SECTION 2: PERSONNEL POLICIES

DEPARTMENTAL ORGANIZATION
The Director of Athletics reports to the President of the University and is considered a member of the executive cabinet. The athletic department is organized by administrative units with a direct reporting relationship to either the Athletic Director, the Senior Associate Athletic Director or the Associate Athletic Director. A complete organizational chart of the various units and reporting relationships is provided in Appendix 2-A. Updated departmental email and phone lists are available in the Temporary folder on the departmental G drive, in the Athletics Department Contacts folder.

POSITION CLASSIFICATIONS
Personnel policies vary dependent upon one’s employment classification. Professional Faculty positions, both full-time and part-time, are governed by the policies and procedures noted in the Faculty Handbook and the supplemental ‘Policies and Procedures Regarding Employment and Performance Review of Administrative and Professional Faculty’. Classified positions are governed by the policies and procedures noted in the State of Virginia Human Resource Manual. The full text of the Faculty Handbook is available online at http://www.wm.edu/about/administration/provost/forfacstaff and Human Resource procedural information is available online at www.wm.edu/hr/. A copy of the supplemental document relating to Administrative and Professional Faculty is provided in Appendix 2-B.

1. Full-time Professional Faculty: All administrators and coaches who sign a contract of employment with the College that includes a full benefit package as part of the compensation agreement. The contract term may vary from nine to twelve months.

2. Part-time Professional Faculty: All administrators and coaches who sign a contract of employment with the College that does not include a full benefit package as part of the compensation agreement. The term of the contract may vary from three to twelve months.

3. Operational/Classified Position: This position classification is approved for a limited number of athletic department employees. Within the athletic program, classified positions are evident throughout the department and include both technical support and management personnel. Classified employees are salaried employees whose positions are subject to the Virginia Personnel Act.

4. Volunteer: All individuals who are contracted to perform tasks within the department, and for whom there is no compensation. A resume must be submitted prior to a contract being created. Any individual who is a volunteer coach must sign an employment contract and must meet all NCAA regulations specific to certification as a volunteer coach. If coaching, they must also obtain and maintain CPR certification prior to assuming their volunteer duties. All volunteer coaches must also complete a Clearance Form, available at http://www.wm.edu/offices/hr/forms-topic/ under “End of Employment” when their position term is concluded. All individuals must also complete a background check prior to working; HR will send an applicant’s email address to the third-party company (Truescreen) hired to conduct the checks, and they will contact the applicant directly.
5. **Student Workers:** All student workers are hired on an hourly basis or as a condition of a scholarship agreement. Student workers who are also student-athletes must have prior approval for employment and must be paid at a rate comparable to student workers performing similar tasks.

6. **College Work Study:** The athletic department is approved to hire students who qualify for work study. For students who qualify, the department is reimbursed for a portion of the salary paid. See the business office for the approved procedures for hiring and compensating work study students.

**CODE OF LEADERSHIP**

In recognition of the unique role of athletic department personnel, in particular coaches, the department developed a Code of Leadership which outlines specific parameters for behavior. All employees are expected to adhere to the principles outlined in the Code as provided in Appendix 2-C.

Further, all coaches (including volunteers) at William and Mary must be certified in CPR and complete the Emergency Training class offered by the Sports Medicine staff to be eligible to supervise practices and/or competitions. The athletic department, through the athletic trainers, will provide a limited number of certification classes each semester. For these sessions the athletic department will cover all expenses associated with the class. Coaches not attending a scheduled CPR class must attain certification from an outside provider. All costs charged by the outside provider are the responsibility of the individual. Potential providers of this educational service include the local Red Cross or the W&M Recreational Sports Department.

**COACHES COMPETING**

All coaches under contract (whether in a paid or volunteer capacity) to coach student-athletes for William & Mary Athletics are prohibited from competing in any meets/competitions in which the student-athletes that they coach, and for whom the coach is responsible, are competing. If a coach under contract wishes to compete as an athlete in a competition, it must be as an individual with no affiliation to William & Mary Athletics or the College of William and Mary. This restriction is necessary to protect the student-athletes, coaches and the Athletics Department, from possible liability issues, and there are no exceptions.

