



Bowie State University (BSU)
and the
American Federation of State, County
and Municipal Employees (AFSCME)

EXEMPT BARGAINING UNIT

Effective July 1, 2017 through June 30, 2019

Table of Contents

PREAMBLE..... 7

ARTICLE 1 -- RECOGNITION..... 7

Section 1. Exclusive Bargaining Agent..... 7

Section 2. Definition of Exempt Bargaining Unit..... 7

Section 3. New Job Classifications 7

ARTICLE 2 -- NON-DISCRIMINATION 8

ARTICLE 3 -- MANAGEMENT RIGHTS 8

ARTICLE 4 -- UNION RIGHTS..... 9

Section 1. Right of Access 9

Section 2. Representation Rights 9

Section 3. Means of Communication 9

Section 4. Bulletin Boards..... 9

Section 5. Right to Information..... 10

Section 6. New Employee Orientation..... 10

Section 7. Union Job Stewards..... 10

Section 8. Meeting Space..... 11

Section 9. Link to Union Website..... 11

Section 10. Local Meetings..... 11

ARTICLE 5 -- EMPLOYEE RIGHTS 11

Section 1. General 11

Section 2. Direct Discussions with University..... 12

Section 3. Working Relationships..... 12

ARTICLE 6 -- SCOPE OF AGREEMENT 12

ARTICLE 7 -- HOURS OF WORK 13

Section 1. Workweek 13

Section 2. Link to Union Website..... 114

Section 3. Work Break 14

Section 4. Lunch Break 14

Section 5. Telecommuting 14

Section 6. Flex Time. 14

Section 7. Hours of Service for Commercial Drivers License (CDL) 17

ARTICLE 8 -- PROBATIONARY PERIOD..... 17

Section 1. New Employees	17
Section 2. Newly Converted Employees.....	17
Section 3. Termination of Exempt Employees Under Probation	17
ARTICLE -- 9 WAGES	17
Section 1. COLA and Merit Adjustment.....	17
Section 2. Acting Capacity Pay.....	17
ARTICLE -- 10 PAID HOLIDAYS	18
Section 1. Recognized Paid Holidays	18
Section 2. Day of Observance.....	19
Section 3. Holiday Pay	19
Section 4. Payment of Carried Over Holiday.....	19
Section 5. Termination Payment	19
Section 6. 24/7 Employees.....	19
ARTICLE 11 -- LEAVES.....	19
Section 1. Annual/Vacation Leave.....	19
Section 2. Personal Leave	21
Section 3. Leave "Cash Out"	21
Section 4. Leave Reserve Fund (LRF).....	21
Section 5. Maternity and Paternity Leave	22
Section 6. Family and Medical Leave (FMLA Leave)	22
Section 7. Religious Observance Leave.....	23
Section 8. Military and War Leave	23
Section 9. Jury Duty, Administrative Hearings and Arbitrations.....	23
Section 10. Leave of Absence Without Pay.....	24
Section 11. Administrative Leave	24
ARTICLE 12 -- SICK LEAVE	24
Section 1. Purpose and Applicability	24
Section 2. General	24
Section 3. Directed Use of Sick Leave/Medical Examinations.....	26
Section 4. Verification of Absences Charged to Sick Leave	27
Section 5. Advanced Sick Leave for the Employee's Own Illness.....	29
Section 6. Extended Sick Leave for the Employee's Own Illness.....	31
ARTICLE 13 -- UNION LEAVE	31
ARTICLE 14 -- PERFORMANCE EVALUATIONS.....	32

Section 1. Performance Ratings32

Section 2. Expectations Meeting (Establish Goals and Objectives)33

Section 3. Probationary and Mid-Year Performance Evaluations.. 33

Section 4. Year End Performance Evaluation.....34

Section 5. Deficient Performance35

Section 6. Performance Evaluation Salary Increase.....36

Section 7. Performance Evaluation Forms..... 36

Section 8. Training..... 36

ARTICLE 15 -- GRIEVANCE PROCEDURE37

ARTICLE 16 -- DISCIPLINARY ACTIONS44

Section 1. General..... 45

Section 2. Disciplinary Actions Permitted..... 45

Section 3. Right to Union Representation.....45

Section 4. Duty of the Employer Prior to Imposing Sanctions46

Section 5. Actions Which Do Not Constitute Disciplinary Actions47

Section 6. Other Procedures.....47

Section 7. Excessive Absenteeism, Tardiness or Abuse of Sick Leave48

Section 8. Expunging of Disciplinary Documents48

ARTICLE 17 -- MISCELLANEOUS48

Section 1. Access to Recreation Centers.....48

Section 2. Release Time for Campus Sponsored Committees48

Section 3. Attendance to Job Related Trainings49

Section 4. Attendance to Job Interviews49

Section 5. Reclassification49

Section 6. Job Vacancies and Promotions.....49

Section 7. Accommodations..... 50

Section 8. Privacy of Employee Information.....50

ARTICLE 18 -- INSURANCE AND BENEFITS50

ARTICLE 19 -- RETIREMENT50

ARTICLE 20 -- TUITION REMISSION.....50

Section 1. Purpose and Applicability.....50

Section 2. Definitions.....51

Section 3. Administration.....51

Section 4. Restrictions.....54

Section 5. Implementation55

Section 6. Tentative Agreement and Adoption of this Article into the MOU.....	55
ARTICLE 21 -- HEALTH AND SAFETY.....	56
Section 1. General Duty	56
Section 2. Unsafe Conditions.....	56
Section 3. Labor Management Committee on Health and Safety.....	56
Section 4. Investigative Reports.....	56
Section 5. Personal Protective Clothing and Equipment.....	56
Section 6. Communicable Diseases	56
Section 7. Hepatitis B.....	567
Section 8. Cardiopulmonary Resuscitation (CPR) Training	57
Section 9. Asbestos.....	57
Section 10. Indoor Air Quality.....	57
Section 11. Work Environment Hazard	57
Section 12. Physical Exams	57
Section 13. No Retaliation	57
Section 14. Inspection by Governmental Agencies	58
Section 15. Medical Monitoring	58
Section 16. Health and Safety	58
ARTICLE 22 -- CONTRACTING OUT	58
Section 1. General.....	58
Section 2. Purpose.....	58
Section 3. Procedure.....	58
ARTICLE 23 -- PARKING	59
Section 1. Parking Rates.....	59
Section 2. Reserved Space.....	59
Section 3. Special Rules.....	59
ARTICLE 24 -- LABOR MANAGEMENT COMMITTEE	59
Section 1. Purpose of the Committee.....	59
Section 2. Composition of the Committee	59
ARTICLE 25 -- PERSONNEL FILE.....	60
Section 1. Official Personnel File	60
Section 2. Access.....	60
Section 3. Notification	60
Section 4. Anonymous Materials	60
Section 5. Rebuttal.....	60

Section 6. Work Files.....	60
ARTICLE 26 -- STAFF PROFESSIONAL DEVELOPMENT	61
Section 1. Continuing Education Units (CEUs).....	61
Section 2. Licensing, Certifications and Professional Fees.....	61
Section 3. Skills Training.....	61
ARTICLE 27 -- EMPLOYEE COMMUNICATIONS	61
ARTICLE 28 -- LAYOFF AND RECALL.....	61
Section 1. Layoff Notice	61
Section 2. Order of Layoff	62
Section 3. Seniority Points	62
Section 4. Displacement Rights	62
Section 5. Recall List.....	63
Section 6. Severance Package	64
ARTICLE 29 -- DURATION, RENEWAL and REOPENER.....	65
Section 1. Duration.....	65
Section 2. Renewal.....	65
Section 3. MOU Reopeners.....	65
Signature Page.....	66
APPENDIX A - Performance Management Process (PMP) Form	67

PREAMBLE

This Memorandum of Understanding ("Agreement" or "MOU") is entered into by Bowie State University ("University" or "Employer") and the American Federation of State, County and Municipal Employees, AFL-CIO ("Union" or "AFSCME") and its Local 1297 and has as its purpose the promotion of harmonious relations between the employer and the employees in the exempt bargaining unit and its representatives. The parties to this Agreement shall make a sincere effort to ensure that its administration is conducted in a fair and expeditious manner and for the benefit of establishing stability and understanding in the parties' labor management relationship.

ARTICLE 1 -- RECOGNITION

Section 1. Exclusive Bargaining Agent

The University recognizes AFSCME as the sole and exclusive bargaining agent in all matters establishing and pertaining to wages, hours and others terms and conditions of employment for all full-time and regular part-time employees in the exempt bargaining unit. In recognition of the exclusive representative status of AFSCME, the University will not negotiate, attempt to negotiate, confer, or otherwise entertain talks with any other organization, individual, corporation or entity who presents itself as bargaining agent of any or all of the employees in the bargaining unit on matters which are within the scope of collective bargaining as outlined in Md. Code. Ann State Personnel & Pension § 3-407.

Section 2. Definition of Exempt Bargaining Unit

All job classifications and positions considered within the exempt bargaining unit as to the date of the Union's certification, as outlined in Certification No. HELRB C2002-08 and any new non-management or confidential job classifications and positions created thereafter, shall be considered bargaining unit positions. All employees occupying such positions in a full-time or part-time basis, and who are under probationary or regular status, are considered the bargaining unit and shall enjoy the benefits, rights, obligations and protections stipulated in this Agreement in addition to any other rights provided by law.

Section 3. New Job Classifications

Should any new exempt job classification(s) be created, the Employer shall notify the Union at least thirty (30) days prior to the intended date of implementation. The Employer shall inform the Union as to whether it intends to place the new job classification in the exempt bargaining unit. At the request of the Union, the parties will meet for the purpose of negotiating on any issues within the scope of collective bargaining affecting the new job classification. Any disputes between the Employer and the Union as to the placement of a new job classification in the bargaining unit may be submitted to the State Higher Education Labor Relations Board at the request of either party. The decision of the Board shall be final and binding on both parties.

ARTICLE 2 -- NON-DISCRIMINATION

The Employer agrees not to discriminate or in any way promote, condone, support, or allow discrimination to occur against employees because of their exercise of rights under this Agreement, the laws of the State of Maryland, and any other law applicable to their employment and retention rights with the Employer. Forms of discrimination include but are not limited to: discrimination based on race, age, color, religion, creed, sex, sexual orientation, political affiliation, union participation, nationality or country of origin, disability, and marital status.

ARTICLE 3 -- MANAGEMENT RIGHTS

The Employer retains the sole and exclusive authority for the management of its operations and may exercise all rights, powers, duties, authority and responsibilities conferred upon and invested to it by all laws including, but not limited to, Md Code. Ann State Personnel & Pension §3. It is agreed by the parties that any section of this MOU that conflicts with current law, in particular Title 3, SPP, can be changed by the Employer after providing the Union with an opportunity to meet and discuss the proposed change. It is understood and agreed by the parties that, except as limited by specific sections of this MOU, the Employer possesses all other rights, powers, duties, authority and responsibilities to operate and manage all aspects of its operations but not limited to its departments, agencies and programs and to carry out constitutional, statutory and administrative policy mandates and goals, including but not limited to the right to:

- A. Determine the mission, budget, organization, numbers, types and grades of employees assigned, the work projects, tours of duty, methods, means and personnel by which its operations are to be conducted, technology needed, internal security practices, relocation of its facilities;
- B. Maintain and improve the efficiency and effectiveness of operations;
- C. Determine the services to be rendered, operations to be performed, and technology to be utilized;
- D. Determine the overall methods, processes, means and classes of work or personnel by which University operations are to be conducted;
- E. Hire, direct, supervise, and assign employees;
- F. Promote, demote, discipline, discharge, retain, and lay off employees;
- G. Terminate employment because of lack of funds, lack of work, under conditions where the employer determines continued work would be inefficient or nonproductive, or for other legitimate reasons;
- H. Set the qualifications of employees for appointment and promotion, and set standards of conduct;

- I. Promulgate and/or implement State, University System of Maryland (“USM”), University or department rules, regulations, policies or procedures;
- J. Provide a system of merit employment according to the standard of business efficiency; and
- K. Take actions, not otherwise specified in this Article necessary to carry out the mission of the Employer.

ARTICLE 4 -- UNION RIGHTS

Section 1. Right of Access

Union representatives shall have access to areas in which bargaining unit employees work for the purpose of providing representation to bargaining unit members and to conduct Union business. AFSCME must inform the University prior to contacting employees during working hours through its Labor Relations Representative. It is understood, that such representatives and officers will not disturb the work of employees while visiting the employer's facilities.

Section 2. Representation Rights

Upon request of a member(s) of the bargaining unit, Union representatives including staff representatives, Union job stewards, elected local officers, or any authorized person acting on behalf of the Union shall have the right to meet and confer with employee(s) for the purpose of interviewing, consulting and preparing for meetings with management representatives regarding any aspect of the administration of this Agreement or any issues related to wages, hours, and other terms and conditions of employment. Union representatives who are employees of the University must get release time prior to meeting with employees. Union representatives shall have release time increments of one (1) hour.

Section 3. Means of Communication

The Union and the employees of the bargaining unit shall be permitted to use University e-mail, for membership and bargaining unit meetings. Additionally the Union has the right to communicate to employees through the use of fax machines and telephones. The use of fax machines, telephones and email shall not impede the work flow of the department and/or University. Confidentiality shall be maintained subject to the University's security needs.

Section 4. Bulletin Boards

The University agrees to provide the Union with appropriate space for Union bulletin boards in a conspicuous place in each of the Henry Administration Building, CLT Building, the Thurgood Marshall Library, the Wiseman Centre, and the Physical Plant and Computer Science Building. The University and Union will mutually agree on the placement of lockable bulletin boards at each location. The Union shall ensure that items are not illegal, defamatory, and that no item is directly detrimental to the safety and security of the institution. Within two (2) business days

prior to posting the Union shall provide a copy of all items to the Labor Relations Manager or his/her designee.

Section 5. Right to Information

The Union has the right to request, and the employer has the obligation to provide information that is required by applicable law.

Additionally, the Employer shall provide the Union with the following information in electronic format:

- A. A monthly report listing all current members of the AFSCME bargaining unit. The report shall include the name, job title, assigned salary grade, office and department, date of hire, email address and telephone extension number of every employee within the Exempt bargaining unit. Additionally, the employer shall provide a unique identifier of each employee (Employee ID) and job code. The report can be submitted by email to an address designated by the Union.
- B. A monthly report listing the names, job title, office and department of all employees who retired, resigned, or otherwise separated from employment in the previous month.
- C. Upon initial employment and upon each change in job classification thereafter, each full-time or part-time bargaining unit employee upon request and within ten (10) working days after the request, shall be furnished a copy of his/her job description, applicable salary, assigned work location, daily work schedule, and prescribed standard workweek.

Section 6. New Employee Orientation

Two Union officers or job stewards, as designated by the Union, shall be granted fifteen (15) minutes during new employee orientation sessions organized by the employer to welcome the new employees and to make a presentation on behalf of the Union. In the event the Employer does not provide for an employee orientation, a Union representative and the new employee will be allowed fifteen (15) minutes without loss of compensation, to meet during work time to discuss information pertaining to the role of the Union.

