either Center-provided shoe covers, for short-term use, or shoes or slippers that staff provide and that are only worn here within the infant classrooms.

These clothing/shoes are recommended for full participation:

- Jeans, pants or mid-thigh shorts
- T-shirts or sweatshirts
- Rubber-soled shoes that cover the entire foot

The following clothes/shoes that restrict participation and/or are inappropriate for a professional work setting are not permitted:

- Footwear that is not conducive to safe running, climbing on climbers, or carrying children.
- Clothing with writing or art not suitable for children (including but not limited to) depictions or advertisements of alcohol, tobacco, or illegal substances, implicit and/or explicit sexual language, and/or profanity.
- Shorts/dresses/skirts shorter than mid-thigh.
- Low-cut and/or midriff-baring tops or exposed bellies or buttocks.
- Underwear that is visible when seated, standing or bending.

Supervisors will talk to staff who are in inappropriate clothing, asking them to go home to change or ask them not to wear the article of clothing again.

In addition, the following restrictions apply to tattoos and piercings:

- Tattoos consisting, in whole or in part, of writing or art not suitable for children, including, but not limited to: depictions of tobacco, alcohol, or illegal substances, implicit and/or explicit sexual content, and/or profanity, must be covered at all times.
- Body jewelry that children could pull on, resulting in harm to staff, is not recommended.

**Center Opening/Closing**

Specific opening and closing duties for classrooms and offices are reviewed in orientation and training for all work areas.

At Center closing, classroom closers cannot leave until all families have left the classroom, and Center in-charge personnel cannot leave until all children and families have left the Center.

**Working in Other Classrooms**

As part of Center employment, classroom staff may be asked by their supervisor or an Assistant Director to help out in a different classroom for all or part of their work hours. Staff working in office areas may also be asked on occasion to help out in a classroom. When staff report to a

classroom, they should identify themselves and check in with the person in charge. Staff will be advised by the classroom staff about appropriate interactions for the age group and are required to let the classroom staff know when they need to leave.

### **Child Health Care Needs**

Special health care needs of children are shared with staff at staff meetings, in the classroom staff notebook, and in a red binder in each classroom. Health care needs related to food allergies are posted in the kitchen of each classroom. Staff are expected to always be aware of key health care needs, know where the information is kept, and read/review when they are told that something has changed. It is important that staff use information about special health care needs to care for children appropriately.

### **Child Assessments**

Children are regularly assessed on physical, emotional, social, cognitive, and language development and on self-help skills. Staff will be asked to assist the Lead Educator with these assessments as part of their work in the classroom. Child assessments are kept in a confidential child file in the classroom or teacher office. These assessments are shared with families by the Lead Teacher as needed and/or requested, but at least twice a year.

### **Safety/Authorization to Pick Up or Visit a Child**

For security purposes, staff and parents may only enter and exit the Center through the main lobby doors. This limited entry provides added security for the children in our care and staff who work in the Center. Visitors to individual areas/rooms within the Center will be announced by the office or will be accompanied by a Center employee. If staff observe a suspicious person in the building, they should ask if they need assistance and should call the reception desk immediately if they feel uncomfortable with the situation.

Each child has an emergency card in his/her classroom which indicates who may visit and/or pick up the child from the room. No one else may visit or pick up a child without the child's legal guardian present. Staff are required to ask for I.D. of anyone unfamiliar to them, including parents that staff have not met or seen before. This policy is extremely important for the safety of all children. If at any time staff need support, they should call the receptionist for assistance from a supervisor. All staff must follow the Center policy regarding child visitation and pick-up per the Children's Learning Center Family Handbook available on the Center's website.

### **Appropriate Touch**

In working with children, it is important that all staff be aware of appropriate and respectful touch. Once children have completed the diapering/potty learning stage, we ask that staff not touch children on the private area of the body between the waist and the knees. (This would not apply in case of an emergency situation such as a child falling from a climber.) Per individual child needs, staff may need to help children who are no longer in diapers with wiping. Routine care such as applying sunscreen or back rubbing at naptime is accepted practice. For the sake of children's comfort, tickling is not allowed at the Center.

### **Private Child Care Arrangements**

Often parents ask if Center staff are available to provide evening or weekend child care in their home. The Center does not endorse or recommend staff to parents or parents to staff. Center staff



who provide such child care are doing so outside the scope of their UWM employment and, as such, UWM is not liable for any conduct within a private arrangement of this nature. Arrangements of this sort should not be made while the staff is working at the Center. Staff who are closing a classroom at the end of the day cannot also agree to pick up a child for a family the same night, as the two obligations may conflict and cannot be done simultaneously.

