



New York University
Human Resources
**Policies Assessment
Task Force**

Human Resources Policies Assessment Task Force (HRPAT) WORKBOOK

UPDATED: November 2, 2009



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Benefits Policies



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Current Policy: www.nyu.edu/hr/forms/btrfmr.html

Tuition Remission for Former Employees* / Benefits

(* employees who were laid off, retired or passed away)

Inconsistencies/Problems: No timeframe given, no cap on use of this benefit by a dependent

HRPAT RECOMMENDATION: For all dependent tuition benefits, student must be enrolled in an NYU degree program by the end of the year in which age 25 is attained. (Rationale: this parallels eligibility for medical and dental coverage.)

Employee Population: ✓ Faculty ✓ Administrator



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Current Policy: www.nyu.edu/hr/forms/btrfmr.html
Tuition Benefits for Retirees

Inconsistencies/Problems: No timeframe given, no cap on use of this benefit by a dependent; unlimited future liability to NYU

HRPAT RECOMMENDATION: Elimination of retiree tuition benefits for retiree, spouse/DP and Children.

Employee Population: ✓ Faculty ✓ Administrator



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Current Policy: www.nyu.edu/hr/benefits/ft.employees/

Undergraduate Tuition Remission Waiting Period for Dependent Children, all codes

Inconsistencies/Problems: Plan has a 3 year waiting period, but employees can waive the waiting period and apply under the “alternate plan” which has no waiting period; if they are highly compensated, the benefit paid under the alternate plan is taxable.

HRPAT RECOMMENDATION: For all dependent children’s tuition benefits, impose uniform 1 year waiting period.

Employee Population: ✓ Faculty ✓ Administrator



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Current Policy: www.nyu.edu/hr/benefits/ft.employees/

Inconsistencies in waiting periods across employee, spouse/DP tuition remission – codes 100, 102, 103

Inconsistencies/Problems: Plan for employees in codes 100, 102, 103 has a 3 month waiting period, but employees have a 6 month probationary period. Employees in code 104, 106, 107 have a waiting period, the same as probation. Employees in code 100, 102 and 103 have an immediate (no wait) eligibility for spousal / DP tuition benefits.

HRPAT RECOMMENDATION: Align employee waiting period with probation (must meet probation) for codes 100, 102 and 103. For dependent children’s tuition benefits, impose uniform 1 year waiting period for all codes. For spousal/DP benefits for code 100, 102, 103 employees, 1 year wait. (No change to current 104,106,107 3 month wait for spousal/DP benefits.)

Employee Population: ✓ Faculty ✓ Administrator ✓ Professional research staff



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Current Policy: N/A (code 100 NYSTD policy: www.nyu.edu/hr/policies/anp08000.html)
Disability & Sick Pay / Benefits

Inconsistencies/Problems: Professional Researchers are covered by sick pay policy but exempt (by NYU election) from NY state short-term disability (NYSTD)

HRPAT RECOMMENDATION: NYU should elect to cover this group to keep parallel to code 100 for absence management

Employee Population: ✓ Professional Researcher



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Current Policy: www.nyu.edu/hr/policies/anp19000.html
Tuition Remission upon Layoff

Inconsistencies/Problems: There are variations from layoff to disability, to death, to retirement.

HRPAT RECOMMENDATION: For all tuition benefits, where the employee who is laid off has less than 3 years of service with NYU, the employee, spouse/Dp, and dependent children who are currently enrolled under tuition benefits can continue those benefits for one semester beyond the semester in which the layoff occurs. If the employee has 3 or more years of service on the date of layoff, the employee, spouse/DP, and children can complete the degree program in which they are enrolled at the time the layoff occurred.