Section 7. Union Job Stewards

The Union will appoint or elect certain employees to serve as Union job stewards. Job stewards will be responsible for investigating and processing grievances. The Employer shall allow reasonable release time, without loss of compensation, to job stewards for the purpose of investigating and presenting grievances to the Employer on behalf of an employee. Such times are to be documented in writing and available within ten (10) working days after the written request from the Labor Relations Manager or designee is received by the steward. The job steward agrees to acknowledge receipt of request for documentation in writing immediately. As a general rule, there should be one job steward for every twenty (20) bargaining unit members. It is understood and agreed that the minimum number of stewards shall be four (4); however in the

event the bargaining unit contains less than sixty (60) employees the minimum number of stewards shall be three (3).

The Union will submit a list of job stewards to the Employer within sixty (60) days after the ratification of this Agreement, and thereafter will notify the Employer in writing as to any additions or deletions to the job stewards' list. In the case of changes to the initial job steward list, the Union will notify the Employer in writing as to the changes and the Employer shall acknowledge receipt of these changes in writing immediately. The University must acknowledge in writing the names of the employees serving as job stewards before those employees may assume their duties. The Employer agrees not to delay having the new job stewards assume their duties by unreasonably delaying the acknowledgement of the changes to the steward list.

Section 8. Meeting Space

The Employer agrees to provide, at no cost to the Union, meeting space to conduct Union related meetings provided that the Union submits a request for the use of facilities at least five (5) working days in advance notice from the date of the meeting to the Labor Relations Manager or his/her designee. The use of these facilities by the Union will not interfere with the instructional activities of the University and will not involve employees who are working unless authorized otherwise. When a request for use of meeting space is denied, the Employer will state the reasons for the denial in writing. The Employer shall not discriminate against the Union or its members when assessing the feasibility of providing meeting space for Union business, nor shall the Employer unreasonably deny a request.

Section 9. Link to Union Website

The University will add the exempt and non-exempt MOU's along with contact information of all AFSCME local representatives on the University website.

Section 10. Local Meetings

The University will provide release time of up to one (1) hour for bargaining unit members to attend local meetings not to exceed once a month.

ARTICLE 5 -- EMPLOYEE RIGHTS

Section 1. General

In addition to all rights granted under this Agreement, all employees in the bargaining unit shall enjoy the following protections and rights to:

- A. Take part or refrain from taking part in forming, joining, supporting, or participating in any employee organization or its lawful activities;
- B. Be fairly represented by their exclusive representative in collective bargaining; and

- C. Engage in collective bargaining or other concerted activities for the purposes of collective bargaining, except as prohibited by Md. Code. Ann State Personnel & Pension §§ 3-303 and 3-305.

Section 2. Direct Discussions with University

An employee covered by the Agreement may, without the intervention of Union representation, discuss any matter with the University.

Section 3. Working Relations

A. Professional Working Relations

The University and the Union agree that all employees shall treat each other with dignity and respect during the course of performing their professional duties for the University.

B. No Verbal Abuse

Bowie State University is committed to providing a workplace for all employees that is safe, secure and free of harassment, threats, intimidation, retaliation, and violence. The University and the Union agree that all employees must demonstrate exemplary conduct. Such conduct includes, but is not limited to, the following: restraining from verbal or physical attacks, threats, and humiliation or harassment in any form. It is expected that all university employees maintain the same rules of professionalism.

ARTICLE 6 -- SCOPE OF AGREEMENT

The specific provisions of this MOU supersede the corresponding specific terms of previously established policies and procedures maintained by the University. This MOU may be modified only by written agreement of the University and AFSCME. All Board of Regents (BOR) and University policies and procedures shall remain in full force and effect unless modified specifically by this MOU or changed as provided below.

The employer and the Union acknowledge that during the negotiations that resulted in this MOU, each had the unlimited right and opportunity to make demands and proposals with respect to any subject of bargaining as provided in Md. Code. Ann State Personnel & Pension § 3, and applicable State Higher Education Labor Relations Board (“SHELRB”) regulations and that the understandings and agreements arrived at by the parties after the exercise of that right and opportunity are set forth in this MOU. The employer and the Union agree that for the life of this MOU, each waives the right, and neither shall be obligated to bargain collectively with respect to: 1) any subject specifically referred to in this MOU; 2) subjects on which the Union made, or could have made, proposals during bargaining, but about which no agreement was reached, so long as the Union was aware or reasonably should have been aware of the subject during the bargaining process. The parties further agree and intend that the waiver set forth herein shall be construed as consistent with the provisions of the preamble to this MOU and enforceable.

The University and the Union acknowledge their mutual obligation to negotiate as defined and limited by law and this MOU over employer proposed changes in wages, hours and other terms and condition of employment which affect bargaining unit employees and which are not specifically covered by this Agreement and not reserved to the University as a management right. In such circumstances, the obligation to bargain is limited to those changes that will affect the working conditions of bargaining unit employees and that are subject to bargaining under applicable law. The minimum notice to the Union of the intended change in working conditions subject to this obligation is thirty (30) calendar days prior to the proposed implementation of the change. If required to meet a legislative mandate or an emergency situation (including an emergency fiscal management issue), management will notify the Union as soon as possible prior to the proposed implementation of the change. This notification must indicate the legislative mandate or emergency situation as well as known timeframes in conjunction with this mandate. The Union may request bargaining within this notice period. Where the Union does not request bargaining, the University is free to implement the changes. Where the Union does request bargaining, but does not request information, the Union shall submit proposals in response to the Employer's intended changes within ten (10) calendar days of its request to bargain, and the parties will meet promptly to discuss the changes and any proposals submitted by the Union. This ten (10) day time limit may be extended by written agreement of the parties. It is understood and agreed by the parties that, in the event the Union requests information relevant to the proposed change(s), the timeframe associated with the submission of proposals shall commence upon the University providing to the Union the information to which the Union is entitled. The Union agrees that it will tailor its information requests so as not to unduly delay this process.

The Union's ability to negotiate does not provide the Union with "veto" power over employer initiated changes, and it shall not unduly delay the implementation of such changes. The University may implement the proposed changes that are subject to this process even if after good faith negotiations there has not been mutual agreement. Where bargaining is required and requested by the Union over changes necessary to meet a legislative mandate or emergency condition, the parties will negotiate in good faith, and the employer may implement any changes necessary to meet the legislative mandate or emergency condition, including any applicable timeframes, even if no agreement is reached with the Union.

ARTICLE 7 -- HOURS OF WORK

Section 1. Workweek

The standard workweek for full-time employees consists of five (5) consecutive days with eight (8) hours per day, Monday through Friday. This section shall not be interpreted as to preclude the Employer and the Union from agreeing to designate certain job classifications for alternative workweek schedules when such is necessary according to the operation needs of the Employer.

Section 2. Work Schedules

A work schedule is defined as the employee's assigned work hours, including starting and ending times during the work day, and the days included during the standard workweek. Employees may request and the Employee's supervisor may approve temporary changes in their regular work schedule.

Section 3. Work Break

Employees shall be entitled to take at least two (2) 15-minute duty-free rest periods per day. Work breaks shall be scheduled around the mid-point of the first and second half of their schedules.

Section 4. Lunch Break

There shall be a duty-free unpaid lunch break of at least thirty (30) but no more than sixty (60) minutes for employees.

Section 5. Telecommuting

Due to the nature of exempt employment and the nature of the services provided by professional employees at the University, the University may allow with written approval on file in their personnel jackets, employees to telecommute when prior written approval from the immediate supervisor or department director has been obtained. The decision to allow an employee to telecommute shall be made on a case-by-case basis depending on the nature of the employee's duties and responsibilities. However, nothing in this section precludes the employer from establishing positions that are excluded from telecommuting. Nor shall the section be construed to prevent the University from requiring an employee's physical presence at:

- A. Any reasonable time, with reasonable prior notice to the employee; or
- B. Anytime in response to an urgent need.

Section 6. Flex Time.

The BSU Flexible Work Schedule (FWS) is an opportunity to maintain employee productivity and increase employee morale. The FWS is an alternate work schedule in which a full-time employee has a basic work requirement of eight hours each day, Monday through Friday, and forty (40) hours each week. This alternate work schedule will be available to PIN Exempt and Nonexempt and Contingent II employees to assist in meeting their work performance goals. The FWS is voluntary and employees are not required to change their current work schedule.

Supervisors must ensure departmental coverage when they allow employees the FWS option. The FWS option may not be available to employees who are shift workers. The supervisor has

the discretion to grant approval to shift workers provided that the University needs are met. Consideration will be given in instances where creative work schedules have been shown to accomplish efficiency/effectiveness and personal goals; to provide coverage for individual department operations and to serve the University as a whole with increased productivity.

A. Supervisory Roles and Responsibilities

Supervisors should not unreasonably deny the FWS option to employees. If the FWS option is denied to employees, the supervisor shall provide the reasons in writing. Appeals of a denial may be made to the appropriate Vice President. The supervisor is responsible for identifying if the FWS option is workable within his or her department by assessing the impact and outcome in terms of production, quality and the employee's history of absenteeism. One or a combination of the above is in the best interests of the University, department, and employee.

The Vice President for Administration and Finance has the general responsibility of overseeing implementation of this policy, through the Office of Human Resources in accordance with legal requirements. Any requests for exceptions to this policy should be made in writing to the Vice President/Provost responsible for the area in consultation with the Vice President for Administration and Finance. Appeals of decisions may be made to the President or his/her designee.

B. Appeals of Decision

The staff member may appeal the supervisor's denial of FWS to the Vice President of the employee's department or division. Such appeal must be in writing to the Vice President with a copy to the supervisor.

C. Monitoring of Flexible Work Schedule

The supervisor shall review and monitor the work schedules of the staff member on a periodic basis to ensure that the arrangement is productive and the needs of the department and the University are met. Such review by the supervisor may include periodically working during the hours of the alternate work scheduled, monitoring the work generated and the level of customer support provided. Supervisors may continue the FWS after such review or may modify the schedules with appropriate notice.

D. General

1. BSU has implemented the option of a Flexible Work Schedule (FWS) Policy for employees in offices where a flexible schedule will not adversely affect the delivery of services. The purpose of the FWS is to allow BSU to respond to employee needs while increasing productivity and ensuring that organizational goals are being met.
2. The FWS is based on an employee working for a minimum of eighty (80) hours per pay period. A participant's normal work day could begin between the following timeframes: 7am – 4pm; 8am – 5pm; and 9am – 6pm.

3. Employees are not eligible if they are shift workers, have excessive absenteeism, performance problems, or are Contingent I employees.
4. Each staff member must complete the FWS form and obtain approval from their supervisor and department head. A copy of the completed form must be forwarded to the Office of Human Resources for retention in the personnel file.

E. Time Parameters

1. Full-time employees must work a minimum of eight (8) hours each day.
2. Peak hours are 9:00 to 11:00 am and 2:00 to 4:00 pm.
3. Scheduled lunch periods are sixty (60) minutes.
4. An employee's work schedule will be approved ahead of time. A work schedule does not have to be the same for each day of the week.
5. Each individual on FWS will have his/her work schedule fixed for a period of six months. Supervisors will periodically review schedules and may continue or modify schedules, with appropriate notice, as needs arise.
6. Each manager is responsible for ensuring that his/her area is adequately staffed during the core hours 9:00 a.m. and 4:00 p.m.

F. Schedule Conflicts and Changes

1. Any schedule conflicts which may arise will be resolved by the University in a fair and equitable manner.
2. An employee on FWS may choose to return to his/her previous work schedule, or to the normal 8 am to 5 pm workday after providing sufficient notice, if such change will not cause a scheduling conflict.
3. The University may return an employee to the normal 8 am to 5 pm workday if the employee's schedule proves unworkable, if the employee abuses the schedule, or if it is in the best interest of the organization.
4. The University has the discretion to modify work schedules when needed, and with appropriate notice, to accommodate peak work periods.

Section 7. Hours of Service for Commercial Driver's License (CDL)

The University will adhere to the laws in accordance with the U.S. Department of Transportation and the State of Maryland.

ARTICLE 8 -- PROBATIONARY PERIOD

Section 1. New Employees

The initial probationary period for newly hired employees shall be twelve (12) months. Employees who have completed a probationary period in any position shall not be required to serve a new probationary period when transferring to a similar position in the same classification with a different department.

Section 2. Newly Converted Employees

Contractual employees who have served an original probationary period and are converted to a permanent status shall not be required to serve an additional probationary period.

Section 3. Termination of Exempt Employees Under Probation

The termination of a newly hired Exempt employee may occur without just cause during the probationary period

ARTICLE 9 -- WAGES

Section 1. COLA and Merit Adjustment

Subject to the approval and funding by the General Assembly, wages, cost of living adjustments (COLA) and merit increases will be provided to bargaining unit employees at whatever amount is provided in the state legislative appropriations.

Section 2. Acting Capacity Pay

An employee required to perform the duties of a position in a classification that has a rate of pay which is higher than that of the employee's classification shall be paid additional compensation on the 21st consecutive calendar day of work in the acting capacity, retroactive to the first day stated in writing that the employee served in official acting capacity. In the event there is a vacancy that is anticipated to exceed thirty (30) consecutive calendar days the employee shall be paid acting capacity pay from the first day the employee started working in the higher classification. The amount of acting capacity pay shall be at least 6% higher than the employee's current salary but not more than the maximum pay for the salary range.

The University may appoint any employee with the requisite experience and requirements of the position, to an acting capacity status in order to meet operational needs when time or

circumstances do not permit immediate selection of a replacement. When an employee is appointed to or actually serving in an acting capacity he/she shall be eligible for a salary increase of not less than six percent (6%) retroactive to the first day of performing the higher duty. The University shall not rotate employees in and out of an acting capacity position in order to avoid the payment of acting capacity pay to one employee. Upon conclusion of the acting appointment, the employee's salary shall revert to the employee's last regular salary rate in effect prior to the acting capacity. Acting capacity appointments shall be voluntary and no employee shall be disciplined or retaliated against for rejecting an opportunity to work in an acting capacity appointment.

Prior to accepting the acting capacity appointment, the employee shall be provided a job description of the expected duties in writing. The performance evaluation of the employee working the duties of a higher pay rate shall reflect the added responsibilities the employee performs. Employees who do not satisfactorily perform the required duties of the higher classification shall be returned to their previous position and shall not suffer formal disciplinary action, unless the employee's conduct or actions warrant such disciplinary action.

The maximum period of acting capacity shall be limited to six (6) months but may be extended for a period not to exceed twelve (12) months.

ARTICLE 10 -- PAID HOLIDAYS

Section 1. Recognized Paid Holidays

All employees in the bargaining unit are entitled to the following recognized paid holidays:

- New Year's Day
- Dr. Martin Luther King's Birthday
- President's Day
- Memorial Day
- Independence Day
- Labor Day
- Columbus Day
- Election Day (State of Maryland)
- Veterans Day
- Thanksgiving Day
- Friday after Thanksgiving Day
- Christmas Day
- Any day of national observance declared by the Governor of the State of Maryland or by the President of the University.

It is understood by both parties that Columbus Day and Veteran's Day will be observed on a later date (normally taken during the Winter Break) and President's Day (normally taken during the Spring Break). The University shall observe three (3) additional University holiday leave days,

which shall be granted each calendar year and observed at the discretion of the University President or his/her designee.