**CONSENSUAL AMOROUS RELATIONSHIPS**

Department and university policies apply to certain romantic or sexual relationships. These policies help avoid conflicts of interest, favoritism, and sexual harassment.

Relationships between students and staff: At no time during an undergraduate student’s academic tenure at the College of William and Mary is it permissible for a member of the Athletic Department to engage in a romantic/sexual relationship with any undergraduate student. In addition, relationships between staff and graduate students are prohibited when the staff member has direct professional responsibility for the graduate student. Contact the Athletics Director to request an exception; exceptions are granted only in limited situations such as to accommodate a pre-existing marriage.
Relationships between staff members: Department staff are advised against participating in amorous relationships with those whom they supervise. Similarly staff should avoid situations requiring them to supervise those with whom they currently have an amorous relationship. Whenever such a situation arises or is foreseen, the supervisor shall report the situation promptly and seek advice from an appropriate administrative officer, who should take steps to insure unbiased supervision or evaluation of the person supervised. These steps may involve changing the supervisory relationship by transferring one of the parties.

The university also prohibits consensual amorous relationships between faculty and undergraduate students or faculty and graduate students for whom the faculty has direct supervisory authority. Detailed information is also available at Discrimination, Harassment, Retaliation and Consensual Relationships Policy.

EXTERNAL EMPLOYMENT
External paid employment is defined as any outside professional activity (e.g. consulting, teaching, research which is outside the normal scope of employment, training, or service) that is undertaken for compensation by faculty, administrative, and professional staff members with full-time appointments. For more in-depth information, please refer to http://www.wm.edu/about/administration/provost/documents/external_paid_employment.pdf.

An appointment at the College of William and Mary implies an undivided commitment to the service of the university during the term of your contract. Consequently, external employment or appointment(s) of a remunerative nature must be approved in writing through the Office of the Provost (refer to Appendix 2-O for External Paid Employment form). Additionally, under NCAA rules, you must annually seek and receive prior written approval from the President for all athletically related income and benefits from sources outside the institution.

SUPPLEMENTAL PAY
Supplemental Pay or temporary pay can be provided to an employee who experiences a change in job duties and responsibilities for a specified period of time. The change in job duties can be as a result of an assignment to a special project, reassignment during organizational changes, etc. Supplemental Pay is not intended to cover brief recruitment periods or short-term absences of other department personnel which do not exceed two (2) weeks. Please refer to http://www.wm.edu/offices/hr/policies/supplementalpay/index.php for further information. The supplemental pay form can be found in Appendix 2-Q.

EMPLOYEE BENEFITS
Benefits for all College employees are managed through the Office of Human Resources (OHR), Bell Building, 109 Cary Street. Keep in mind that while a part-time employee may have access to a benefit, they also may bear full financial responsibility for the benefit. For a complete listing of all benefits and the eligibility for benefits by employment status, visit the Human Resource website at http://www.wm.edu/offices/hr/currentemployees/benefits/.

1. Worker’s Compensation: (WC): All athletic department employees are covered under the Virginia Workers Compensation Act for an injury or illness incurred in the course of official work related duties. A full copy of the Workers Compensation
Policy is available on the HR website at the following link:  
http://www.wm.edu/offices/hr/benefits-all/insurance/workerscomp/.  Athletic department personnel must follow procedures below for a WC claim.
   a. Secure and complete an Accident/Injury Form. Blank forms are available in the OHR [contact Carole Shaver at 221-3160] or in Appendix 2-Da.
   b. If medical care is necessary, you must seek care from an approved provider. The athletic trainers are not approved providers. For a listing of the current approved providers see Appendix 2-Db.
   c. Within three days of the accident the completed Accident/Injury Form must be reviewed and signed by the Athletic Director or Associate Athletic Director and submitted to the OHR Attn: Carole Shaver.

2. **Tuition Waiver:** Full time and certain part-time (50% or greater) employees who access the tuition waiver program are bound by the limits as outlined on the HR website. Within the athletic department all requests to take a class must be approved by your immediate supervisor and either the Athletic Director or Associate Athletic Director. The procedures and guidelines for submitting a request are as follows:
   a. Generally, any request to take a course which meets during the normal 8am-5pm work day will not be approved. The Athletic Director must approve any exception to this policy.
   b. Decide what class you want to take.
   c. Secure a Tuition Waiver Form available on the Registrar website http://www.wm.edu/offices/hr/documents/forms/tuition_waiver.pdf under Faculty Staff or in Appendix 2-E.
   d. Complete the form to include appropriate approving signatures.
   e. Send or bring the form to the OHR for verification of eligibility to participate in the program.
   f. Send or take the form to the Registrar's Office.
   g. Enjoy your class!