### **Walks/Field Trips**

All children enrolled at the UWM Children's Learning Center may be taken on walks on the perimeter of and within the UWM campus. When taking children off Children's Learning Center grounds, a cell phone must be taken along. The phone number of the phone taken must be written on the room's tracking sheet that's left at the reception desk.

When taking children off Children's Learning Center grounds, there must be a minimum of 2 adults, one of whom must be a Primary Caregiver or above and be in compliance with CPR certification. Child/staff ratios must always be maintained when children leave the Children's Learning Center grounds. Children going on walks off campus must have a signed permission slip on file. Food may not be bought and eaten on walks unless a permission slip has been signed by the parent. First aid backpacks must be taken on all walks/field trips.

### **Photos:**

Classroom teachers take pictures of the children on a regular basis for documentation purposes or to record a special activity. These photographs may be displayed in the classroom, Center hallways or the lobby. Pictures or videotapes of children may be taken for staff training purposes and/or for UWM classes on child development, early childhood education or child care.

Parents and staff may take pictures for their personal use at group functions sponsored by the Center (potlucks, concerts, etc.). Staff are not allowed to take personal digital or video photos of children during normal daily activities in the classroom.

From time to time photographers from the UWM campus newspapers or University News Services and Publications request permission to take pictures or videotape children at the UWM Children's Learning Center. These pictures may be used for a "picture page" or to accompany features on the UWM Children's Learning Center or on child care in general. Parents will be notified in advance of specific requests for other photographs of their child, and will be asked for permission for their child's participation.

### **Class Projects/Tutoring**

Any staff who wishes to work with a child or group of children on class projects/tutoring/research must contact their Assistant Director for permission before making arrangements with the child's family or classroom supervisor. The Assistant Director will coordinate staff requests and family permission.

### **Volunteers**

Volunteer applicants are interviewed and placed in classrooms based on volunteer goals, availability and Lead Educator consultation. Specific duties and number of hours per week will also be determined based on these factors. Volunteers are required to have a personnel file,

complete required paperwork and attend Center Orientation. Volunteers are never left alone with children.

# HEALTH

## Medical and Emergency Information Forms

Upon hire all Center staff are required to complete the Staff Medical Information and Staff Emergency Information form. This form identifies medical provider, medical conditions, and emergency contact information in the event of a health emergency. Staff are required to submit a staff health form per licensing and accreditation. The health form must be signed by a physician and includes documentation of a Tuberculin Skin Test, as well as a general physical. Staff have the choice of making an appointment at the Student Health and Wellness Center *located in NWQD* or going to their own family physician. Completed health forms must be submitted within 30 days of start in order to remain employed. NOTE: *The Children's Learning Center will pay for the Tuberculin Skin Test given to Center staff at the UWM Student Health and Wellness Center.*

## Contagious Illness/Communicable Disease

In order to help minimize the spread of any contagious illness within a classroom or the Center, frequent adult and child handwashing is required. Guides for handwashing procedures are posted above sinks in each classroom. Staff should wash their hands with soap and water in their classroom when beginning their shift; when moving from one group to another that involves contact with infants and toddlers; before and after changing a diaper or assisting a child with toileting; after using the bathroom; before and after preparing food, eating food or feeding an infant or child; after caring for an ill child; after direct contact with nasal secretions (wiping a nose); before and after applying bandages or other first aid; before and after immersing hands in a water table; after cleaning up any bodily fluid (blood, mucous, vomit); after cleaning and sanitizing practices; after handling garbage; before and after giving a medication or applying an ointment or sunscreen; after handling chemicals; after removing disposable gloves; before and after cleaning aquariums.

Working with young children may include exposure to colds or flu. Like all work places, we are concerned about staff health and absences. We value good judgment and self care in staying healthy. Although each person's health assessment varies, we rely on staff to maintain good health habits to keep absences at a minimum. Staff should notify their supervisor about any particular physical or mental health concerns that may affect attendance. Some communicable illnesses can be avoided or at least can be less serious when sick staff stay home. In accordance with licensing regulations, parents and staff are informed about contagious illnesses. If staff are on antibiotics for 24 hours for a contagious illness, e.g., strep throat, they are considered no longer contagious and may return to work at their discretion. In the case of absence due to injuries or medical procedures, a medical release may be required to return to work.