< 3	Employee's entitlement continues for one semester beyond the semester in which layoff occurs	Spouse/DP gets benefit for one semester beyond the semester in which the employee was laid off	Child gets benefit for one semester beyond the semester in which the employee was laid off
> / = 3	Employee can complete degree program in which they were enrolled & matriculated at time of layoff	Spouse/DP can complete degree program in which they were enrolled & matriculated at time of layoff	Child can complete degree program in which they were enrolled & matriculated at time of layoff

Employee Population: ✓ Faculty ✓ Administrator



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Current Policy: www.nyu.edu/hr/policies/anp19000.html

Tuition Benefit continuation upon total disability of employee

Inconsistencies/Problems: There are variations from layoff to disability, to death, to retirement.

HRPAT RECOMMENDATION: For all tuition benefits, where the employee becomes totally and permanently disabled and has less than 3 years of service with NYU, the spouse/Dp, and dependent children who are currently enrolled under tuition benefits can continue those benefits to completion of the degree program in which they were enrolled at the time of the employee's disability. If the employee has 3 or more years of service on the date of disability, the employee's children at the time of disability will be eligible for 4 years of undergraduate tuition benefits when they reach college age.

See chart on next page.

Employee Population: ✓ Faculty ✓ Administrator



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Policy Recommendation: Disability of Employee (all codes)

Type of TR Benefit/ Length of Service	Employee	Spouse/ DP	Dependent Child
< 3	Benefits Cease Upon Disability	Spouse/DP can complete degree program in which they were enrolled & matriculated at time of disability	Disabled employee's child can complete degree program in which they were enrolled & matriculated at time of disability; applies to Portable Tuition for Undergraduate Study
> / = 3	Benefits Cease Upon Disability	Spouse/DP can complete degree program in which they were enrolled & matriculated at time of disability	Disabled employee's child can complete degree program in which they were enrolled & matriculated at time of disability; applies to Portable Tuition for Undergraduate Study Or Child under college age is eligible for 4 years of TR for completion of a bachelor's degree upon reaching college age; applies to Portable Tuition for Undergraduate Study



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Current Policy: www.nyu.edu/hr/policies/anp19000.html
Tuition Benefit continuation upon death of employee

Inconsistencies/Problems: There are variations from layoff to disability, to death, to retirement.

HRPAT RECOMMENDATION: For all tuition benefits, where the employee dies has less than 3 years of service with NYU, the spouse/Dp, and dependent children who are currently enrolled under tuition benefits can continue those benefits to completion of the degree program in which they were enrolled at the time of the employee's death. If the employee has 3 or more years of service on the date of death, the employee's children at the time of death will be eligible for 4 years of undergraduate tuition benefits when they reach college age.

See chart on next page.

Employee Population: ✓ Faculty ✓ Administrator



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Tuition Benefit continuation upon death of employee

Type of TR Benefit/ Length of Service	Employee	Spouse/ DP	Dependent Child
< 3	Benefits Cease	Spouse/DP can complete degree program in which they were enrolled & matriculated at time of death	Child of deceased can complete degree program in which they were enrolled & matriculated at time of death; also applies to portable TR
> / = 3	Benefits Cease	Spouse/DP can complete degree program in which they were enrolled & matriculated at time of death	Child of deceased can complete degree program in which they were enrolled & matriculated at time of disability Or Child of deceased who is under college age is eligible for 4 years of TR for completion of a bachelor's degree upon reaching college age Above also applies to portable tr



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Compensation Policies



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Current Policy: www.nyu.edu/hr/policies/hrmcmp03.html
Job Grades and Salary Ranges / Compensation

Inconsistencies/Problems: Not competitive; Inflexible; Inefficient and contentious; Drives focus from role and development to specific tasks and level; Perpetuates inflated titles and salaries. Singular focus on grade level as status symbol.

HRPAT RECOMMENDATION: Change salary structure from grading framework to a Career Banding model (Career Banding is broad banding (broad grades) with a career development theme). Move from broad level benchmarking to specific job family benchmarking which will ensure more relevant and current market data for making compensation decisions.

Employee Population: ✓ Administrator



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Current Policy: www.nyu.edu/hr/policies/hrmcmp14.html
Types of Salary Adjustments / Compensation

Inconsistencies/Problems: No definitive link to performance

HRPAT RECOMMENDATION: Require that an employee must currently be “Meeting Expectations” based on our performance management system to be eligible for any type of salary adjustment.