Section 2. Day of Observance

Normally, a holiday will be observed on the day in which it falls; however, when a holiday falls on a Saturday, the preceding Friday will be deemed to be the holiday. When a holiday falls on Sunday, the following Monday will be deemed to be the holiday.

Section 3. Holiday Pay

To be eligible for paid leave, in conjunction with holidays, including University holidays, employees must be in a paid employment status on the calendar date of the holiday. Employees shall receive a regular day's compensation at their regular hourly rate for every holiday the employee observes.

If an employee is scheduled or is otherwise authorized to work during his or her scheduled holiday the employee shall accrue an additional day of paid leave in addition to the pay received for the holiday.

Section 4. Payment of Carried Over Holiday

Employees are entitled to carry-over unused earned holiday leave into the next calendar year. All carry-over unused holiday leave must be used by January 31st of the new calendar year. Any unused holiday leave will be paid out prior to separation. The University shall not unreasonably deny any employee's carry-over leave requests in January of the new calendar year.

Section 5. Termination Payment

Employees, who leave their employment at the University for any reason, are entitled to be paid for any unused holiday leave that has been earned as of the date of separation.

Section 6. 24/7 Employees

Employees in 24/7 positions whose regularly scheduled day off falls on the day that the University observes a holiday shall receive an alternate day off. This alternate holiday can be used forty-five (45) days after the observed date of the official holiday.

ARTICLE 11 -- LEAVES

Section 1. Annual/Vacation Leave

A. Purpose and Applicability

This section governs the accrual and use of annual leave, and applies to all regular exempt employees of Bowie State University.

B. Annual Leave Earned

Exempt employees- full-time exempt employees earn twenty-two (22) days of annual leave per calendar year which shall accumulate on bi-weekly basis from the beginning of employment. Beginning with the 21st year of USM and/or State of Maryland employment, annual leave shall be earned at the rate of twenty-five (25) days per calendar year. Part-time employees working fifty-percent (50%) or more shall earn annual leave on a pro-rated basis.

C. Leave Accumulation

Annual leave with pay shall be available only to the extent earned, provided that the dates of such leave have been approved in advance by the employee's supervisor. Such approval shall not be unreasonably denied. A maximum of fifty (50) workdays of annual leave may be carried into a new calendar year by all full-time exempt employees. This maximum will be pro-rated for part-time exempt employees working fifty-percent (50%) or more.

D. Payment of Denied Annual Leave

At the end of each calendar year, a supervisor may, through appropriate channels, recommend to the University President or designee that an employee be paid for days of annual leave lost pursuant to Section C. The supervisor's recommendation for payment for lost annual leave shall be accompanied by a written explanation of why the lost annual leave was not taken at another time during the calendar year.

Payment is at the discretion of the University President and his/her designee. It is also limited to unused annual leave that is in excess of the maximum accumulation and that is lost by the employee at the end of the calendar year.

E. Leave Transfer

When an employee transfers to another institution in the University System of Maryland or transfers to another department in the same institution and/or moves from one employment category to another, or from the State of Maryland to the USM, all unused accumulated annual leave shall be transferred.

F. Termination Payment

Employees who leave the University System of Maryland are entitled to compensation for any unused annual leave that has been credited and available for use as of the date of separation.

Section 2. Personal Leave (USM Policy VII - 7.10)

Personal Leave for employees covered by this MOU is governed by USM Policy VII - 7.10 Policy on Personal Leave for Regular Exempt Employees approved by the Board of Regents on December 3, 1999. Full-time employees shall receive three days (not to exceed 24 hours) of personal leave in each calendar year. Part-time employees working fifty-percent (50%) or more shall receive personal leave on a pro-rated basis.

Personal leave must be used by the end of the first pay period that ends in the new calendar year. Any personal leave that is unused as of that time shall be forfeited by the employee and shall be contributed to the USM Leave Reserve Fund in accordance with the then current USM Policy on Leave Reserve Fund. No employee shall be paid for unused personal leave.

The use of personal leave shall require prior notification to the employee's supervisor.

Section 3. Leave "Cash Out"

Employees shall be allowed to cash out any amount of accumulated annual leave, at the time of separation of employment due to retirement, resignation, discharge, or transfer to another institution within the University System of Maryland, in compliance with applicable law.

Section 4. Leave Reserve Fund

The employee, or someone on the employee's behalf, may submit to the Senior Director of Human Resources of Bowie State University a written request to use leave from the Leave Reserve Fund, together with documentation that the employee has:

- A. Completed at least one year of service with the University System of Maryland;
- B. A temporary medical disability which is authenticated by a licensed or certified medical provider in accordance with established leave authorization procedures, and by the institution or State Medical Director; and when the employee has a reasonable expectation of return to work;
- C. Used all available sick leave, annual leave, personal leave, compensatory leave, advance sick leave, extended sick leave; and
- D. A satisfactory record of sick leave use and work performance.

In addition, each request must specify the number of days requested and must provide a justification for the number of days requested. The maximum number of days which may be requested from the LRF shall not exceed one day for each month of creditable service, as defined by the Maryland State Retirement and Pension Systems.

Section 5. Maternity and Paternity Leave

Pregnancy-related disabilities, childbirth, and immediate recovery there from.

- A. A female employee may request the use of the accrued sick leave for any period of time related to temporary disability during pregnancy or related to childbirth and immediate physical recovery there from.
- B. A female employee planning to request the use of sick leave for the purposes listed in this subsection shall be governed by the provisions of this policy.
- C. The employees shall keep the Senior Human Resources Director or designee informed of any changes to her condition which affect the length of time that she will need to be away from work.
- D. Birth of a child or placement of a child with the employee for adoption
 1. Up to a maximum of thirty (30) days of accrued sick leave may be used to care for a child immediately following the birth of a child or placement of the child with the employee for adoption. In the case of an adopted child, sick leave is only available in connection with a formal adoption and shall be granted only if the employee making the request is the person having primary responsibility for furnishing the care and nurture of the adoptee. In the event that both parents are USM employees, sick leave to care for the child, as provide under this section is available to only one parent.
 2. The Senior Director of Human Resources or designee shall grant the employee's request if the employee has furnished satisfactory documentation of the birth of the employee's child or an agreement of placement for adoption.
 3. An employee who returns to regular USM service within two years of separation shall have the unused sick leave earned during the prior service restored, provided the employee returns to a position eligible to earn sick leave.

Section 6. Family and Medical Leave. ("FMLA" Leave)

Family and Medical Leave for employees covered by this MOU is governed by USM Policy VII-7.50 Policy on Family and Medical Leave, (Approved by the Board of Regents, August 27, 1993) and is subject to all terms and conditions set forth therein with the following modification:

This type of leave is based on federal law as described in the Family and Medical Leave Act of 1993 (FMLA). The University shall make FMLA leave available to employees in accordance with the FMLA and USM policies.

FMLA leave is not a separate form of accrued leave, like sick or annual leave. FMLA leave allows a qualifying employee to take employment-protected leave (by first using available sick

and annual leave and then unpaid leave) for up to twelve (12) weeks for any of the following reasons:

1. To care for the employee's child after birth, or placement for adoption or foster care;
2. To care for the employee's spouse, son, daughter, or parent who has a serious--health condition;
3. For a serious health condition of the employee, including pregnancy and recovery time, that renders an employee unable to perform his or her job; or
4. Any other reasons stated in USM Policy VII - 7.50, as of February 18, 2004.

To qualify for FMLA Leave:

1. The employee must have worked for the University for at least twelve (12) months, and
2. The employee must have worked at least 1040 hours in the twelve (12) months immediately preceding the date the leave is to commence.

In addition to USM Policy VII - 7.50, the Sick Leave Article contains specific provisions dealing with Family and Medical Leave.

Section 7. Religious Observance Leave

Employees shall be allowed to use personal or annual leave in order to observe a religious holiday or to attend services or acts associated with their religion. The employee's supervisor shall not unreasonably deny an employee's request to take leave for religious observance. The supervisor may deny the use of accrued leave for religious observance in the case of extreme circumstances, after consultation with the University Labor Relations Manager.

Section 8. Military and War Leave

An Employee who is a member of the Army, Navy, Air Force, Marine or Coast Guard Reserve shall be entitled to a leave of absence for military training for a period of not more than fifteen (15) workdays (pro-rated for part-time employees) in any calendar year without loss of pay or change to any leave. Leave due to call-up to active military duty during a national or international crisis or conflict shall be in accordance with the USM Policy VII - 7.24 Policy on Call-Up to Active Military Duty During a National or International Crisis or Conflict.

Section 9. Jury Duty, Administrative Hearings and Arbitrations

Leave of absence with pay shall be granted to employees for time spent in jury duty, as a witness in court proceeding, administrative hearing, arbitration or disciplinary meeting involving the employee or another employee. Employees who are dismissed from jury duty or released as

witnesses under any procedures listed in this section will be expected to return to work for the balance of their schedule workday when such is feasible.

Section 10. Leave of Absence Without Pay

Regular full-time exempt employees may request a full or partial personal leave of absence without pay up to a maximum of a two-year (24 month) period with the approval of supervisor and/or department head.

Section 11. Administrative Leave (USM Policy VII-7.20)

Administrative Leave for employees covered by this MOU is governed by USM Policy VII - 7.20 Policy on Administrative Leave (Approved by the Board of Regents, February 28, 1992).

Administrative Leave may be granted when emergency conditions exist.

The President may approve a request for administrative leave or may require an employee to take administrative leave for any purpose considered to be in the best interests of the institution.

ARTICLE 12 -- SICK LEAVE

Section 1. Purpose and Applicability

This Article governs the accrual and use of sick leave for all employees covered by this MOU. When a provision of Article 12 provides an employee with the eligibility to use sick leave that is also covered by the Family and Medical Leave Act (FMLA), the sick leave and the leave under the FMLA run concurrently. Also, employees must use their accrued sick leave in accordance with the specific provisions of Article 12 and exhaust all accrued annual leave and personal leave prior to using unpaid FMLA leave.

Section 2. General

- A. Sick leave is paid leave granted to employees in an effort to provide some protection against the loss of earnings due to absences for health reasons.
- B. A full-time employee shall earn sick leave at the rate of fifteen (15) workdays per year. Employees who are appointed at least fifty-percent (50%) time shall earn sick leave on a pro rata basis. Sick leave is accumulated and carried forward from year to year without limit.
- C. An employee may request that his/her illness, injury, or disability occurring during a period of annual or personal leave be charged to sick leave. Verification of such illness, injury, or disability may be required by the Office of Human Resources as provided in Article 12, Section 4 - Verification of Absences Charged to Sick Leave.

- D. An employee may use on a continuous basis, subject to the terms and conditions of this MOU dealing with such leaves, earned leave (sick, annual and personal leave), advanced sick leave, extended sick leave, leave granted through the leave reserve fund, or unpaid family medical leave, as needed for personal illness.
- E. Earned sick leave is granted by the Department Head or designee (normally the immediate supervisor) pursuant to the terms and conditions of Article 12 when an employee is absent because of:
1. Illness, injury, or disability of the employee.
 2. A pre-scheduled medical appointment, examination, or treatment for the employee with an accredited, licensed or certified medical provider listed in Article 12, Section 4.F. that cannot be scheduled during non-work hours. Employees will provide three (3) working days' advance notice if possible, but in no event less than one day's advance notice. Employees shall make every effort to schedule the appointment either at the beginning or the end of the scheduled workday in order to reduce time away from work. However, the University shall not unreasonably deny medical appointments when the time available overlaps with the employee's regular work hours.
 3. Illness or injury in the employee's immediate family and medical appointments, examinations or treatments for the immediate family member with an accredited, licensed or certified medical provider listed in Article 12, Section 4.F. that cannot be scheduled during non-work hours and are not taken pursuant to Article 12, Family and Medical Leave, Section 4.
 - a. Immediate family as used in this Section means a spouse, child, step child, foster child, grandchild, mother, father, mother-in-law, father-in-law, brother, sister, grandparent, or legal dependent of the employee irrespective of residence. Use of sick leave may also be granted to care for any other relative who permanently resides in the employee's household for whom the employee has an obligation to provide care. The Office of Human Resources may require an employee to provide certification by a medical provider listed in Article 13, Section 4.F. to demonstrate this obligation or to authenticate the need for the employee to care for the ill family member. Certification from a medical provider does not need to include information about the specific illness or health condition of the family member or relative.
 - b. Up to fifteen (15) days of accrued sick leave shall be granted by the Office of Human Resources pursuant to the terms and conditions of this Article during any one (1) calendar year for medical care of a family member when the need for such care is not pursuant to Article 13, Section 4, Family and Medical Leave. When the need for such leave is pursuant to Family and Medical Leave, sick leave may be used to the extent it is accrued and available.

4. Death of a relative

- a. For the death of a close relative, the Department Head or designee (normally the immediate supervisor) may grant the use of up to five (5) days of accrued leave. If the death of a close relative requires an employee to travel requiring staying away from home overnight, upon request the Department Head or designee (normally the immediate supervisor) may grant the use of up to a maximum of seven (7) days of accrued leave for this purpose.
- b. Close relative as used in this Section means a spouse, child, step-child, foster child, mother, father (or someone who took the place of a parent), mother-in-law, father-in-law, grandparent of the employee or spouse, grandchild, son-in-law, daughter-in-law, brother, sister, brother-in-law, sister-in-law, or other relative who permanently resided in the employee's household.
- c. The Department Head or Designee (normally the immediate supervisor) or designee may grant the use of up to a maximum of one (1) day of sick leave for reasons related to the death of the employee's or his/her spouse's aunt, uncle, niece, or nephew.

5. Integration of Sick Leave and Family and Medical Leave

When an employee requests and is granted leave for reasons defined as "qualifying events" under the Family and Medical Leave Act (FMLA), the employee may use accrued sick leave, to the extent it is available, for any portion of that leave pursuant to the provisions of this MOU on FMLA. In all instances where leave is granted pursuant to the FMLA, employees must exhaust all accrued paid leave, including sick, personal, and annual, prior to moving to unpaid Family and Medical Leave. Advanced sick leave shall only be granted for the illness of the employee. Leaves under FMLA will not be considered when determining if any employee has a satisfactory attendance record.

6. Pregnancy, Childbirth and Adoption

Pregnancy, childbirth and adoption are considered "qualifying events" under the FMLA and as such are governed by number 5 above. Advanced sick leave shall only be granted for the portion of leave during which the employee is incapacitated.

Section 3. Directed Use of Sick Leave/Medical Examinations

- A. The Office of Human Resources, in accordance with the provisions of this MOU dealing with Family and Medical Leave, may direct an employee to use accrued sick leave if it believes that an employee is unable to perform the essential responsibilities of his/her position due to illness, injury or disability.