**CONTRACT CYCLE AND PERFORMANCE MANAGEMENT**

1. Professional Faculty/Administrator (Contract Employee):
   a. Contract Cycle:
      i. Following the first year of employment, renewal contracts or notices of nonrenewal will be issued through the Office of the Athletic Director between May 1st and May 31st.
      ii. Any salary bonuses figures do not go into effect until the November 25th pay period and will not appear in the salary payment until the December 15th pay check.
   b. Evaluation Cycle: There are four basic performance management cycles within the Athletic Department, established in accordance with a team’s competitive season and the administrative area.
      i. The performance management cycle begins with a “planning” stage with a review of Position Descriptions, SMART tasks, and setting of goals. For Head Coaches, refer to the Goals and SMART Tasks Document provided in Appendix 2-P. The supervisor must set a
meeting with the employee to discuss the supervisor’s expectations and goals for the coming year.

ii. The next phase of the performance management cycle involves a “monitoring” stage with the supervisor providing on-going feedback to the employee of expectations and goals.

iii. The final phase of the performance management cycle involves an “evaluation” stage. The supervisor will request a self-evaluation from the employee, review of Position Descriptions, SMART tasks, and previously set goals. The self-evaluation form is provided in Appendix 2-F. The supervisor should review the self-evaluations, and develop a written evaluation summary noting points of concern, agreement and recommendations for improvement.

iv. The supervisor must set a meeting with the employee to discuss the self review, supervisor evaluation and goals for the coming year.

v. Following the meeting the supervisor must provide a final written summary evaluation noting strengths, weaknesses, areas for improvement and agreed upon goals for the next evaluation summary. Particular attention should be directed to the ultimate question of ‘effectiveness in the position’. The cover page for the written evaluation report should be the Evaluation Summary Form provided in Appendix 2-G.

vi. Both the supervisor and the employee must sign the Evaluation Summary Form confirming the evaluation process and ultimately the recommendation relative to continuance at the College.

vii. Completed and signed evaluation documents must be forwarded to the direct supervisor for each unit. Following review, the supervisor must forward the completed evaluation packet to the Associate Athletic Director, as appropriate, and ultimately the Athletic Director for review, final action and processing to the Office of the Provost.

2. Operational/Classified Employee: Contract and Evaluation Procedures
   a. Contract Cycle: Operational/Classified employees do not sign an employment contract. Employment and review procedures are governed by state policy. Generally, the review year for operational/classified employees is from October 25th to October 15th. For a full copy of the state procedures and all applicable forms visit [http://www.dhram.virginia.gov/hrpolicy/web/pol1_40.html](http://www.dhram.virginia.gov/hrpolicy/web/pol1_40.html).
   b. Evaluation Cycle:
      i. Each operational/classified position has an established Position Description (PD) and Physical Requirements Worksheet (PRW), which clearly outlines the performance objectives and physical requirements for the position. Both forms must be maintained by individual supervisors. A blank copy of these documents are available in Appendix 2-Ha and 2-Hb or at the website [http://www.wm.edu/hr/forms](http://www.wm.edu/hr/forms).
      ii. The supervisor should request from the employee a self evaluation and must complete the Development Plan and Evaluation form. The
Evaluation form is available in Appendix 2-Hc and at the website noted above.

iii. The assessor/reviewer must review and approve the performance evaluation before the supervisor conducts the performance evaluation meeting with the employee.

iv. Completed evaluation forms must be returned to the Director of Athletics who will forward all evaluations to the Human Resources Office by the date specified in an email from Human Resources.

ANNUAL LEAVE
1. All 12-month full-time Professional and Operational/Classified employees qualify for leave benefits and are required to report all leave. Please consult the Employee/Faculty Handbook or the Human Resources website for a full description of the various types of leave. http://www.wm.edu/hr/classleave.