Employee Population: ✓ Administrator



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Current Policy: www.nyu.edu/hr/policies/hrmcmp17.html
Annual Merit Increase (AMI) / Compensation

Inconsistencies/Problems: AMIs awarded too often and awarded to poor performers

HRPAT RECOMMENDATION: Require that employees must receive a performance rating of 3 or higher in order to be eligible for an increase (those not receiving a rating (NR) or a rating of 1 or 2 would not be eligible); Require that employees hired on or after May 1 are not eligible for an annual increase until the following fiscal year, at which time they may receive a pro-rated increase based on the actual number of months worked; Generally, off-cycle AMIs will not be awarded

Employee Population: ✓ Administrator



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Current Policy: www.nyu.edu/hr/policies/hrmcmp14.html
Equity Adjustment / Compensation

Inconsistencies/Problems: Equity Adjustments made too often and are awarded to poor performers

HRPAT RECOMMENDATION: Require a performance rating of at least “Meeting Expectations” in order to grant equity adjustment (note: award size can generally range up to 5% of base salary, but can be higher, as warranted)

Employee Population: ✓ Administrator



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Employee Relations Policies



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Current Policy: <http://www.nyu.edu/hr/policies/timeoffa.html>
Bonding Leave (BL) / Employee Relations

Inconsistencies/Problems: Unclear policy; Link to disability period; Inflexibility about when leave must be taken; Inefficient

HRPAT RECOMMENDATION: Provide 6 weeks of paid bonding leave to all qualified employees with primary caregiver status, regardless of length of disability (currently if disability exceeds 6 weeks, Bonding Leave time is reduced); Allow timing of BL to be any time within 3 months of event (but keep continuous requirement); Remove Employee Relations approval from administrative process

Employee Population: ✓ Administrator ✓ Professional Researcher



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Current Policy: www.nyu.edu/hr/policies/seppol.html
Notice Requirement / Employee Relations

Inconsistencies/Problems: Most schools and units treating required notice periods as guidelines vs. policies

HRPAT RECOMMENDATION: Enforce rule that employee must give required notice in order to receive unused accrued vacation pay for all codes

Employee Population: ✓ Administrator ✓ Professional Researcher



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Current Policy: <http://www.nyu.edu/hr/policies/anp06000.html> ;
<http://www.nyu.edu/hr/policies/fac11000.html> ; see various CBAs (contracts) under Policies:
www.nyu.edu/hr/policies/ Severance Policy / Employee Relations

Inconsistencies/Problems: Paying out more than we should by best practice standards (*see appendix A*) and also not obtaining a release

HRPAT RECOMMENDATION: Require a release and add the following language to the severance policy:

Employees are not eligible for severance pay if they leave the University under the following conditions:

- Voluntary resignation
- Discharge for Cause
- Disability covered for Workers' Compensation or NY State Disability insurance
- Retirement
- In the event a University function or service is contracted, assigned or otherwise transferred to another entity and University employees in that function or service are hired as employees by the other entity within thirty (30) days of the contract, assignment or transfer, provided the employees receive substantially similar compensation.

Severance Pay: You are eligible to receive one full week of pay per completed year of service for the first 10 years of service. For all completed years of service beyond the 10, the formula is two full weeks of pay per year up to a maximum of 52 weeks. You must sign an agreement and release to receive this pay.

Employee Population: ✓ Administrator ✓ Professional Researcher



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Current Policy: www.nyu.edu/hr/policies/timeoff3.html
Sick Time / Employee Relations

Workplace health and productivity issues (*Information provided by NYU Benefits Office*): NYU provides sick time for up to a maximum of 120 days for employees based on a variety of factors including object code, length of service and contractual language.* This permits the potential for abuse of time off for unexcused absences. Further, an employee whose illnesses are not managed is likely to take 10 or more days off for a disability than someone with the same illness whose case is managed under Short-Term Disability (STD). In addition to workplace productivity issues the 10% of absent workers incur about 55% of medical costs. Unscheduled absences can cost the university about 5.8% in payroll each year.