- B. While either in active work status or on any type of employee-related sick leave, an employee may be required to undergo a medical examination(s) and evaluation(s), and may be required to provide verification of fitness for duty, as directed by the Office of Human Resources to ascertain whether the employee is able to regularly and routinely perform the responsibilities of his/her position. Such determination will be made in writing by a certified medical provider as defined in Article 13, Sick Leave, Section 4.F. with a copy provided to the Office of Human Resources and to the employee.
1. If the examination is conducted by a certified medical provider selected by the, USM institution, the institution shall bear the costs of such medical examination. The employee may, however, see his/her own physician at the employee's own cost.
 2. If the examination(s) reveal(s) that an employee is unable to regularly and routinely perform the responsibilities of his/her position, action may be taken by the Office of Human Resources in accordance with policies on voluntary separation, termination, reasonable accommodation, modified duty or disability retirement, if applicable.
 3. In cases where there is a conflict between the evaluation, prognosis, diagnosis or recommendation of the employee's personal health care provider and the certified medical provider selected by the USM institution, the President or designee may choose which health care provider's report to follow or may require subsequent medical examinations and evaluations in deciding what steps should be taken regarding the employee's sick leave status or continued employment. If subsequent medical examinations and evaluations are required, the employee's medical provider and the University's medical provider shall by agreement select the third medical provider who will render an opinion. In the event they are unable to reach agreement on a third medical provider, the third provider will be selected by the University. In selecting the third provider, the University shall not select a provider that has been under contract, or that at the present time is under contract with the University. The decision of the President or designee regarding the employee's fitness for duty will take into account the medical opinions rendered. The decision of the President or designee is final. The expense of obtaining the third medical provider's opinion will be borne by the University.

Section 4. Verification of Absences Charged to Sick Leave

- A. In order to verify that the employee's use of sick leave is in accordance with this Section, to assure medical attention for an employee or to prevent the abuse of sick leave usage, the University may require an employee to submit verification of the reason for the use of accrued sick leave, advanced or extended sick leave.
- B. Verification of Illness for Absences for Five (5) or More Consecutive Days.

The University may require an employee to provide an original certificate of illness or disability in cases where an absence is for five (5) or more consecutive workdays. The

certificate required by this Section shall be signed by a certified medical provider as defined in Article 13, Sick Leave, Section 4.F.

C. Verification of Illness for Absences for Less than Five (5) Consecutive Days.

The University may require an employee to submit an original certificate of illness or disability for absences of less than five (5) consecutive days on the following conditions:

1. Where an employee has a consistent pattern within a twelve-month period of maintaining a zero or near zero sick leave balance without documentation of the need for such relatively high utilization.
2. Where an employee has unusual absence patterns such as Monday/Friday, or the day before and/or the day after a holiday.
3. Where an employee has five (5) or more occurrences of undocumented sick leave usage within a twelve (12) month period.
4. Where an employee has three (3) or more occurrences of undocumented sick leave usage of two (2) or more consecutive days in a twelve (12) month period.

D. Procedures for Certification Requirement

Prior to imposing a requirement on an employee for documentation of sick leave use, under Section C above, the University shall orally counsel the employee that future undocumented absences may trigger a requirement for certification of future occurrences of sick leave. If the employee has another undocumented absence after such counseling, the University may, subject to the concurrence of the Office of Human Resources, then put the employee on written notice that he/she must certify all sick leave usage for the next six (6) months if the undocumented absence accumulated in accordance with Article 13, Section 4D. At the conclusion of the six (6) months, the certification requirement will be rescinded provided the employee has complied with the certification requirement and is in compliance with this Article. If the employee has not complied with the certification requirement and is not in compliance with this Article, the requirement shall be extended for six (6) months from the date of the lack of compliance with the requirement. Although a requirement for certification is not a disciplinary action, an employee may grieve allegations of misapplications of this procedure. Failure of the employee to provide certification as described in this Section may subject the employee to disciplinary action.

E. Verification may include but may not be limited to:

1. A written statement from the medical provider (as listed in Article 13, Section 4.F.) indicating that the employee is required to be absent from work due to illness;
2. The duration of absence from work;

3. Prognosis of employee's ability to return to work;
 4. Title and original signature of an accredited, licensed or certified medical provider;
and
 5. Any other information necessary to verify that the employee's use of sick leave is in accordance with Article 13. Such information does not need to include information about the specific illness or health condition of the employee.
- F. Medical verification as outlined in Article 13 may be obtained from an accredited Christian Sciences practitioner, or from the appropriate of any of the following licensed or certified medical providers:
1. Physician
 2. Physical Therapist
 3. Clinical Psychologist
 4. Dentist
 5. Oral Surgeon
 6. Chiropractor
 7. Podiatrist
 8. Certified Nurse Practitioner
 9. Certified Nurse-Midwife, or
 10. Licensed Certified Social Worker-Clinical

Section 5. Advanced Sick Leave for the Employee's Own Illness

- A. An employee who sustains a temporary, recoverable illness, injury or serious disability may request advance use of sick leave subject to the following four conditions.
The employee shall:
1. Have completed six months of continuous USM service;
 2. Have completed an original probation period, if applicable;
 3. Have exhausted all other types of accrued leave; and
 4. Has performed at a "meets standards" or better level of performance and has not been placed on a sick leave certification requirement-as-provided in Article 13, Section 4 or been disciplined for a sick leave related offense during the past 12 months.
- B. Advanced sick leave is not an entitlement. The granting of requests for advanced sick leave is at the discretion of the Office of Human Resources.
- C. Advanced sick leave shall not be granted in instances where the illness or injury or disability occurred on the job, and the employee has been granted accident leave or temporary total disability benefits by the Workers' Compensation Commission.

- D. Written requests for advanced sick leave shall be submitted to the Office of Human Resources and shall be supported by written verification by an accredited, licensed, or certified medical provider as outlined in Article 13, Sections 4A. and 4.F.
- E. Sick leave may be advanced at the rate of fifteen (15) working days per year of service to a maximum of sixty (60) working days in any one calendar year.
- F. The use of advanced sick leave constitutes a debt for which payment shall be enforceable upon the employee's return to work or upon the employee's separation from employment, whichever is earlier. Upon return to work the minimum rate of payback for advanced sick leave shall be at one-half (1/2) the rate that sick leave and annual leave is earned. An employee may elect to pay back advanced sick leave by applying any earned leave or by reimbursing the USM with cash.
- G. Annual, sick and holiday leave earned, and personal leave credited while on advanced sick leave shall be applied as earned/credited.
- H. Additional requests for advanced sick leave will not be granted until all previously granted advanced sick leave has been repaid. The only exception to this provision is in cases where all of the following conditions are met:
 - 1. The maximum amount of advanced sick leave had not been requested originally and;
 - 2. Additional advanced sick leave, consecutive to that already granted, is needed to cover the employee's continued absence and;
 - 3. The continued absence is arising from the original illness, injury or disability.
- I. The Office of Human Resources may refer an employee who is on advanced sick leave as follows:
 - 1. The employee may be referred to a USM institution-named certified medical provider paid for by the institution for periodic examinations to determine the nature and extent of the illness, the employee's progress toward recovery, the length of time necessary for recovery, and an estimated date of return to work.
 - 2. If there is a conflict between the employee's physician and the USM institution named physician, the provisions of Article 13, Section 3.B.3. shall apply.

Section 6. Extended Sick Leave for the Employee's Own Illness

- A. An employee who sustains a temporary, recoverable illness, injury or serious disability may request extended sick leave, subject to the three following conditions:
The employee shall:
1. Have been in USM and/or State service for at least five (5) years;
 2. Have exhausted all types of accrued leave and advanced sick leave; and
 3. Has performed at a "meets standards" or better level of performance and has not been placed on a sick leave certification requirement as provided in Article 13 Section 4 or been disciplined for a sick leave related offense during the past twelve (12) months.
- B. Extended sick leave is not an entitlement. The granting of requests for extended sick leave shall be at the discretion of the Office of Human Resources.
- C. The maximum cumulative total of extended sick leave available to an employee in USM or State service is twelve (12) work months (52 work weeks).
- D. Annual, sick and holiday leave earned, and personal leave credited while on extended sick leave shall be applied as earned/credited.
- E. Written requests for extended leave shall be submitted to the Office of Human Resources and shall be supported by written verification by an accredited, licensed or certified medical provider as outlined in Article 13, Sections 4A. and 4F.
- F. The Office of Human Resources may refer an employee who is on extended sick leave as follows:
1. The employee may be referred to a USM institution-named certified medical provider paid for by the institution for periodic examinations to determine the nature and extent of the illness, the employee's progress toward recovery, the length of time necessary for recovery, and an estimated date of return to work.
 2. If there is a conflict between the employee's physician and the institution-named physician, the provisions of Article 13, Section 3.B.3 shall apply.

ARTICLE 13 -- UNION LEAVE

- A. AFSCME may request that bargaining unit employees be released from their normal duties for the purpose of participating in approved Union activities.

- B. The total amount of union leave granted by the University during a fiscal year may not exceed one (1) day for every thirty (30) of its bargaining unit employees of Bowie State University as of July 1 of the current fiscal year, provided that a minimum of seven (7) days union leave will be granted by the University each fiscal year covered by this MOU. No employee outside of the bargaining unit will be counted in the leave calculation under Article 26.
- C. All requests for union leave shall be submitted to the Senior Director of Human Resources in writing by Council 92 fifteen (15) working days in advance of the day on which the leave is to begin and shall include:
1. A general description of the activity and its purpose;
 2. The date and location of the activity;
 3. The name(s) of the employee(s) for whom union leave is being requested.

Where the leave request is for eight (8) hours or less, the minimum notice required is seven (7) working days.

- D. After verifying the validity of the request with a Union representative and the accuracy of the time being requested, the Senior Director of Human Resources may approve union leave if the employee's services can be spared without impairing the services of the department(s) involved and union leave is available pursuant to Article 13 Section B. Approval of leave under this Section shall not be unreasonably denied.
- E. If the employee organization needs to substitute an employee or employees for those previously granted union leave, or substitute new dates, such requests will be submitted as soon as possible to the Senior Director of Human Resources for approval. Such substitutions may be approved if the substitution will not impair the services of the unit. Approval of substitutions or dates shall not be unreasonably denied.

ARTICLE 14 -- PERFORMANCE EVALUATIONS

Section 1. Performance Ratings

Each employee shall receive the following written performance evaluation(s) at the end of their probationary period and annually, but no later than April 30th of each year thereafter. The purposes of the performance evaluations are to establish a communication tool to ensure that employees are performing at acceptable levels and to provide a means by which to document performance and to establish a procedure for correcting performance problems should they occur. An employee shall be rated on performance goals and objectives established by the supervisor and the employee at the beginning of the review period. Employees shall receive performance ratings, which will be as follows: (see attached Performance Management Process (PMP) form (Appendix A))

1. Outstanding
2. Above Standards
3. Meets Standards
4. Below Standards
5. Unsatisfactory

The University shall not apply forced distributions or other limitations to employee performance ratings.

Section 2. Expectations Meeting (Establish Goals and Objectives)

Annual (normally May/June of each year), supervisors will meet with employees and review performance objectives in writing once a year during the beginning of the ratings period.

At the expectations meeting, the supervisor (as defined in Section 4 below) and the employee will discuss the specific expectations and performance factors to which the employee will be held accountable. The supervisor and the employee will establish the employee's performance goals and objectives for the upcoming year. This review may include a review of the employee's written position description, which accurately explains the incumbent's duties and responsibilities upon which the employee will be evaluated by the supervisor. Performance factors and performance goals and objectives should be reasonably specific, attainable, measurable, and job-related. The expectations meeting will be documented in writing and signed by the supervisor and the employee utilizing Section 4 Operational Objectives of the PMP Form.

Section 3. Probationary and Mid-Year Performance Evaluations

A. Probationary Period Evaluation:

An expectations meeting, in accordance with Section 2 of this Article, will be held with each employee at the time of hire.

When the employee's probationary period ends, the supervisor (as defined in Section 4 below), to whom the employee is assigned, will prepare a written performance evaluation of the employee. The end of probationary period performance evaluation may include a self-assessment prepared by the employee, and shall address both an evaluation of the employee's performance and suggestions for ways that the employee and the supervisor can work to address issues that have arisen.

The employee and the supervisor will meet to discuss the end of probationary period performance evaluation, and will document in writing the results of the evaluation and will include in that documentation:

1. Any modifications made to the employee's job description that will alter an employee's bargaining unit status; it is understood and agreed that the University will advise the Union thirty (30) days in advance of the proposed date of modification to the employee's job description. It is further understood that the University reserves the

right to promote employees, in accordance with this MOU, to a position that may be outside the bargaining unit.

2. Specific tasks and standards established by the supervisor, and the employee, that will assist the employee in accomplishing the employee's overall objectives for the next evaluation period;
3. Any training needs established.

B. Regular Exempt Employee Mid-Year Performance Evaluation

The supervisor may prepare a written mid-year performance evaluation within six (6) months after the beginning of the current ratings period, if the employee's performance deteriorates during the current rating period, the supervisor must conduct an evaluation. If a mid-year performance evaluation is conducted, the supervisor must meet to discuss the mid-year evaluation and will document in writing the results of the evaluation and will include in that documentation:

1. Any modifications made to the employee's job description that will alter an employee's bargaining unit status; it is understood and agreed that the University will advise the Union thirty (30) days in advance of the proposed date of modification to the employee's job description. It is further understood that the University reserves the right to promote employees, in accordance with this MOU, to a position that may be outside the bargaining unit.
2. Specific tasks and standards established by the employee and the supervisor, which will assist the employee in accomplishing his/her overall objectives for the next evaluation period.
3. Any training needs established.

Section 4. Year End Performance Evaluation

The year-end annual performance evaluation shall include the following:

- A. An overall performance rating.
- B. The specific tasks, which the employee needs to achieve during the next evaluation period and performance objectives, which are established at the Annual Expectations Meeting (see Section 2 above).
- C. Modifications of the employee's job description that will alter an employee's bargaining unit status; it is understood and agreed that that the University will advise the Union thirty (30) days in advance of the proposed date of modification to the employee's job description. It is further understood that the University reserves the right to promote

employees, in accordance with this MOU, to a position that may be outside the bargaining unit.

- D. Recommendations for training as appropriate. (See Annual Expectations Meeting, Section 2 above.)

The supervisor conducting the performance evaluation shall be the employee's immediate supervisor, who is in the ordinary course of business the individual responsible for assigning and reviewing the employee's work, signing time sheets, and approving leave. If the supervisor has been the employee's supervisor for less than six (6) months, the employee's former supervisor if available will provide input.

Where an employee did not have an opportunity to perform work described by a performance standard or goal and objective, that standard or goal and objective will not be considered in the year-end performance evaluation. All applicable performance factors and goals and objectives will be applied fairly and objectively. The University shall take into consideration impediments to an employee's job performance, which are beyond the control of the employee. Time off on approved leave (sick, personal, annual, etc.) and authorized time for Union representational purposes and other authorized activities will not be considered negatively in the application of performance factors and performance goals and objectives, provided that where an employee has been placed on notice regarding a sick leave usage problem, the employee's sick leave usage may be taken into account.

The employee's second level supervisor reserves the right to make valid changes or modification(s) to approve an employee's end-of-the-year evaluation prior to the employee's signature. This approval must be secured prior to the end-of-the-year evaluation meeting with the employee. The supervisor shall give the employee a copy of the end-of-the-year evaluation, which will be signed by the employee, and a copy will be placed in the employee's personnel file with the job description attached. A statement of an employee's objection or comments may be submitted to the first and second level supervisor within thirty calendar thirty (30) days of receipt of the current evaluation. A copy of the employee's comments shall also be forwarded, by the appropriate supervisor, to the Office of Human Resources for placement in the employee's personnel file.