Hepatitis B vaccine is recommended for all Children's Learning Center staff. Most individuals receive this series of vaccines in infancy. If staff have not had this vaccine, *the Children's Learning Center will pay for the hepatitis vaccine given to Center staff at the UWM Student Health and Wellness Center.*

Staff are required to report to their supervisor any diagnosed communicable diseases that they, or any children in their care, may develop.

All staff are expected to report any unsafe or unsanitary conditions to their supervisor. This includes classroom equipment, sanitary procedures, unfavorable conditions in shared areas (gyms, nap rooms, play yards, etc.) and office areas.

## Mental Health and Wellbeing

Stress management techniques are reviewed with all staff. Mental health resources are available through supervisors, Assistant Directors, **the HR Manager**, and the UWM Student Health and Wellness Center.

# **JOB PERFORMANCE AND EVALUATIONS**

## **Staff Check-In & Feedback**

Supervisors will formally check in with classroom staff after the first three weeks of employment. This will be a 10- to 15-minute check-in to discuss how things are going. After six weeks of employment there will be another formal check-in. This will include review of a Staff Goal List. The Staff Goal List is a list of on-the-job expectations to be reviewed in order to evaluate ongoing training needs. Staff will receive regular on-the-job feedback from their supervisor and their Assistant Director. If there is need for additional formal check-in meetings, these can be initiated by either supervisor or employee. Staff should sign in and out on the Web Clock for these check-in meetings.

## **Staff Performance Documentation**

A staff person's job performance issues are confidential and are addressed by supervisors in either verbal or written form using a Staff Performance Documentation form. In the case of performance concerns, a staff performance plan will outline the specific areas for improvement and may include reflective written responses from the staff regarding their job performance issues. The documentation form outlines a date for review of the specific performance improvements goals. If performance does not improve within the designated time frame, employment will be terminated. Any written staff performance documentation is reviewed by **the HR Manager** and placed in the staff's personnel file.

## **Evaluations**

Evaluations are viewed as positive, ongoing, learning experiences which benefit both the staff and the program. At the end of the first semester of employment, and annually thereafter, a written evaluation of work performance will be completed by the supervisor. Staff will also be asked to fill out a self-evaluation of work performance. Feedback regarding work performance is important to the program. Staff will receive a copy of both their self-evaluation and of their supervisor's evaluation of their work performance. Continued employment for the following semester will be based on satisfactory work performance. Staff should sign in and out on the Web Clock for evaluation time.

## **Staff Position Advancement**

Classroom position advancement is possible when a staff has completed the training requirements for a position and is approved through performance observation and an interview with their supervisor. The interview process includes responding to a set of questions that determines a staff person's readiness for advancement. Questions about qualifications and progress on advancement should be addressed to **the HR Manager**.

## **Performance Qualifications and Wages: Classroom Positions**

See Appendix 1 "Child Care Staff Qualifications and Wages."

## **Resignations/Exit Form and Exit Questionnaire/References**

A student employee voluntarily withdrawing from the job is requested to give at least two weeks' written notice to their supervisor. Students who leave the Center are asked to complete an Employee Exit Form that is returned to their supervisor. This form gives the Center permission to provide future references at the student's request.

# SUSPENSION/TERMINATION

## Possible Causes for Suspension/Termination

Student employees may be suspended or terminated at any time at the discretion of the management of the UWM Children's Learning Center. Suspension/termination may result from any of the following:

- Failure to complete required in-services or training courses
- Physical or verbal abuse of a child, staff or parent.
- Any guidance practice that includes corporal punishment, unsanctioned physical restraint, withholding or forcing meals, snacks or naps, or lapses in toilet training.
- Failure to meet the expectations of the job as outlined in performance reviews or in the job description.
- Failure to follow Center policy.
- Failure to submit required forms.
- Endangering the safety of a child.
- Revealing confidential information about families, children or staff.
- Failure to notify the supervisor prior to absences from work ('no calls/no-shows').
- Excessive absenteeism (four or more absences in one semester unless approved by the HR Manager in consultation with the supervisor).
- Signing in on Web Clock for hours not actually worked.
- Departmental budget shortfall.
- Theft of personal or business property.
- Refusing or failing to follow orders of a supervisor.
- Reporting to work under the influence of drugs or alcohol.