HRPAT RECOMMENDATION: *Shift from an open bank of sick days to a limited sick pay bank for unscheduled or sporadic sick time and move the rest of the sick days to a STD plan verified and managed by UNUM.*

- Create a sick pay bank of 15 days that employees can use for unscheduled or sporadic sick time for themselves and/or applicable family members as per university policies.
- All other sick time would be moved to a tiered STD plan based on years of service up to a maximum of 120 days. This would be covered at 100% of pay.

Employee Population: ✓ Administrator



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Current Policy: www.nyu.edu/hr/policies/anp08000.html ;
www.nyu.edu/hr/policies/sta08000.html

Vacation pay during leave (LOA) due to illness / Employee Relations

Inconsistencies/Problems: Current policy enables employees to receive greater than 100% of their salary while out on leave, because employees can stack base pay, vacation and NYSTD

HRPAT RECOMMENDATION: Discontinue practice of allowing use of vacation while out on a leave of absence due to illness

Employee Population: ✓ Administrator



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Current Policy: www.nyu.edu/hr/policies/timeoff2.html

Vacation Accrual / Employee Relations

Inconsistencies/Problems: Complicated; Inconsistently applied; Inflexible for employees and departments, including inability to take vacation during probation; Large carry-over banks

HRPAT RECOMMENDATION: For code 100s: front-load vacation and allow employees to take vacation during first six months with their supervisor's approval; Consider further limiting or eliminating carry-over of vacation days from the previous academic year beyond March 31st.

Employee Population: ✓ Administrator



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Current Policy: www.nyu.edu/hr/policies/anp05000.html ; www.nyu.edu/hr/policies/sta07000.html

Problem Solving / Office of Employee Relations

Change to policy: No longer encourage “confidential” conversations/meetings with Employee Relations. Encourage employees to resolve matters locally.

Change Policy language in Administrative and Staff handbooks under “Problem-Solving” (emboldening added):

A&P and Staff handbook: Informal Problem-Solving

NYU encourages you to resolve problems and address concerns that are affecting your performance. To resolve an issue, we believe that it is often most effective to start by discussing the issue with your immediate supervisor or manager. All matters will be handled with discretion in accordance with University Policy. If you believe that it would be inappropriate to discuss the problem with that person, you should initially contact your unit or school’s Human Resources Officer. You can also contact NYU’s Employee Assistance Program, Carebridge by calling 800-437-0911. “Problems” that involve issues of non compliance with law university policies or unethical conduct can be addressed to Compliance officer or Compliance Line 877-360-7626.

Employee Population: ✓ Administrator ✓ Staff



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Learning & Organizational Development Policies



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Current Policy: www.nyu.edu/hr/policies/hrwind02.html

Anti-Harassment Policy / Learning and Development*

(* *this is an EEO policy, but the training for it is provided by L&D*)

Inconsistencies/Problems: New training program now mandated and this should be indicated in the policy language

HRPAT RECOMMENDATION: Clarify and strengthen language in education section of policy

Employee Population: ✓ Administrator ✓ Staff ✓ Faculty ✓ Researchers



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Current Policy: www.nyu.edu/hr/learning/pcproces.html

Performance Communication Policy / Learning and Development

Inconsistencies/Problems: Inconsistent evaluation of performance, lack of clear incentive for high performance

HRPAT RECOMMENDATION: Mandate a University-wide practice of performance communication with a formal performance review

Employee Population: ✓ Administrator



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Current Policy: www.nyu.edu/hr/learning/register.html

Professional Development / Learning and Development

Inconsistencies/Problems: Inconsistency in approval of professional development and confusion as to whether attendance at professional development programs is charged to work time or personal time

HRPAT RECOMMENDATION: Codify terms and conditions for employees attending professional development programs: Encourage supervisors to develop employees, remind employees to obtain supervisor approval to attend programs, clarify time spent at professional development programs counts as work time and any costs would be covered by the University (not the employee)

Employee Population: ✓ Administrator



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Talent Management Policies



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Current Policy: www.nyu.edu/hr/policies/hremp12.html
Promotions and Transfers / Talent Management

Inconsistencies/Problems: Inconsistency

HRPAT RECOMMENDATION: Define satisfactory performance record as no discipline (written warning or suspension) past 12 mos; Change waiting period for new hires to transfer from 8 mos to 12 mos.