Section 5. Deficient Performance

In the event a supervisor concludes that an employee's job performance is at a level, which will result in an evaluation below "Meets Standards", therefore jeopardizing his/her eligibility to receive a merit increase, the supervisor will notify the employee. The employee will be given a reasonable amount of time to correct the performance deficiencies before a year-end performance evaluation is conducted unless the deficient performance warranting the denial of the merit increase occurs late in the evaluation period.

Section 6. Performance Evaluation Salary Increase

Employees, who achieve an annual rating of "Meets Standards" or above, shall receive whatever merit increase is granted in accordance with Article 9 Wages.

An employee's ability to file a grievance is directly linked to the provisions of Article 9 Wages. Employees shall have the right to appeal their performance evaluation ratings for procedural deficiencies or for overall ratings that result in "Below Standards" or "Unsatisfactory" through the grievance process.

In those circumstances where an employee has a complaint regarding a performance evaluation but was not deprived of a merit pay increase in conjunction with Article 9 Wages, such grievance(s) may only be allowed to be grieved through Step 2 of the Grievance Procedure.

All performance evaluation grievances shall be filed in accordance with the Grievance Procedure outlined elsewhere in this MOU.

Section 7. Performance Evaluation Forms

Generally, evaluations are performance tools. Employee's job performance shall be evaluated in accordance with this Article. The University shall use the Performance Management Process (PMP Form) which is incorporated into the MOU as Appendix A. Employees and immediate supervisors may communicate about the employee's performance, the relationship between the employee and the supervisor, and the employee's goals for career development at the University, at times other than those specified in this Article. Regular feedback between the employee and his or her immediate supervisor is an important component to the employee's performance and development and ultimately to the evaluation process.

A collective bargaining employee, either individually or through an AFSCME representative, may provide feedback to the Office of Human Resources regarding their supervisor at any time. The Director of the Office of Human Resources shall share that [information](#), as it is appropriate to do so.

Section 8. Training

The University shall provide mandatory training to all supervisors of Bargaining [Unit employees](#). Mandatory training will be offered two times per year, occurring prior to the delivery of mid-year performance review periods and annual performance periods. The mandatory trainings for mid-year review shall be in either October or November and the annual evaluation training shall be in March or April. All Supervisors shall attend the entire length of the trainings. The University shall solicit suggestions and input for consideration from the Union's Labor Management Committee regarding development of training materials for the mandatory trainings with the intention of strengthening the performance evaluation process.

ARTICLE 15 -- GRIEVANCE PROCEDURE

In the event of an alleged violation or disagreement over any of the provisions of this MOU, a bargaining unit employee represented by AFSCME, which shall be the exclusive employee organization to represent the employees, shall have the right to file a grievance in accordance with Md. Education Code Ann. § 13-201, et seq., a copy of which is set forth below for convenient reference.

Title 13, University of Maryland - General Provisions: Subtitle 2. University of Maryland Classified Employee Grievance Procedures

§ 13-201. Definitions.

- A. In general-In this subtitle, the following words have the meanings indicated.
- B. Day-"Day" means, except as otherwise provided, a working day, Monday through Friday, regardless of work schedule, weekend work, or midweek days off.
- C. Grievance-"Grievance" means any cause of complaint arising between an exempt employee and his employer on a matter concerning discipline, alleged discrimination, promotion, assignment, or interpretation or application of University rules or departmental procedures over which the University management has control. However, if the complaint pertains to the general level of wages, wage patterns, fringe benefits, or to other broad areas of financial management and staffing, it is not a grievable issue.

§ 13-202. (Omitted)

§ 13-203. Steps in Grievance Procedure.

- A. Availability of procedure; number of steps. If, following informal discussion with the supervisor, a dispute remains unresolved, the grievance procedure is available. There are three steps in the grievance procedure.
- B. *Step One.* Step one is the initiation of a complaint. Grievances shall be initiated within thirty (30) calendar days of the action involved, or within thirty (30) calendar days of the employee having reasonable knowledge of the act, unless these time limits are further delimited as stated in § 13-205. Appeals within the grievance procedure shall be timed from receipt of the written opinion of management or from when such opinion is due, whichever comes first. An aggrieved employee or the employee's designated representative may present the grievance in writing to the department head or chairman or designee for formal consideration. If the grievance is presented to the department head or chairman or designee, within five (5) days after the receipt of the written grievance a conference shall be held with the aggrieved or the employee's designated representative and within five (5) days after the conclusion of the conference a decision shall be rendered in writing to the aggrieved or the employee's designated representative. If the aggrieved employee is not satisfied with the decision rendered at this step, the employee

or the employee's designated representative may appeal in writing to step two within five (5) days.

- C. Both employee and department head or chairman or designee shall continue to review the matter, either privately or with the help of others in the employee's immediate work unit who are directly involved in the grievance. Each department head or chairman or designee shall use judgment in keeping superiors informed of the status of each grievance and, if necessary, request guidance, advisory committees, or other assistance consistent with departmental policy. If either the employee or the department head or chairman or designee feels the need for aid in arriving at a solution, the campus personnel department may be requested to provide resource staff or any other available resource personnel may be invited to participate in further discussions. The addition of such participants does not relieve the department head or chairman or designee and the employee from responsibility for resolving the problem.
- D. *Step Two.* The appeal shall be submitted to the President of the University or the President's designated representative within five (5) days after the receipt of the written decision at Step One. The President or the President's designated representative shall hold a conference with the aggrieved or the employee's designated representative within ten (10) days of receipt of the written grievance appeal and render a written decision within fifteen (15) days after the conclusion of the conference.
- E. *Step Three.* In the case of any still unresolved grievance between an employee and the University, the aggrieved employee, after exhausting all available procedures provided by the University, may submit the grievance to either arbitration or to the Chancellor who may delegate this responsibility to the Office of Administrative Hearings in accordance with Title 10, Subtitle 2 of the State Government Article. In either case, the appeal shall be submitted within ten (10) days after the receipt of any written decision pertaining to that grievance and issued by the University. If the grievance is arbitrated, the parties shall select an arbitrator by mutual agreement. If they are unable to reach a mutual agreement, an arbitrator shall be supplied by the American Arbitration Association by their procedures. Any fees resulting from arbitration are assessed by the arbitrator equally between the two parties. The arbitration award is advisory to the Chancellor or administrative law judge, as appropriate, and an additional appeal or hearing may not be considered. The Chancellor or administrative law judge, as appropriate, shall make the final decision that is binding on all parties.
- F. Authority of Chancellor or administrative law judge - The Chancellor or administrative law judge, as appropriate, shall have the power to award back pay in any grievance and the President of the constituent institution shall enforce such order. In any reclassification case in which the Chancellor or administrative law judge, as appropriate, or his designated representative, determines that an employee has been misclassified, the Chancellor or administrative law judge, as appropriate, may, in his discretion, award back pay to the employee for a period not to exceed one year prior to the initial filing of the grievance.

G. Coercion, discrimination, interference, reprisal and restraint prohibited.

1. During any stage of a complaint, grievance, or other administrative or legal action that concerns State employment by a full-time or part-time employee of the institution, or by a temporary or contractual employee of the institution, the employee may not be subjected to coercion, discrimination, interference, reprisal, or restraint by or initiated on behalf of the institution solely as a result of that employee's pursuit of a grievance, complaint, or other administrative or legal action that concerns State employment.
2. An employee of the institution may not intentionally take or assist in taking an act of coercion, discrimination, interference, reprisal, or restraint against another employee solely as a result of that employee's pursuit of a grievance, complaint, or other administrative or legal action that concerns State employment.
3. An employee who violates the provisions of this subsection is subject to disciplinary action, including termination of employment.

§ 13-204. Decisions

A decision may not be made at any step of the grievance procedure that conflicts with or modifies a policy approved by the Board of Regents of the University or with any applicable statute or with any administrative regulation issued under appropriate statutory authority or that otherwise delimits the lawfully delegated authority of University officials unless prior approval has been obtained from the responsible official.

§ 13-205. Suspensions pending removal; involuntary demotions; rejection on probation; disciplinary suspension

- A. Suspensions pending removal - Within five (5) days from the date on which the employee receives the charges for removal as evidenced by the return receipt or other evidence of delivery of the charges to the employee an employee who is suspended under charges for removal may request an opportunity to be heard in his own defense. Within thirty (30) days if possible after receipt, the President or the President's designated representative shall investigate the charges and give the employee an opportunity to be heard. Testimony shall be taken under oath and both the department head or chairman or designee and the employee have the right of representation by counsel and the right to present witnesses and give evidence. Within fifteen (15) days following the conclusion of the conference, the written decision shall be rendered to the employee. In the case of appeals from charges pending removal, the department head or chairman or designee may request through appropriate channels the Attorney General's representative to the University to serve as counsel. In case no hearing is timely requested, the Senior Director of Human Resources shall act upon the charges or order such other actions as are indicated by the findings in the case. If a hearing is timely requested and the removal is upheld, step three of the grievance procedure shall be available to the removed

individual. The appeal shall be submitted within ten (10) days after receipt of the written University decision.

B. Involuntary demotions - Within five (5) days, an employee who is notified of demotion may file a written answer with the President or the President's designated representative and request an investigation of the demotion. Within twenty (20) days, if possible, after receipt, the President or the President's designated representative shall investigate the demotion and give the employee an opportunity to be heard. Within fifteen (15) days following the conclusion of the investigation, the written decision shall be rendered to the employee. If an investigation is timely requested and the demotion is upheld, step three of the grievance procedure is available to the demoted employee. The appeal shall be submitted within ten (10) days after receipt of the written University decision.

C. Rejection on probation.

1. Rejection on Original Probation. Within five (5) days of the notice of rejection, an employee who is rejected on original probation may file a written request with the President or the President's designated representative for a hearing. Within twenty (20) days, if possible, after receipt, the President or the President's designated representative shall conduct a hearing. Within fifteen (15) days following the conclusion of the hearing, the written decision shall be rendered to the employee. If the hearing is timely requested and the rejection is upheld, step three of the grievance procedure is available. The appeal shall be submitted within ten (10) days after receipt of the written University decision. Rejection for cause is not required in the case of an employee rejected on original probation.

2. Rejection on Promotional, Transfer, or Horizontal Change Probation. Within five (5) days of receipt of the recommendation of the department head or chairman to reject, an employee who is promoted and then rejected within the probationary period for the new class and for whom a vacancy in the former class is not available may file an answer with the President or the President's designated representative and request an investigation of the proposed rejection. Within twenty (20) days, if possible, after receipt, the President or the President's designated representative shall investigate the proposed rejection. The same rule applies to an employee who has completed a probationary period in one classification and makes a horizontal change to a new classification, and is rejected in the new classification or who transfers to another department in the same classification and is rejected. Within fifteen (15) days following the conclusion of the investigation, the written decision shall be rendered to the employee. If the investigation is timely requested and the rejection is upheld, step three of the grievance procedure is available to the rejected employee. The appeal shall be submitted within ten (10) days after receipt of the written University decision.

D. Disciplinary suspension.

1. This subsection does not apply to suspensions pending charges for removal.

2. Alleged infractions shall be investigated by the responsible supervisor or administrator or designee at the earliest opportunity following knowledge of it, and the investigation shall be promptly completed. All suspensions of employees shall be implemented within three (3) days of the alleged infraction or knowledge of the alleged infraction by the responsible supervisor or administrator. All suspension days shall be consecutive.
3. The employee or the employee's designated representative may submit a written appeal on a disciplinary suspension to the President or the President's designated representative within five (5) days of notification of the suspension, or the employee or the employee's designated representative may appeal the suspension within three (3) days of notification of the suspension to the department head or chairman or designee. The department head or chairman or designee shall hear the case within three (3) days from the receipt of the written appeal. If the appeal is unheard or unanswered as a result of management delay, the employee shall be reinstated with full back pay.
4. If the suspension is upheld by the President or the President's designated representative, step three of the grievance procedure is available to the employee. If the employee chooses to appeal to the department head or chairman or designee, any further appeals shall precede through steps two and three of the grievance procedure.

E. Preliminary hearing.

1. If an employee is suspended without pay pending a hearing on disposition of charges for removal, the President or the President's designated representative shall notify the employee in writing of the reasons for the suspension at the time of the notice of the suspension.
2. Within five (5) working days of the notice of suspension, the employee may request in writing that the President or the President's designated representative, in addition to conducting a hearing on the merits, conduct a preliminary hearing to determine whether or not the employee may continue to work with pay pending the disposition of the charges.
3. The President or the President's designated representative shall conduct a preliminary hearing within five (5) working days after the President or the President's designated representative receives in writing the request from the suspended employee for the preliminary hearing.
4. The preliminary hearing shall be limited to the issues of:
 - a. Whether suspension without pay is necessary to protect the interests of the University or the employee pending final disposition of the charges; and

- b. Whether other employment and status alternatives should be considered.
5. At the preliminary hearing, the employee may:
 - a. Rebut the reasons given for the suspension;
 - b. Allege mitigating circumstances; and
 - c. Offer alternatives to the suspension, including:
 - d. Return to the position with pay;
 - e. Transfer to another position with pay; or
 - f. Suspension with pay.
6. Within five (5) days after the preliminary hearing is completed, the President or the President's designated representative shall render a written decision that is conclusive as to the issue of whether or not the employee may continue to work with pay pending the disposition of the charges.

§ 13-206. Miscellaneous provisions

- A. In cases of appeal to an arbitrator, each party is responsible for any expense incurred in the preparation and presentation of its own case and for any record or transcript it may desire.
- B. Upon the formal or informal initiation of a grievance an employee designated as a grievance procedure representative shall not suffer any loss of pay for investigating, processing or testifying in any step of the grievance procedure. Release time from normal work schedules is to be granted all witnesses to attend grievance hearings. Expenses incurred in connection with attendance by employees at grievance hearings shall be borne by the employee's department.
- C. Similar grievances may be consolidated and processed together as a single issue. Where a number of individual grievances have been reduced into a single grievance, not more than three employees selected by and from the group may be excused from work to attend a grievance meeting called by the responsible administrator at step one and not more than five employees at steps two and three unless, at any step, prior permission is granted by the person hearing the grievance.
- D. Employee complaint forms shall be available in the campus personnel department. The University form shall be used.