The Children's Learning Center can suspend a student employee for up to 5 working days for serious job infractions as determined by the HR Manager and Assistant Director. Suspension is used to allow the Center time to carefully investigate the situation and to reach an informed decision concerning the disposition of a student employee for alleged misconduct, insubordination, or violations of University or Center policies, rules or regulations.

## Suspension Procedures

- The HR Manager, Assistant Director, and/or supervisor will talk with the employee about the reason for suspension.
- The employee will be told the date they will be advised of the outcome of the suspension.
- The HR Manager and Assistant Director will investigate the situation and make a decision regarding the employee's job status.
- The employee will meet with the HR Manager and Assistant Director and receive written information as to the reason for the suspension, outcome of the investigation and the decision as to job status.

Following the suspension, one of the following determinations is made regarding the employee's job status:

- Job reinstatement
- Extended supervision and retraining in areas of concern
- Reassignment of work duties
- Extended suspension
- Job termination

If formal disciplinary action is taken, the findings and the cause for the investigation will be placed in the student employee's personnel file at the Children's Learning Center.

### **Grievance Procedures**

The University has a grievance procedure for student employees. The goal of the procedure is to encourage mediation and conciliation of the student employee grievance. These procedures are available in Appendix 1.

### **Withdrawal from School**

A student who withdraws or is terminated from classes at UWM must notify the **HR Manager** immediately. A student whose enrollment is terminated may continue his/her employment only if an appeal is pending.

# OTHER/MISCELLANEOUS

## Title IX

Title IX is a federal law that prohibits sex discrimination. Sex discrimination includes sexual harassment, sexual violence, and any other sex-based misconduct, relationship violence, discrimination based on pregnancy, and the failure to provide equal opportunity in all areas of schooling such as admissions, educational programs or activities, and athletics.

In compliance with Title IX, UWM will not tolerate discrimination or harassing conduct that is based on a protected status. The University's Discriminatory Conduct Policy, S-47 Discriminatory Conduct Policy, prohibits, among other forms of discrimination, sex-based discrimination. Sex-based discrimination is conduct that (1) adversely affects any aspect of an individual's employment, education or participation in activities or programs at UWM; and (2) is based on sex, including gender identity or expression. Sexual harassment is a form of prohibited discrimination and is defined as unwanted conduct of a sexual nature that unreasonably interferes with the individual's work, education or participation in activities or programs at UWM or creates a working or learning environment that a reasonable person would find threatening or intimidating. Sexual harassment may be of any type including oral, written or physical. Sexual violence is also a form of prohibited discrimination, and UWM defines sexual violence as physical sexual acts perpetrated against a person's will or where a person is incapable of giving consent.

UWM's Discriminatory Conduct Policy also prohibits retaliation. Retaliation is an adverse action made as a result of an individual's complaint about conduct prohibited by the University's Discriminatory Conduct Policy or participation in enforcement of this Policy. Protected activities include reporting discrimination or serving as a witness in an investigation in connection with the same.

Students will receive a mandatory online Title IX training within their first month of employment. Students are required to do this on non-work time, but will be compensated for an hour and a half upon submission of completion to the UWM Human Resources Department.

At the Children's Learning Center, we encourage any staff person who is faced with a possible situation of sexual harassment to consult their supervisor, **the HR Manager**, an Assistant Director or a Director. Students can also contact the UWM Police Department or the UWM Office of Equity/Diversity Services.

## Work-Related Injuries/Worker's Compensation

All UWM student employees are covered by the Wisconsin Worker's Compensation Act for work-related injuries. All claimants must notify their supervisor, or in their absence a Director, immediately after an accident. If a student is injured while completing his/her tasks, he/she may be eligible for medical and compensation benefits.

A student who sustains a work-related injury has the option to be treated by the physician of their choice or to be treated on campus at the UWM Health and Wellness Center. In cases of serious injury, the University Police will be contacted and will make necessary transport arrangements.

The required State of Wisconsin Worker's Compensation forms must be completed by both the student and his/her supervisor within 24 hours of the injury. This form is available from the Associate Director in the Children's Learning Center Office.

It is required that all Center staff keep their Staff Emergency Information and Medical form updated, and notify **the HR Manager** regarding information such as change of address, phone number, and emergency contacts.

To return to work after a medical procedure or recuperation period, staff must both have a medical release form and be able to perform the duties of their specific position.

### **Unemployment Compensation**

Eligibility for unemployment compensation for student employees is subject to state rules and regulations. Because of the nature and definition of student employment, students are generally not eligible. Any specific questions related to unemployment compensation should be addressed to the UWM Human Resources Department.