2. The proper procedures for requesting leave are as follows:
   a. Annual or personal leave should be approved well in advance with a minimum notice of two weeks.
   b. Send a written notice of request for leave to your direct supervisor. All requests should be in written form, memorandum or email, noting the exact dates of departure and return.
   c. If approved, the supervisor will initial the request, if written, and return to the employee, or reply affirmatively to the email. If leave is denied the supervisor will meet with the employee to explain the reasons for denial of the leave request.

3. All used leave must be reported through the online Banner Human Resource system. Keep in mind that leave must be reported within a defined reporting schedule corresponding to the respective pay period. For a listing of the pay periods and reporting deadlines visit http://www.wm.edu/offices/hr/currentemployees/paydates/.
   The general procedure to report leave is as follows:
   a. From the William and Mary Home website click on the Banner logo.
   b. Enter your username and password and click Log In.
   c. This will take you to the Banner Self Service screen.
   d. Click on Employee, and then Time Sheet on the next screen.
   e. Choose the Appropriate Pay Period from the pull down menu and Click on Timesheet.
   f. Complete the timesheet and Click on Submit.
   g. If the timesheet was sent successfully it will be noted as submitted for approval. Once approved by the supervisor it will be noted as approved.

4. If you miss submitting a time sheet by the required date or must change a submitted timesheet, you are required to complete a manual timesheet online, print a hard copy, forward the printed copy to your supervisor for signature approval and forward the hard copy to the Human Resource Office. Here is a link to the online form: https://www.wm.edu/offices/hr/documents/forms/manualtimesheet.pdf.
OVERTIME
For those athletic department employees eligible for overtime (classified and non-exempt operational), positions will be designated at the time of hire to receive either compensation or leave time. In all cases the appropriate supervisor must approve any overtime hours in advance. Employees will not be compensated for unauthorized overtime. The Athletic Department work week for operational staff is Saturday through Friday.

1. Compensatory Leave
   a. If an employee’s actual benefit hours in one week are greater than 40, and it is the benefit hours that bring the total to more than 40 hours, the employee is eligible for compensatory leave time in straight hours.
   b. Leave must be reported within the designated pay period on the timesheet report submitted through myWM as outlined above.

2. Overtime Leave
   a. Overtime is earned when an employee has actually worked more than 40 hours in one week. Benefit hours during the week do not count towards hours worked when calculating overtime. Overtime is awarded at time-and-a-half
   b. Again, leave must be reported within the designated pay period on the timesheet report submitted through myWM.

PERSONNEL SEARCH PROCEDURES—CONTRACT
1. There are strict state mandated hiring procedures for all full-time contracted positions at the College. Position searches should be identified as early as possible to allow time for the position approval, recruitment and interview process. No action may be initiated for a current position until the existing employee either receives a letter of termination or submits in writing a letter of resignation which specifies the effective date of termination of employment.

2. The College has moved to an online application and review process. All applicants should submit their application and application materials online at https://jobs.wm.edu.

3. All search committee chairs should work in cooperation with the Administrative Assistant in the Office of the Associate Athletic Director-Internal Operations, who serves as the coordinator of search procedures for the department. The Athletic Director’s assistant serves as back-up coordinator.

4. The procedures for initiating and managing an Administrative Professional Personnel Search are provided in Appendix 2-I. You can also access information at http://www.wm.edu/offices/hr/managerssupervisors/hiringrecruitment/hiring-manager-tools/

5. The charge to each search committee is to not only find the most qualified candidate but to also make every attempt to assure an open and diverse pool of applicants. The athletic department shares in the institutional goal to enhance the diversity of the university community. Each search committee chairperson must review and share with committee members the departmental charge to all search committees which is provided in Appendix 2-J.
PERSONNEL SEARCH PROCEDURES – CLASSIFIED/OPERATIONAL

1. The Office of Human Resources (OHR) controls the recruiting and hiring process for all classified/operational positions. The direct supervisor for the position to be filled must work in cooperation with the OHR for all phases of the search and selection process. Refer to the HR website at http://www.wm.edu/hr/ to initiate the process.

   a. Prior to initiating the process an updated (for existing positions) or new position description (for requesting creation of a new position) must be on file in the HR system.

   b. If you are seeking to backfill an existing position, the Hiring Official or Admin. to the Assoc. AD will indicate so in PeopleAdmin.

   c. If you are seeking creation of a new position, the HO or Admin. to the Assoc. AD will make the appropriate selection (Create New Position Description) in PeopleAdmin. Once we have received approval, the HO works with the assigned Employment staff person in HR, who creates a posting using the newly approved position description.

   d. The athletic department hiring official/search chair must check references and interview the final pool of candidates. Once a finalist is determined the athletic department hiring official must review the recommendation for employment with the Athletic Director or Associate Athletic Director for final athletic department approval prior to submitting the Hiring Proposal in PeopleAdmin.