- E. It is the responsibility of the head of each organizational unit to assure that each employee understands the channels of communication and appeal, specifically who is the department head or chairman and who acts in their absence.
- F. An employee may not leave the post of duty to engage in grievance handling without the knowledge of and permission from the designated supervisor.
- G. A formal grievance may be filed by the aggrieved employee; the request to appeal a grievance must bear the signature of the employee or the employee's representative at each step of the procedure.
- H. A record of each grievance and its disposition shall be furnished to the employee involved. A file copy of each grievance shall be maintained at the last step at which the grievance was processed, and an additional copy shall be filed with the campus personnel department which shall be available to the employee or the employee's representative.
- I. At any point in the grievance procedure, the employee may elect to obtain, change, or dismiss the representative by providing a written notice to the person hearing the grievance. However, the action does not allow the grievant to return to a previous step in the procedure.
- J. A hearing officer may exclude incompetent, irrelevant, immaterial, and unduly repetitious evidence or witnesses.
- K. Each step of the grievance procedure shall be processed as quickly as practicable within the specified time limits. Failure to appeal at any step constitutes acceptance. Failure to answer is a denial to which an appeal may be made. By mutual agreement, the time limits and/or steps may be waived.
- L. It is the responsibility of each party to the grievance procedure at each step of the procedure to duplicate the grievance form prior to filing it with the Employer or returning it to the employee and to retain one copy of the form.
- M. A grievance may start with a complaint or request by a permanent or temporary employee.
- N. An employee may be represented at every step of the grievance procedure by a party or organizational representative.
- O. An employee shall receive a copy of this grievance procedure upon employment at the University.
- P. Both parties shall make an effort to resolve the grievance at the lowest possible level.
- Q. All grievance hearings shall be open hearings unless either party requests that the hearing be closed.

- R. At any step of the grievance procedure, either party may require that witnesses be excluded from the hearing room until called.
- S. Any party who elects to use this procedure for resolution of a problem is presumed to agree to abide by the final disposition arrived at in this procedure and the final disposition may not be subject to review under any other procedure within the University.
- T. Any question concerning the timeliness of a grievance or whether a complaint is subject to the grievance procedure shall be raised and resolved promptly, unless the person hearing the grievance or appeal determines that the decision on a motion to dismiss will be deferred pending a hearing on both the merits and the motion.

§ 13-207. Sovereign immunity; satisfaction of awards

- A. Defense of sovereign immunity unavailable - The defense of sovereign immunity may not be available to the University, unless otherwise specifically provided by the laws of Maryland, in any administrative, arbitration, or judicial proceeding held pursuant to this Section, or the personnel policies, rules, and regulations for classified employees of the University System of Maryland involving any type of employee grievance or hearing, including, but not limited to charges for removal, disciplinary suspensions, involuntary demotions, or reclassifications.
- B. Funds provided for satisfaction of awards - The Governor shall provide in the annual State budget adequate funds for the satisfaction of any final monetary or benefit award or judgment that has been rendered in favor of the employee against the University in any administrative, arbitration, or judicial proceeding.
- C. Awards which have not been satisfied - Awards under this Section that have not been satisfied pursuant to Subsection (D) of this Section, shall be reported to the Comptroller of the Treasury, who shall maintain and report annually to the Governor an accounting of existing awards. Upon appropriation of funds by the legislature, the Comptroller of the Treasury shall satisfy existing awards in order of date of award.
- D. Timeliness of satisfaction - If the University has sufficient funds available to satisfy any award under this Section at the time the award is rendered, the award shall be satisfied as soon as practicable but not more than twenty (20) days after the award becomes final.

ARTICLE 16 -- DISCIPLINARY ACTIONS

Definition

Discipline is defined as the approach used by the University for modifying undesirable performance and behavior through the use of a range of disciplinary consequences that are applied depending on the employee's misconduct (behavior and/or performance). These

disciplinary actions may include, but are not restricted to, written reprimand, suspension without pay, and termination. For most misconduct problems, each step in the process will be necessary; however, for more serious and repetitive problems the earlier steps may be eliminated.

Section 1. General

Employees shall not be disciplined without just cause. Except as otherwise provided in this MOU, the University has the burden of proof in any proceeding under this Article. After taking disciplinary action against an employee, the University may not impose an additional disciplinary action against that employee for the specific incident of misconduct unless, the action is repeated or additional information is made known to the University after the disciplinary action was taken.

Section 2. Disciplinary Actions Permitted

The University may take the following disciplinary actions against any employee:

- A. Give the employee a written reprimand.
- B. Suspend the employee from one to five days without pay; deny the employee a pay increase.
- C. Demote the employee to a lower paying grade/classification; or, with prior approval of the President or designee:
- D. Termination.

Section 3. Right to Union Representation

An employee shall have the right to Union representation if requested by the employee, only as provided below:

- A. In any investigatory interview or discussion with the employee who is the subject of the investigation.
- B. At any disciplinary hearing or discussion with the employee who is the subject of the disciplinary hearing?

The University shall allow reasonable time for the Union representative to attend said meeting.

An employee shall not have the right to a Union representative in attendance during a discussion solely related to a counseling session, performance, or during a performance review.

All employees are expected to give prompt, accurate answers to any and all questions concerning matters of official interest put to him/her by the University.

The role of the Union representative is to assist in the clarification of questions and otherwise advise the employees of his/her rights. A Union representative shall speak on behalf of an employee only when requested to do so by the employee attending the meeting.

Section 4. Duty of the Employer Prior to Imposing Sanctions

- A. The University agrees where appropriate to administer discipline in a fair and impartial manner as defined under the definition of discipline. Similarly situated employees will be treated similarly regarding the application of disciplinary actions, but mitigating circumstances will be considered.
- B. Procedures - Before taking any disciplinary action related to employee misconduct, the University shall:
 - 1. Investigate the alleged misconduct;
 - 2. Meet with the employee;
 - 3. Consider any mitigating circumstances;
 - 4. Determine the appropriate disciplinary action, if any, to be imposed; and
 - 5. Give the employee a written memorandum or notice of the disciplinary action, if any, to be imposed, and the employee's appeal rights.
- C. Time Limits - The University may impose disciplinary action no later than thirty (30) calendar days after it acquires knowledge of the misconduct for which the disciplinary action is imposed. Exceptions to the above shall apply in cases involving severe misconduct or conduct involving moral turpitude.
- D. Suspension:
 - 1. The University may suspend an employee without pay no later than five (5) workdays after the University acquires knowledge of the misconduct for which the suspension is imposed.
 - 2. Saturdays, Sundays, legal holidays, and employee leave days are excluded in calculating the five (5) workday periods unless Saturday or Sunday is part of an employee's regular schedule or when the employee is required to work on a holiday.
- E. Except as authorized by law, an employee may not be required to submit to a polygraph test.
- F. Termination of probationary employees is covered separately in this Memorandum of Understanding and does not require just cause.

Section 5. Actions Which Do Not Constitute Disciplinary Actions

A. Counseling Memoranda:

1. A counseling memorandum is an instructional communication and is not a disciplinary action. The counseling memorandum should indicate to the employee the problem and what the employee needs to do to correct the problem. Proposed steps for improvement shall be reasonable and within the employee's range of skills and experience.
2. Within fifteen (15) workdays after receiving a counseling memorandum, an employee may submit to the University a written response to the memorandum. The response shall be placed in the employee's Personnel File and attached to any record of the memorandum.
3. An employee may not take any other action in response to a counseling memorandum. A counseling memorandum is not grievable.

B. Leave Without Pay:

Placing an employee on leave without pay when the employee is absent with approval is not a disciplinary action.

C. Restitution:

1. Requiring an employee to make restitution to the University or the State for loss or damage to University or State property due to an employee's negligence is not a disciplinary action.
2. An employee who is ordered to make restitution under this Subsection also may be subject to civil prosecution or criminal prosecution.

Section 6. Other Procedures

A. Negotiations and bargaining permitted - this Article does not preclude the University and an employee from agreeing to:

1. Holding in abeyance a disciplinary action for a period not to exceed six (6) months in order to permit the employee to improve conduct or performance; or
2. Imposition of a lesser disciplinary action as a final and binding action.

B. Failure to appeal - if an employee fails to grieve/appeal in accordance with the procedures provided in this Memorandum of Understanding, the employee is considered to have accepted the decision.

- C. Time limits - the parties may agree to waive or extend any time limits as stated in this Article.
- D. Resolution of appeal encouraged - each party shall make every effort to resolve an appeal at the lowest level possible.
- E. The University's failure to decide an appeal in accordance with law and regulation is considered a denial from which an appeal may be made.

Section 7. Excessive Absenteeism, Tardiness or Abuse of Sick Leave

- A. It is understood that excessive absenteeism, excessive tardiness, or abuse of sick leave constitutes just cause for discipline, and it is the intent of the University to take corrective action.
- B. An employee who is placed on leave without pay for an unapproved absence may be subject to disciplinary action for the unapproved absence.
- C. If an employee fails to report to work for three (3) consecutive days and he/she or a designee fails to contact the designated supervisor or manager the employee will be terminated. In circumstances where the employee is incapacitated and the designee does not know the identity of the designated supervisor, he/she may contact the Office of Human Resources. Extenuating circumstances beyond the employee's control shall be considered before terminating any employee.

Section 8. Expunging of Disciplinary Documents

After twelve (12) months without any further disciplinary action and upon the written request of the employee, counseling memos and verbal/written warnings shall be expunged from the employee's official personnel file. This Article does not restrict the University's right to keep disciplinary records such as, but not limited to, letters of reprimand in an employee's file for instances of serious infractions.

ARTICLE 17 -- MISCELLANEOUS

Section 1. Access to Recreation Centers

Bargaining unit employees shall be permitted to use, at no cost, any recreation and fitness facilities.

Section 2. Release Time for Campus Sponsored Committees

Employees shall be allowed paid release time to participate in campus sponsored committees such as diversity committees, women's committees, shared governance committees, etc.

Section 3. Attendance to Job Related Trainings

Employees shall be allowed paid release time to attend job related trainings whether sponsored by the University.

Section 4. Attendance to Job Interviews

Employees shall be allowed paid release time to attend job interviews in a different department within the University. Employees shall be allowed to use accrued annual leave in one (1) hour increments to attend job interviews for another position within any of the USM institutions.

Section 5. Reclassification

If an employee or their supervisor believed that he/she has been assigned significant duties outside of the scope of his/her current classification, the employee or the supervisor may request a reclassification of the position.

In accordance with USM Policy VII – 9.70 on Request for Job Reclassification Review, the reclassification review must be accompanied by a completed Salary Adjustment Form and an updated job description. After approval of the Salary Adjustment Form, a Personnel Action Form must be submitted and approved. All job reclassification decisions for exempt employees must be effective retroactive to the date the Reclassification request was received in the Office of Human Resources. The Senior Director of Human Resources or designee shall render a decision within thirty (30) days of receipt of the completed request. Supervisors receiving a request for reclassification from employees must approve or deny the request within ten (10) days of the receipt.

The employee may file a grievance in accordance with Article 16 – Grievance Procedure if a response is not rendered within established guidelines.

Section 6. Job Vacancies and Promotions

Whenever job vacancies in the bargaining unit occur, the University agrees to provide an electronic copy of the vacancies to the current president of the union. The University will provide a brief description of the duties of the position, the salary range, and minimum requirements and qualifications of the position.

Employees who wish to be considered for the bargaining unit vacancies must follow the directions for applying for the position in the job posting and submit required documentation to the Office of Human Resources prior to the closing date.

If an employee is not interviewed or selected for a position that person has applied for, the employee may contact the Office of Human Resources to obtain a written explanation of why the employee was not selected for that position.

Section 7. Accommodations

Should an essential employee be called upon to stay on campus overnight for a weather related or other emergency, they will be provided meals in the campus dining hall during the established dining hall hours. During the weather related emergencies, employees will be required to take at least a thirty (30) minute break for every eight (8) additional hours worked in addition to the time allocated for meals periods. Emergency bedding will be provided for essential employees required to be on campus overnight. Lockers and shower facilities will be available for employees' use.

Section 8. Privacy of Employee Information

Bowie State University reaffirms its commitment to preserving a safe and supportive environment for all persons employed there regardless of status, and in accordance thereof shall respond to requests for information regarding employees only upon being provided a written authorization signed by the employee involved, or unless required by subpoena, court order, or warrant.

ARTICLE 18 -- INSURANCE AND BENEFITS

Employees covered by this MOU who are otherwise eligible may participate in the health and other insurance plans as offered by the State of Maryland and the University System of Maryland, as they may exist from time to time, on the same basis and subject to the same terms and conditions including the payment of all applicable premiums, co-pays, deductibles and other fees and expenses as established for other University and State employees.

ARTICLE 19 -- RETIREMENT

Employees covered by this MOU who are otherwise eligible may participate in the Maryland State (Employees' and Teachers') Retirement Systems and the Maryland State (Employees' and Teachers') Pension Systems, as appropriate, subject to all of the terms and conditions of those Systems and their respective Plans, including any modifications made to those Systems and Plans during the term of this MOU. All disputes or grievances regarding the Retirement and/or Pension Systems shall be resolved in accordance with the procedures specified in the plan or by applicable law.

ARTICLE 20 -- TUITION REMISSION

Section 1. Purpose and Applicability

Regular or Retired Status Employees

The University supports the general policy of tuition remission for employees on regular or retired Status on an intra- and inter-institutional basis. This policy encourages such employees on regular or retiree status to enroll in academic courses for the improvement of skills or for

personal development purposes, with tuition costs associated with such courses remitted in whole or in part.

Spouses and Dependent Children of USM Employees. (Regular or Retired Status)

The University supports the general policy of tuition remission for the spouses and dependent children of University System of Maryland (USM) employees on regular or retired status, on an intra- and inter-institutional basis.

Section 2. Definitions

- A. A "REGULAR" employee is one who works in a position that has been approved through the budgetary and pertinent appointment classification processes and that is intended to last six months or more regardless of the nature of the source of funds or who has retired from such a position. This definition applies to both fulltime and part-time employees.
- B. "RETIREE" - For purposes of acceptance of tuition remission requests, a "University System of Maryland Retiree" must be receiving State of Maryland retirement checks and/or Optional Retirement Plan (ORP) retirement checks, and have earned at least five years of total service credit at one or more institution(s) of the USM. Verification of retiree status may be obtained by contacting the Office of Human Resources of the University from which the employee has retired.
- C. The term "SPOUSE" shall mean a person in a legally contracted marriage as recognized by the State of Maryland, provided that it shall not include an estranged spouse who maintains a separate domicile.
- D. The term "DEPENDENT CHILD" shall mean a son/daughter, stepson/stepdaughter, legally adopted son/daughter; who is "financially dependent," as that term is defined by the Internal Revenue Service.

Section 3. Administration

The University shall administer this program, in accordance with the following:

- A. Tuition Remission for Regular and Retired status employees.
 - 1. Tuition remission is extended to regular employees as set forth herein.
 - a. Effective July 1, 1990, all regular employees of the University may receive tuition remission at any institution in the USM, in accordance with provisions set below.
 - b. Inter-institutional transfer of funds within the USM in implementation of this policy shall not be made.