### **Liability - Center Coverage**

The UWM Children's Learning Center has liability insurance through the University, which is self-insured. Employees who are acting within the scope of their employment at the Center would be represented by the University legal counsel in the event of a lawsuit.

It is important that Children's Learning Center employees follow Center policies at all times. Following Center policies ensures protection for employees. Failure to follow policy (such as taking child(ren) for a walk off Center grounds with only one adult present or falling asleep in the nap room) could result in a determination of negligence.



## CHILD CARE STAFF QUALIFICATIONS & WAGES

TITLE	QUALIFICATIONS	BASE RATE
<b>ASSISTANT CAREGIVER</b>	<ul style="list-style-type: none"> <li>◆ Experience with children is preferred.</li> <li>◆ Is enrolled in Introduction to Child Care (ICC) or is enrolled in an approved credit-based replacement course (see Approved Course List).</li> <li>◆ Is enrolled in CPR/AED Training and Pediatric First Aid Training.</li> <li>◆ Is enrolled in the Infant Toddler and/or School-Age course as applicable.</li> </ul>	\$12.00
<b>CAREGIVER</b>	<ul style="list-style-type: none"> <li>◆ Meets all requirements listed above for ASSISTANT CAREGIVER.</li> <li>◆ Has completed ICCP course and Infant Toddler or School-Age Course as applicable.</li> <li>◆ CPR/AED Training is current.</li> <li>◆ Pediatric First Aid Training is current.</li> <li>◆ Has worked in ratio for a minimum of eight (8) weeks.</li> <li>◆ Has Lead Educator recommendation.</li> </ul>	\$12.50
<b>PRIMARY CAREGIVER</b>	<ul style="list-style-type: none"> <li>◆ Meets all requirements listed above for CAREGIVER.</li> <li>◆ Has completed 6 credits in approved early childhood education or 3 early childhood credits and 48 total credits from an institution of higher education (See Approved Course List).</li> <li>◆ Has a minimum of 320 hours working with children.</li> <li>◆ Has completed all NAEYC required Inservices.</li> <li>◆ Has demonstrated leadership, initiative and the ability to provide on-the-job training for other staff.</li> <li>◆ Has demonstrated proficiency in working with children, families, other staff and classroom management.</li> <li>◆ Has Lead Educator and Assistant Director recommendation.</li> </ul>	\$13.50
<b>LEAD CAREGIVER</b>	<ul style="list-style-type: none"> <li>◆ Must meet Primary Caregiver requirements to qualify.</li> <li>◆ Has Assistant Director recommendation</li> <li>◆ Position only offered when specific conditions and requirements are met; see next page for further detail.</li> <li>◆ 20 hours/week minimum (includes up to 2 hours plan time)</li> </ul>	\$14.50

**All classes taken to fulfill these employment requirements must be passed with a grade of “C-” or higher.**

To remain employed, the state-required ICCP course, the Infant Toddler and/or School-age training courses must be completed **within 6 months of hire**.

Lead Caregiver:

- ◆ Used as 3<sup>rd</sup> position in infant suite or with Director approval to provide leadership when an open Lead Educator position exists in any classroom.
- ◆ Must be a vacant position with plan to recruit or if a leave of absence will be greater than six weeks.
- ◆ Appointment will be for minimum of one full semester and placement reviewed each semester by Director.

Merit Raises

Merit raises are generally given annually in September and are dependent upon budget. Staff who have worked two of the last three semesters (Summer, Spring, and Fall – minimum 8 weeks each) are eligible for merit raises. September merit raises are effective the *first full bi-weekly payroll* of the Fall semester. Those staff who begin during late Spring or Summer, and are not yet eligible for a merit raise in September, will be eligible for a smaller prorated merit at the first full bi-weekly of the Spring semester. This will put them back on schedule for annual raises in September.

## **Appendix 2 UWM STUDENT EMPLOYEES GRIEVANCE PROCEDURES**

### **C. GRIEVANCE PROCEDURES**

The purpose of the grievance procedure is to establish an orderly and consistent process for student employees to express dissatisfaction about their employment. The goal of the procedure is to encourage mediation and conciliation of the student employee grievance.

Prior to submitting a grievance in writing, it is expected that the student employee and supervisor will attempt to resolve the problem informally. If efforts to resolve the problem prove unsatisfactory, the student employee may file a written grievance.