TERMINATION/RESIGNATION

1. Professional-Contract Employees: For professional contract employees, it is within the authority of the President of the college to recommend appointment or reappointment, and at any time to reassign administrative duties and titles as deemed necessary or desirable. It is also his/her prerogative to terminate the employment of a member of the Administrative Faculty or Professional Faculty at any time subject only to the requirement of appropriate notice. The specifics concerning appropriate notice and other employment procedures are noted in the Policies and Procedures regarding Employment and Performance Review of Administrative and Professional Faculty. A full copy of the policy is provided in Appendix 2-B.

2. Classified/Operational Employees: All notice and termination policies are outlined in the State of Virginia resource manual. This manual may be accessed through the Human Resource website. If you have questions or concerns, contact the OHR.

3. Exit Procedures:

   a. All employees—including volunteers, interns, and student workers—terminating employment must complete an exit interview with their direct supervisor. Prior to this meeting, individuals should complete the Athletic Department Exit Interview Form available in Appendix 2-K.

   b. All full-time employees must also follow exit procedures mandated by the College. Prior to departure you must secure, complete and assure all approving signatures mandated by the CLEARANCE FORM. The clearance form for faculty and staff can be found at
RESTRICTED EMPLOYEE BENEFITS

1. Courtesy Car Program
   a. Dealer Cars are provided to a limited number of staff as determined by the Athletic Director. The Senior Associate Athletic Director for Development administers the program and is responsible for securing all dealer cars needed to support the Courtesy Car Program.
   b. A complete listing of the guidelines for the operation and management of a courtesy car is provided in Appendix 2-M.
   c. Failure to comply with the guidelines of the program may result in the forfeiture of an individual’s privilege to be assigned a courtesy car.

2. Courtesy Car Stipend
   In the event that a courtesy car cannot be obtained, a car allowance stipend will be paid to the employee. This will be an addition to the employee's contracted salary and will be paid through the bi-monthly payroll process. The employee and Director of Athletics will sign a Car Allowance Stipend Addendum to the employee's contract stating the allowance amount and the time frame covered (i.e. July 1, 2014 to June 30, 2015).

   For tax purposes, this gross stipend will be treated as an additional wage and taxed accordingly. It will be subject to payroll tax deductions, but the amount will not be considered with regard to fringe benefit deductions. Employees receiving this car allowance should consult a tax advisor to determine what needs to be done to minimize the tax impact of this allowance.

3. Cell Phones
   a. Cell phone use is provided to restricted numbers of administrative and coaching personnel. The Athletic Director sets the restrictions relative to which positions are eligible for a cell phone stipend or plan.
   b. Employees provided a cell phone are strongly encouraged to discuss any tax implications with a tax advisor.
   c. Phones are to be used for business purposes. Based on the approved plan level for one’s phone, there are strict financial limits on the permissible monthly charges. Each individual cell phone user is financially responsible for any charges over their approved monthly limit.
   d. The Assistant Business Manager monitors the cell phone program. Refer to Appendix 2-N for guidelines and restrictions specific to the Cell Phone program.
W&M ATHLETIC DEPARTMENT SUNSHINE FUND
In order to build a sense of community and cohesiveness among all employees in the W&M Athletic Department, the Sunshine Fund was developed to: recognize employees at retirement; send flowers and/or cards to celebrate adoptions/births; or to send flowers upon the loss of an employee’s immediate family member. The Associate Athletic Director for Internal Operations shall oversee the utilization of the funds, which will be maintained with the Tribe Club. Monies shall be derived from a variety of sources, at the discretion of the Director of Athletics as well as including fees collected from late arrivals at specific administrative meetings.