2. Tuition remission shall be subject to the individual's admissibility to the institution and to the program in which the courses are to be taken and to the other academic regulations of the University governing student enrollment (for example, course prerequisites and registration deadlines).
 3. Fulltime regular employees and retirees shall be permitted to register for courses not to exceed eight (8) credits per semester with remission of tuition. Regular part-time employees who are employed at fifty percent (50%) or more time at the University or retirees from such positions shall be permitted tuition remission for credits proportional to their percentage of service.
 4. Tuition remission does not include mandatory fees, which remain the responsibility of the regular employee or the retiree.
 5. Courses taken under this policy shall not interfere with the assigned job responsibilities of any employee and shall require the approval of the University President or designee.
 6. The regular employee may register for the desired course(s) at any institution in the USM. Regular employees employed by any USM institution who otherwise meet admissibility and registration criteria, shall be granted tuition remission at any USM institution on the same basis as employees who are employed by the host institution.
 7. Programs of study to be exempted from this policy shall include the M.D. and D.D.S. programs at the University of Maryland, Baltimore and such other programs as may be recommended by the University President of the institution offering the program and approved by the Chancellor. Availability of tuition remission for self support programs and courses shall be recommended by the University President of the institution offering the program and approved by the Chancellor. The host institution shall apply the exempted status equally to all applicants who wish to participate in the tuition remission program, whether from the host institution or other institutions.
 8. Bowie State University agrees to reciprocate the same level of tuition remission benefits to Morgan State University (MSU), Saint Mary's College of Maryland (SMC) and Baltimore City Community College (BCCC) employees so long as MSU, SMC and BCCC reciprocate the same to regular employees covered under this MOU.
- B. Tuition Remission for Spouses and Dependent Children of Bowie State University Employees. (Regular or Retired Status)
1. Tuition remission is extended to the spouses and dependent children of all University regular employees and retirees, on an equitable basis, subject to the restrictions in this policy (see Section 3. below).
 2. Bowie State University agrees to reciprocate the same level of tuition remission benefits to MSU and SMC employees' dependent children so long as MSU and SMC

reciprocate the same to the dependent children of regular employees covered under this MOU.

3. For spouses and dependent children of all regular part-time employees and retirees who are employed in, or retired from a position at fifty percent or more time, the percentage of tuition remitted shall be proportional to the percentage of employment service.
4. Tuition remission does not include mandatory fees or surcharges, which remain the responsibility of the individual student.
5. The exercise of the benefit of tuition remission shall be subject to the individual's admissibility to the institution and to the program in which the courses are offered and to the other academic regulations of the institution governing student enrollment.
6. Programs of study to be exempted from this benefit shall include the M.D. and D.D.S. programs at the University of Maryland, Baltimore and such other programs as are recommended by the University President of the institution offering the program and approved by the Chancellor. The availability of tuition remission for self-support programs and courses at each institution shall be recommended by the University President and approved by the Chancellor. The University President of the institution offering the program shall apply the exempted status equally to all spouses and dependent children who desire tuition remission, whether from the host institution or other institutions.
7. Subject to the provisions in paragraphs B. 1. and B.4. through B.6. above, spouses and dependent children, of fulltime employees or retirees of the University who die in service or after retirement, shall be permitted to register for courses with tuition remission for a period of time determined by the duration of fulltime employment of the employee, or retiree as follows:

If the length of time of employment of the deceased employee or retiree was less than three years, the spouse or dependent child is eligible for tuition remission for one (1) academic year; if at least three (3) but less than five (5) years, two (2) academic years; if at least five (5) but less than seven (7) years, three (3) academic years; if at least seven (7) but less than nine (9) years, four academic years; and if more than nine (9) years, five (5) academic years. However, eligibility for tuition remission for spouses shall expire at the end of seven (7) years following the death of the full-time employee, and eligibility for tuition remission for dependent children shall expire on the twenty-second (22nd) birthday.

8. For spouses and dependent children of regular part-time employees or retirees who were employed at fifty percent (50%) time or more and who die in service or after retirement, the percentage of tuition remission shall be proportional to the percentage of employment service averaged for the three (3) years immediately preceding his or her death. The length of time for which tuition remission will be available for such

surviving spouses and dependent children shall follow the formula described in Paragraph 7.

Section 4. Restrictions

A. Restrictions Based Upon Date of Employment.

1. Spouses and Dependent Children of Regular Employees whose period of employment began before January 1, 1990.

Effective July 1, 1990, all spouses and dependent children of regular or retired employees whose appointment was made or whose contractual arrangements were completed before January 1, 1990, may register for courses at any of the institutions of the USM with 100% tuition remitted at both the undergraduate and graduate level, subject to the restrictions in this policy.

2. Spouses and Dependent Children of Regular Employees whose period of employment began on or after January 1, 1990 and before July 1, 1992.
 - a. Effective July 1, 1990, all spouses and dependent children of regular employees whose initial appointment was made on or after January 1, 1990, and before July 1, 1992, may receive tuition remission of one hundred percent (100 %) on courses toward a first undergraduate degree at the institution where the spouse or parent is employed. If a spouse or dependent child of a regular employee at a degree granting institution wishes to enroll in courses toward a first undergraduate degree in an academic program which is not available at home institution, the spouse or dependent child may, with the approval of the University President or designee of the home institution, register for courses at other institutions of the USM with fifty percent (50%) tuition remission; the remaining 50% is the responsibility of the individual student. Spouses and dependent children of regular employees at non- degree granting units may register for courses toward a first undergraduate degree at any institution of the USM with full tuition remission (100%). Full tuition remission at any institution is also extended to spouses and dependent children of Regular Faculty and Staff employees of the University of Baltimore for the freshman and sophomore years only; and to spouses and dependent children of Regular Faculty and Staff of the University of Maryland, Baltimore for undergraduate programs not offered at that institution. A transfer of funds equal to fifty percent (50%) of the tuition will accompany all inter-institutional enrollments. All enrollments of spouses and dependents are subject to the restrictions in this policy.
 - b. Tuition remission shall not apply to courses registered for at the graduate or post-baccalaureate level.
3. Spouses and Dependent Children of Regular Faculty and Staff Whose Period of Employment Began on or After July 1, 1992

Tuition remission benefits for the spouses and dependent children of regular employees whose period of employment began on or after July 1, 1992 shall, in addition to the restrictions outlined in Section 4.A.2.a. and 4.A.2.b. above, be available only after the regular employee has been in the USM service for two (2) years prior to the anticipated last date available for late registration for the semester under consideration.

B. Other Restrictions.

1. Receiving institutions shall establish caps on this policy as follows:
 - a. Institutions formerly governed by the Board of Trustees of State Universities and Colleges which remitted tuition at 100% in the Fall semester of 1989 shall establish caps on the remission of tuition under this policy of at least 120% of the credit hours for which tuition was remitted at the institution for spouses and dependent children in the Fall semester of 1989; and
 - b. Institutions formerly governed by the University of Maryland Board of Regents which remitted tuition at 1/3 of the full tuition in the Fall semester of 1989 shall establish caps on the remission of tuition under this policy of at least 120% of the total credit hours taken for which tuition was remitted at a 1/3 rate in the Fall semester of 1989.
2. In applying each host institution's cap, admission, registration, and tuition remission decisions shall be made without regard to the place of employment of the student's parent or spouse.

Section 5. Implementation

Each University President shall identify his/her designee(s) as appropriate for this policy; shall develop procedures as necessary to implement this policy; shall communicate this policy and applicable procedures to his/her institutional community; shall forward a copy of such designations and procedures to the Chancellor; and shall submit to the Chancellor an annual report on the use of the tuition remission program at the institution during the preceding academic year.

Section 6. Tentative Agreement and Adoption of this Article into the MOU

The University and Union agree that reciprocity shall not be adversely affected by virtue of the adoption of the language of this tentative agreement and the subsequent placement of this language into the MOU.

ARTICLE 21 -- HEALTH AND SAFETY

Section 1. General Duty

The University shall provide a safe, secure, and healthful working environment for all employees. The University shall comply with the federal Occupational Safety and Health Act (OSHA) and all other applicable federal, state and local law and regulations.

Section 2. Unsafe Conditions

After confronting a dangerous or potentially unsafe working condition, the employee must notify their supervisor first to allow the situation to be corrected. If not possible then the employee makes a reasonable decision as to whether to perform such tasks. In such circumstances, employees shall not be construed as neglecting their work duties and no retaliation and or disciplinary action shall apply. If it is substantiated by the appropriate authority (e.g. a federal, state or local governmental authority) that the employee was faced with no unsafe conditions and he/she was intentionally avoiding the performance of his/her job duties, appropriate actions will be taken.

Section 3. Labor Management Committee on Health and Safety

As a way to promote and maintain safe and healthy working conditions in the workplace, Management and the Union agree that the Labor Management Committee will address these issues as needed. Safety related issues shall have agenda priority at each meeting of the Labor Management Committee.

Section 4. Investigative Reports

The University shall provide to copies of any occupational safety investigative reports produced by Bowie State University, or any state, county or federal agency as required by law.

Section 5. Personal Protective Clothing and Equipment

The University will provide all personal protective clothing and/or equipment that are required by applicable law, regulations and policies.

Section 6. Communicable Diseases

Employees will be provided with information on all communicable diseases to which they may have routine workplace exposure. Training by a certified entity shall be provided to educate employees in the area of recognition and prevention of such diseases and blood borne pathogens. The training shall be conducted by a certified institution and shall be based on the standards established by OSHA.

Section 7. Hepatitis B

Employees who have any contact with blood and other body fluids shall be offered Hepatitis B vaccination at the Employer's expense.

Section 8. Cardiopulmonary Resuscitation (CPR) Training

Employees assigned to job classifications where the training in CPR may be a valuable skill, shall be offered the opportunity to attend, at the Employer's expense, CPR training provided by a certified trainer.

Section 9. Asbestos

All employees who work with or around asbestos shall have the proper required training and personal protective equipment where necessary. When an asbestos hazard is discovered, employees shall be immediately notified of the existence and location of the hazard and the Employer shall take precautionary measures to protect the employees from exposure.

Section 10. Indoor Air Quality

The University will provide a healthful air quality and attempt to ensure comfortable air temperature in all buildings, offices and spaces where employees work.

Section 11. Work Environment Hazard

Any employee assigned to work in an environment that may be harmful to him/her as it relates to reproduction may request reassignment to alternative work location, at equal pay, within his/her department or within the University as appropriate. For the purpose of this Section, harmful environment includes but is not limited to exposure to toxic substances, communicable diseases, or difficult physical demands.

Section 12. Physical Exams

The Employer agrees to pay for any physical examinations and other necessary tests, as determined by a medical provider, when the health of an employee is being or has been adversely affected by exposure to potentially harmful physical agents, toxic materials, infectious agents or by attacks and assaults. The Employer shall also provide an annual hearing test at no costs to the employee for employees exposed to working conditions, under noise exposure limits set by applicable laws and regulations.

Section 13. No Retaliation

No retaliation or disciplinary action shall be taken against an employee for exercising rights under the terms of this Article or under the laws and regulations established by any governmental agency regarding Health and Safety in the workplace and Occupational Hazards.

Section 14. Inspection by Governmental Agencies

A member of the Labor Management Subcommittee on Health and Safety shall be able to accompany officials of any government agency conducting an investigation on the premises of the University, provided that the presence of the subcommittee member does not interfere with the investigation. A copy of the investigation report shall be furnished to the Union staff representative as prompt as its release from the agency.

Section 15. Medical Monitoring

Medical Monitoring shall be provided for Level II Asbestos Workers according to the schedule set by the Maryland Asbestos Program.

Section 16. Health and Safety

Staff may receive at their reasonable request access to Bowie State University's Wellness Center for medical treatment limited to first aid and blood pressure checks. First aid for purposes of this Article will include insect bites, allergic reactions, cuts and scrapes, CPR, foreign objects in eyes or ears, nosebleeds, burns and sprains.

ARTICLE 22 -- CONTRACTING OUT

Section 1. General

The University shall adhere to all relevant University, Board of Regents and State policies and procedures pertaining to contracting. Additionally, the University shall adhere to Md. Code. Ann State Personnel & Pension §13 and this law is hereby incorporated in this Agreement as if fully set forth herein.

Section 2. Purpose

The University agrees to use employees covered under this MOU to perform all university functions in university-operated facilities in preference to contracting with the private sector to perform those functions.

Section 3. Procedure

- A. The University will determine if the potential economic advantage of entering into a service contract is not outweighed by the preference stated in Section 2 of this Article.
- B. Any potential service contract includes adequate control mechanisms to ensure that the services will be performed in accordance with the service contract.

ARTICLE 23 -- PARKING

Section 1. Parking Rates

The University shall provide to employees covered under this MOU on campus parking under the current guidelines in exchange for the appropriate fee charged to all regular employees of the University. As of August 1, 2017 the fees charged to bargaining unit employees for each category of space shall be increased by \$5.00 in 2017. The University shall not further raise parking fees to bargaining unit employees during the duration of this MOU.

Section 2. Reserved Space

The University shall set aside one (1) reserved parking space for an employee to be designated by the Union, at the appropriate fee to be charged to the designated employee.

Section 3. Special Rules

During the summer session, winter session, and spring break, parking will be permitted for all employees on all lots (except Lot K and reserved spaces) with valid BSU parking permits. During these periods the Office of Public Safety will not issue parking tickets or have towed any vehicles that display valid BSU parking permits that are in any lot except those parked without permit in Lot K or those parked in another person's reserved parking space.

ARTICLE 24 -- LABOR MANAGEMENT COMMITTEE

Section 1. Purpose of the Committee

The University and the Union agree to create a Labor-Management Committee for the purpose of identifying issues of concern to either party and to jointly procure solutions to such concerns. The Committee shall also serve as a forum of discussion for any issues associated with the implementation of any aspect of this Agreement. However, the Committee shall not serve as a substitute for formal negotiations when such is necessary.

Section 2. Composition of the Committee

The University and AFSCME shall appoint five (5) members each, which includes the respective chairpersons, to the Labor-Management committee. The committee shall meet bi-monthly as needed at the request of either the University or the Union. Meetings shall be chaired alternately by each party.

ARTICLE 25 -- PERSONNEL FILE

Section 1. Official Personnel File

Only one (1) official personnel file shall be kept for each employee at the Office of Human Resources. Records of previous discipline not found in the official personnel file cannot be used against an employee in any future disciplinary proceeding. Grievances shall not be kept in the employee's official personnel file. Employees shall be informed as to where their personnel file is maintained.

Section 2. Access

An employee and, with the employee's written authorization, a representative(s) shall have the right to review his/her personnel files upon request, during normal business hours, with no loss of pay. Employees have the right to copy any documents in his/her file. The employee may be required to assume reasonable costs of copying.

Section 3. Notification

From the effective date of this memorandum, any derogatory material to be placed in an employee's personnel file will be initialed and dated by the employee and a copy provided to him/her. If the employee refuses to sign, material shall be placed in the file with a note of the employee's refusal. The employee's initials indicate simply that he/she has seen the material and is not to be construed as agreement with its content. In addition, any derogatory material which is placed in an employee's personnel file without following this procedure will be removed from the file and returned to the employee.

Section 4. Anonymous Materials

Other than routine personnel forms, no anonymous materials shall be placed in an employee's official personnel file.

Section 5. Rebuttal

Employees shall have the right to respond in writing and/or through grievance procedure to any materials placed in their official personnel file. Any written response by the employee shall be appended to the appropriate document.

Section 6. Work Files

Supervisors may keep working files, but records of previous discipline one (1) year old or not found in the official personnel file cannot be used against an employee in any future disciplinary proceeding.

ARTICLE 26 -- STAFF PROFESSIONAL DEVELOPMENT

Section 1. Continuing Education Units (CEUs)

In the event an employee's duties require an employee to complete periodic Continuing Education Units (CEUs), the employee's attendance at CEU's shall be considered as work time and upon receiving proof of payment the University shall reimburse the employee for any fee(s) in conjunction with the employee's successful completion of such CEUs.