For purposes of this procedure, a grievance is a written complaint involving:

- Alleged unfair treatment as prohibited by law.
- Alleged violation of the UWM student employment policies or procedures.
- Alleged violation of the employing department's personnel policies or procedures.

A grievance must:

- Contain a clear and concise statement of the problem.
- Specify the date the condition or alleged violation occurred.
- Identify the person(s) involved.
- State the policies and/or procedures alleged to have been violated.
- State the relief sought.

The grievance must be filed on the UWM Student Employee Grievance Form. Copies are available from the Office of the Dean of Students.

For the purpose of this procedure, a student employee may be assisted by a representative of his/her choosing in presenting the grievance at any level of review. A reasonable amount of work time without loss of pay shall be allowed a student employee and the chosen representative to present the grievance. This time off must be arranged with the appropriate supervisors.

A grievance may be brought forward only by actual parties to the situation out of which the complaint emerges, and only during the semester in which the initiating incident(s) occurred. However, grievances brought during the last three weeks of the semester, an inter-session period, or a summer session will be acted on in the succeeding semester and within the specified time limits whenever possible.

#### **Protection from Harassment**

Any student employee who has filed a grievance and believes that s/he is being threatened or punished may bring a statement of facts to the UWM Student Employment Grievance Committee (SEGC). The SEGC may be contacted through the Office of the Dean of Students. The SEGC will investigate the situation within ten business days and submit a recommendation to the Chancellor or designee. The Chancellor or designee will make a decision and report to the student employee, the Grievance Committee, and the employing department.

#### **First Level of Review**

The UWM Student Employee Grievance Form must be used to file a grievance. The completed form should be given to the student employee's immediate supervisor or the employing department's designated first level respondent. A student has 14 calendar days from the date that s/he first became aware of, or could be reasonably expected to have become aware of, the condition or alleged violation giving rise to the complaint to file the grievance. The supervisor or designated respondent must be a regular University employee.

The supervisor/respondent will schedule a hearing with the employee and the student representative, if any, within seven calendar days. Within five business days of the hearing, the supervisor/respondent will issue a written decision, appropriately signed and dated, to the student employee.

### **Second Level of Review**

If dissatisfied with the first level decision, a student employee may appeal the grievance in writing to the dean, director or division head, or the designated second level respondent. The appeal must be presented on the UWM Student Employee Grievance Form to the second level within seven calendar days of receipt of the first level decision. The dean, director or division head may designate a second level respondent if desired. The second level respondent will schedule a hearing with the employee and the chosen representative, if any, and attempt to resolve the grievance. A written response, appropriately signed and dated, will be returned to the student employee within 10 business days after receipt of the written appeal.

### **Third Level of Review**

If dissatisfied with the second level decision, a student employee may appeal the grievance in writing on the UWM Student Employee Grievance Form, together with all previous grievance action material, to the UWM Student Employment Grievance Committee within seven calendar days after receipt of the second level decision. The Grievance Committee, which may be contacted through the Office of the Dean of Students, will schedule a hearing within 10 business days of receipt of the appeal. The student employee, the chosen representative, if any, and at the request of the student employee, a representative from the Student Association may present the case at the hearing before the Grievance Committee. The hearing shall be closed unless the student employee requests an open meeting.

The Grievance Committee will have 15 business days to hear the case and recommend appropriate action to the Chancellor or designee. The written recommendation must be appropriately signed and dated by the Committee chairperson, and copies of the recommendation shall be sent to the department concerned for informational purposes.

The Chancellor or designee will notify the affected student employee, the Grievance Committee, and the department concerned, of the final decision. The decision of the Chancellor or designee shall be final and binding.

In some cases, one departmental representative may be the appropriate representative at more than one level of review, i.e., a student employee's supervisor or the designated first-step respondent might also be the dean, director, or division head. In such cases, the levels of review are merged into one.

### **Failure to Respond**

Failure of a student employee to file a written appeal in accordance with the preceding guidelines within the specified time limits shall constitute dropping of the grievance and acceptance of the last preceding written response. Failure of the department to render a written answer within the specified time limits of the preceding guidelines shall enable the student employee to appeal the grievance to the next higher level of review within 14 calendar days of the final date for the department response. However, the specified time limits may be changed by mutual consent of the parties. Student employees who voluntarily terminate their employment (ending of a semester is not considered a voluntary termination) will have their grievance immediately withdrawn and will not benefit by any later settlement of the grievance.