Employee Population: ✓ Administrator ✓ Staff



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Current Policy: www.nyu.edu/hr/policies/hremp12.html
Promotions and Transfers / Talent Management

Inconsistencies/Problems: Requirement that code 104/106 employees obtain transfer evaluation from their supervisor prior to applying for an internal vacancy creates obstacles to internal career progression; transfer evaluation is inaccurate; transfer evaluation process is redundant (partially duplicates information obtained via reference check).

HRPAT RECOMMENDATION: Replace pre-application transfer evaluation process with post application reference checks.

Employee Population: ✓ Administrator ✓ Staff



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Current Policy: www.nyu.edu/hr/policies/hrmemp17.html
Re-hires / Talent Management

Inconsistencies/Problems: Inconsistent with pension plan as it relates to rehires; Too broad; Not competitive; Not aligned with best practices

HRPAT RECOMMENDATION: Reduce the qualifying time to 12 months (down from 24) and allow prior service credit to be restored for vacation & sick pay, severance, seniority awards, tuition remission.

Employee Population: ✓ Administrator



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Current Policy: N/A (TMO policy: www.nyu.edu/hr/policies/hrmemp13.html)
Casual Employee Guidelines (Code 115)

Inconsistencies/Problems: Lack of structure and clear and enforceable rules; Lack of adequate monitoring and oversight of job category; Potential for miscoding employees who, due to factors such as time in job, now should enjoy permanent status with benefits and paid time off; in many cases redundant to code 106 temp classification.

HRPAT RECOMMENDATION: Eliminate this job category, or, if not, detail rules on hours, duration, comp, and requests for extensions for casuals, including rules specific to high school students

Employee Population: ✓ Casual employee (115)



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Appendix:

- a) Severance policy
- b) Sick policy
- c) Vacation Policy



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Appendix A

Severance Policy Benchmarking – information provided by peers in April 2008

SCHOOL	POPULATION	PAYOUT
NYU	All Layoffs- FT administrators with 1 year+ continuous service; FT or PT staff with 1 year+ continuous service; and FT professional researchers with 3 years+ continuous service	Administrators (exempt employees) – 1 week pay per year of service up to 10 years, 2 weeks pay for each year of service beyond 10 years Staff (non-exempt employees) – based on individual contracts (office and technicals receive ½ of a week’s pay for each year of service up to 13 weeks) Professional Researchers (exempt appointed employees) – 1 week pay per year of service up to 10 years, 2 weeks pay for each year of service beyond 10 years
Dartmouth www.dartmouth.edu/~hrs/pdfs/Seperation_Employment.pdf	All Layoffs* *exception - no severance if employee received notice of grant limitation upon hire	2 weeks for each year of service up to 52 weeks total Recall rights up to 1 year; Pay in lieu of notice determined by contract/handbook; Pay for unused vacation; Policy last updated December 1, 2006
Penn www.hr.upenn.edu/Policy/Policy/s/628.aspx	Regular full-time, regular part-time staff members, and staff members who are in appointments finalized before January 1, 1996, which were made subject to continuation of funding from external sources.	Up to 2 years’ service – 4 weeks “pay continuation” Over 2 years’ service: Non-exempt (A-3) and exempt (A-1) staff in grades 21 through 28 and IT grades A through D- 4 weeks plus 1 week for each full year of FT service or equivalent in excess of 2 years, up to 52 weeks total. Exempt (A-1) staff in grades 29 through 32, IT grades E through H, and ungraded – 4 weeks plus 2 weeks for each full year of FT service or equivalent in excess of 2 years, up to 52 weeks total. “Pay continuation” contingent on execution of Release; Effective Date 4/2/2008
Stanford www.adminguid.e.stanford.edu/22_13.pdf	Senior Staff only	Minimum 3 mos salary, maximum 12 mos salary, based on years of service Severance pay contingent on execution of Release and Severance Repayment Agreement
Yale	All Layoffs	“Salary continuation” 1 week pay per year of service; employee may elect to use some or all of salary continuation to cover costs associated with finding new employment (e.g., outplacement) or an employee may elect to accept and training and development grant for academic and skills training equivalent to 1 week salary per year of service up to a maximum of 6 mos salary; Also given health care coverage for one month for each year of service, up to 6 mos, then may choose to continue at a cost for up to 18 mos; Note: 12 week minimum severance pay for non-union staff laid off.



Current NYU Sick Leave Policies

(Note: for Object Codes 100 & 104/106 only – 107s covered by additional CBAs)
(note: for all populations STD eligibility upon hire date (STD 8+ days) = \$170/week)

Object Code	Years of Service	Year Defined By:	Policy	Union
100	<1 year	Anniversary date	1 day (100%) accrued per month as long as paid at least 15 days for the month	n/a
100	1 year	Look back 12 months from onset of illness	20 days sick pay (100%)	n/a
100	2-4 years	Look back 12 months from onset of illness	40 days sick pay (100%)	n/a
100	5-7 years	Look back 12 months from onset of illness	60 days sick pay (100%)	n/a
100	8-9 years	Look back 12 months from onset of illness	80 days sick pay (100%)	n/a
100	10+ years	Look back 12 months from onset of illness	120 days sick pay (100%)	n/a
104/106	All (after 3 months)	Anniversary date	1 day (100%) accrued per month as long as paid at least 15 days for the month, may rollover as long as total sick bank does not exceed 120 days	UCATS; Local 3882 37



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Appendix C

Draft New York University
UNIVERSITY POLICY

Title: **Vacation Pay Policy**

Policy Number: ??

Effective Date: ?

Issuing Authority: ???

Responsible Officer: **Catherine M. Casey**

Purpose of the Policy

- The purpose of this policy is to outline the guidelines for vacation pay accrual for Code 100 Administrators and Code 103 Research Staff.

Who Needs to Know This Policy

- All code 100 Administrators and Code 103 Research Staff

Annual Accrual of Vacation Pay

- Full time employees with less than 15 years of continuous service will be granted 22 vacation days per year.
- Full time employees with 15 years of continuous service or more will be granted 25 vacation days per year.
- Vacation is granted upfront but it must still be earned. Vacation days are earned at a rate of 1.83 days per month for a 22 day annual allotment or 2.08 days per month for a 25 day annual allotment .Vacation days will be front loaded for each new hire upon their date of hire, on a prorated basis. Current active employees will receive their yearly allotment at the beginning of each academic year.



Scheduling Vacation

- All vacation time must be scheduled in advance and requires the approval of the person to whom you report.

Unused Vacation Days

- Employees are strongly encouraged to take all their vacation days during the academic year. In the event that an employee is not able to use all of their vacation days they may carry over days as long as at no time their total accumulation (past and current year) exceeds 33.
- Employees who have balances greater than 33 days will be grandfathered and asked to reduce their balances as follows:
- Employees with balances of more than 33 days and less than 10 years of service should reduce their balances to 11 days or less by August 31, 2010.
- Employees with balances of more than 33 days and 10-20 years of service should reduce balances to 11 days or less by August 31, 2011
- Employees with balances of more than 33 days and 20 years of service and balances of more than 11 days or less by August 31, 2012.
- All balances should be at 11 days or less by August 31, 2012.

Vacation upon separation

- If you have given the required notice when resigning from the University, you will be paid for your unused accrued vacation days up to days. If you used more vacation days than you have earned, the balance will be deducted from your final pay check.