Section 2. Licensing, Certifications and Professional Fees

The cost of a license(s), license renewal(s), certificate(s), professional fee(s) necessary for an employee to perform their respective job duties, shall be borne by the University.

Section 3. Skills Training

- A. Bargaining unit employees may receive yearly training through the University's E-learning (Skillsoft) training program. If the coursework is job related, employees may be approved to take the training during working hours. E-Learning shall be paid for by the University.
- B. Employees' evaluations and appraisals will include results from participation in Skillsoft courses or other appropriate training if such was required to address documented performance deficiencies or otherwise to enhance job knowledge.

ARTICLE 27 -- EMPLOYEE COMMUNICATIONS

Bargaining unit employees shall be allowed to attend open meetings and receive general university information, in a timely manner, derived from meetings such as staff council, President's town hall meetings, etc.

ARTICLE 28 -- LAYOFF AND RECALL

Section 1. Layoff Notice

When the University decides to layoff an employee or employees, a notice shall be given to the affected employee(s) and the Union at least ninety (90) calendar days in advance of the effective date of such layoff. Notices of layoff shall be in writing and shall be acknowledged in writing by the employee. The written notice shall include the reason for the layoff (i.e., position abolished, discontinued or vacated because of a lack of supporting funds, program change, change in departmental organization or stoppage or lack of work). The Employer may place an employee who receives a notice of layoff on administrative leave for any portion of the ninety (90) calendar day notice period. Administrative leave will not be unreasonably denied.

Section 2. Order of Layoff

The University shall determine in which classifications layoffs will occur. Layoffs will occur by division. Within each classification affected, layoffs shall occur in the following order:

All regular status employees serving an original probationary period in the classification and division in which the layoff is to occur; then

All regular status employees who have completed an original probationary period, in the classification and division in which the layoff is to occur, in order of seniority, with the employee having the lowest number of seniority points being laid off first.

Section 3. Seniority Points

The formula for establishing seniority points shall be as follows:

- A. One point shall be given for each complete month of credited service for the following:
 - 1. University System (and/or predecessor organizations) and State service including service as medical system University personnel as defined in the Education Article, Section 13-1B-01(r);
 - 2. Service with the division where the layoff is to occur; and
 - 3. Service in the job classification and its job series where the layoff is to occur.
- B. For creditable service of less than a complete month, the employee shall be credited with .032 points for each day of creditable service.

For part-time employees, creditable service shall be determined by the funded percentage of the position.

- C. The combined total of all points shall determine the order of layoff. If two or more employees in the same classification have the same number of seniority points, the Divisional Vice President, with approval of the Chief Executive Officer, will determine the employee(s) to be retained based upon a reasonable written evaluation of the specific objective skills, knowledge, and abilities of each employee, prepared by the Division Head or Chairperson.

Section 4. Displacement Rights

Employees covered by this MOU who are notified that they are being laid off may elect to exercise displacement rights as provided herein. An employee's election to exercise displacement rights must be made by giving written notice to the Office of Human Resources within fifteen (15) calendar days of the notice to the employee of the layoff.

- A. An employee in a position which is to be abolished, discontinued, or vacated position, which is to be abolished, discontinued, or vacated, shall be allowed to displace another employee with less seniority in the same job classification, or, if not available either:
 - 1. Progressively to each lower classification in the same job series; or
 - 2. In any other classification in which the employee held satisfactory regular status.
- B. The displacement as applied in "A" above shall be limited to the division in which the employee is employed at the time that the notice of layoff is given.
 - 1. An employee who elects not to displace another employee or who is ineligible to displace another employee in accordance with this Section shall be laid off.
 - 2. An employee who is displaced under this Article is subject to the terms and conditions of this Article.

Section 5. Recall List

- A. An employee who is laid off shall be recalled for reappointment following a layoff if, within fifteen (15) months from the effective date of layoff, the specific position from which the layoff occurred is reestablished provided the employee continues to meet the minimum qualifications for the job. For purposes of the job classifications unique to the Physical Plant Department, (e.g., housekeeper, groundskeeper, or maintenance aide), the term "specific position" includes any job in the respective classification in which the layoff occurred. For all other job classifications in the Physical Plant or any other department, "specific position" means the actual position from which the employee was laid off.
- B. For a period of three (3) calendar years from the effective date of the layoff the employee will be notified of job vacancies at the University and, if interested, shall be granted interviews for appointment to vacancies in the classification in which the employee was laid off, any lower classification in that job series, any classification for which the employee has completed an original probationary period, or any other position vacancy for which the employee meets the minimum qualifications.
 - 1. Notice of recall from a layoff shall be sent to the employee by certified mail, return receipt requested.
 - 2. The recalled employee shall have up to ten (10) workdays following receipt of the recall notice to notify the University of their intention to return to work.
 - 3. The recalled employee shall have up to twenty-one (21) workdays following receipt of the recall notice to actually return to work.

Section 6. Severance Package

Laid off employees who are eligible may receive the following severance package:

A. Tuition Remission:

1. Employees who are laid off, and have completed less than ten (10) years service with the University and who are receiving tuition remission at the time of layoff may complete the semester in which the lay-off occurs at whatever qualifying institution they are attending at that time, and they may receive tuition remission for one additional full-time semester or two additional part-time semesters, not to exceed a total of eighteen (18) credit hours, at FSU campuses only.
2. Employees who are laid off, who have completed ten (10) years service with the University and who are receiving tuition remission at the time of layoff, may complete the semester in which the lay-off occurs at whatever qualifying institution they are attending at that time, and they may receive tuition remission for two additional full-time semesters or four additional part-time semesters, not to exceed a total of thirty-six (36) credit hours, at FSU campuses only.
3. For purposes of this Section, full-time shall be considered twelve (12) credit hours or more. Part-time shall be considered to be less than twelve (12) credit hours.
4. The tuition remission benefit described in this Section is for the employee only, with the exception that any employee dependent enrolled in coursework in the semester in which the employee is laid-off and receiving tuition remission may continue to receive tuition remission for the balance of that semester.

B. Employment Assistance

1. The Office of Human Resources will be available to support employees laid off with the following:
 - a) Developing a resume
 - b) Composing a cover letter
 - c) Interviewing skills Conducting a job search
 - d) Employment agency contacts
 - e) Recommended readings
2. Laid off employees may use the University's computer labs, facsimile machines and copiers for purposes of developing a resume and conducting job searches. Employees

availing themselves of these services agree to comply with all University rules and regulations.

ARTICLE 29 -- DURATION, RENEWAL and REOPENER

Section 1. Duration

This Memorandum of Understanding (MOU) shall become effective when all conditions precedent to its effectiveness have been met and shall remain in full force and effect until 11:59 p.m. on June 30, 2019, subject to ratification by the Union membership, the President of the University and the Board of Regents of the University System of Maryland.. Except as provided in Article 9 - Wages, no provision of this MOU has retroactive application unless provided by law. The parties shall ensure that their respective ratification processes are completed as promptly as possible after the conclusion of negotiations.

Section 2. Renewal

Should either party desire to negotiate a successor MOU, they may only do so by providing written notification of its intent to do so to the other Party by **December 1, 2018**. After notification is provided, the Parties shall then commence negotiations for a successor MOU during the last year of the MOU at dates and times agreed to by the parties. The Parties agree that (i) each side will exchange their complete package of proposals for changes to the MOU no later than **January 17, 2019**, and (ii) negotiations will commence on or before **February 10, 2019**, unless those dates are extended by mutual agreement of the Parties.

Section 3. MOU Reopeners

The Parties will reopen this MOU each year, no later than thirty (30) days after the conclusion of yearly Coalition Memorandum of Agreement bargaining regarding non-exempt wages, for the sole and limited purpose of negotiating over the subjects of what cost of living adjustment, if any, what merit pay adjustment for "meets standards", if any, and what funding conditions and requirement, if any, for both items shall be included in the USM budget request submitted to the Governor for the next fiscal year. Except, as otherwise provided in this MOU, all other terms and conditions of this MOU shall remain in full force and effect during any such reopener and throughout the duration of this MOU.

SIGNATURE PAGE

BOWIE STATE UNIVERSITY

 8-14-18

Aminta H. Breaux, Ph. D. Date
President, Bowie State University

AMERICAN FEDERATION OF
STATE COUNTY & MUNICIPAL
EMPLOYEES

 8/21/18

Melvin Luebke Date
AFSCME Maryland

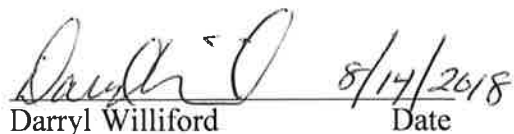
BSU MANAGEMENT
EXEMPT BARGAINING TEAM

 8/14/18

Sheila Hobson Date

 8/14/18

Edna Palmer Date

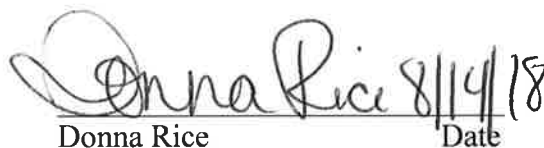
 8/14/2018

Darryl Williford Date

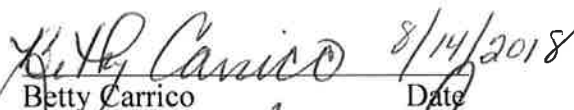
 8/14/18

Robert Enderle Date

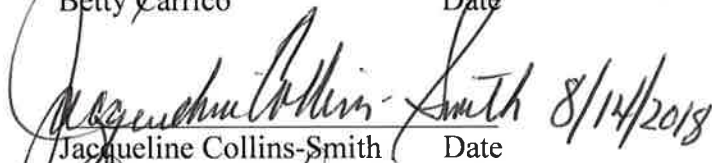
AFSCME LOCAL 1297 ELECTED
EXEMPT BARGAINING TEAM

 8/14/18

Donna Rice Date

 8/14/2018

Betty Carrico Date

 8/14/2018

Jacqueline Collins-Smith Date

 8/14/2018

Linda Wright Date

APPENDIX A



**PERFORMANCE MANAGEMENT PROCESS
PMP FORM**

BOWIE STATE UNIVERSITY

EMPLOYEE NAME	ID #	PERIOD COVERED	DATE OF REVIEW
JOB TITLE	DIV./DEPT.	SECTION/UNIT	SUPERVISOR

INSTRUCTIONS FOR COMPLETING PMP FORM:

Beginning of Review Period

1. Complete identification information above.
2. Identify major performance areas applicable for employee (Section 1). Sign and date form after discussing factors/objectives.
3. Review the performance factors with each employee.
4. (Optional) Write operational objectives and standards (Section 4).
5. Employee and supervisor retain copy of PMP form.

During Review Period

1. Update performance factors and operational objectives as necessary, and use form as basis for discussing performance and providing feedback and coaching.

End of Review Period

1. Evaluate performance on key performance factors and operational objectives (if applicable), and document performance under "Comments" or "Results." Consider performance during entire period. Offer suggestions for areas needing improvement in the comments section where appropriate.
2. Evaluate overall performance (Section 5) by reviewing the individual factors that were rated and note any overall comments on performance.
3. Discuss evaluation with next level supervisor or department designee.
4. Conduct performance review discussion and complete development plans (Section 6).
5. (Optional) Employee may add his/her comments (Section 7).
6. Sign and date form (Section 8).
7. Forward original signed form to Office of Human Resources Management

RATING SCALE:

OUTSTANDING:

Performance consistently above standards and far exceeds normal expectations; exceptional achievement and contribution to institution.

ABOVE STANDARDS:

Performance above standards in many important aspects and exceeds normal expectations

MEETS STANDARDS:

Performance meets standards in all important aspects.

BELOW STANDARDS:

Performance below standards in some important aspects, but meets standards in other respects; improvement needed.

UNSATISFACTORY:

Performance below standards in critical aspects; improvement required.

SECTION 1: MAJOR PERFORMANCE AREAS

Check major performance areas applicable for employee:

- Individual Performance Factors (Section 2)
- Manager/Supervisor Performance Factors (Section 3 – used only if employee is responsible for supervising others)
- Operational Objectives (Section 4 – optional)

Signatures below indicate performance factors and objectives have been identified and discussed with employee:

Employee: _____ Date: _____

Supervisor: _____ Date: _____

SECTION 2: INDIVIDUAL PERFORMANCE FACTORS

	Impt. Wgt.: High Med Low	RATING SCALE				
		OUT- STAND- ING	ABOVE STAND- ARDS	MEETS STAND- ARDS	BELOW STAND- ARDS	UNSAT- ISFAC- TORY
BASIC WORK FACTORS						
QUALITY OF WORK: Completing work thoroughly, accurately, neatly and according to specifications; producing output with minimal errors						
QUANTITY OF WORK: Consistently producing a high volume of acceptable work; producing services or output quickly and efficiently						
TIMELINESS: Completing tasks and assignments by scheduled time; allocating time to various tasks and assignments in accordance with priorities; informing supervisor when schedule problems occur						
USE OF RESOURCES: Making good use of resources, and not wasting time or material; looking for ways to reduce costs; staying within budgets allocated						
ATTENDANCE AND PUNCTUALITY: Coming to work regularly without excessive absences; maintaining assigned work schedules						
COMMENTS:						

	Impt. Wgt.: High Med Low	RATING SCALE				
		OUT- STAND- ING	ABOVE STAND- ARDS	MEETS STAND- ARDS	BELOW STAND- ARDS	UNSAT- ISFAC- TORY
COMMUNICATIONS						
ORAL COMMUNICATIONS: Speaking clearly, concisely, and using words easily understood; exchanging ideas with others; making oral presentations at meetings; listening to understand meaning of oral material						
WRITTEN COMMUNICATIONS: Writing reports, memos, letters, etc. using appropriate style format, spelling, and grammar; writing in a clear, concise manner						
COMMENTS:						

	Impt. Wgt.: High Med Low	RATING SCALE				
		OUT- STAND- ING	ABOVE STAND- ARDS	MEETS STAND- ARDS	BELOW STAND- ARDS	UNSAT- ISFAC- TORY
INTERACTING WITH OTHERS						
COOPERATION AND TEAMWORK: Putting the group's success ahead of personal goals; sharing information and resources with others; giving timely response to request made by others; promoting teamwork						
INTERPERSONAL RELATIONSHIPS: Showing sensitivity to and concern for the interests and needs of others; working to reduce conflict and establishing smooth work relationships; negotiating with others						
CUSTOMER SERVICE: Understanding the needs of internal and external customers; making special effort to be responsive in meeting their needs and in building customer satisfaction.						
PUBLIC RELATIONS: Representing the University in a positive way to members of the university community and external groups						
COMMENTS:						

	Impt. Wgt.: High Med Low	RATING SCALE				
		OUT- STAND- ING	ABOVE STAND- ARDS	MEETS STAND- ARDS	BELOW STAND- ARDS	UNSAT- ISFAC- TORY
CONCEPTUAL SKILLS						
PLANNING: Developing strategies and work plans for accomplishing goals; organizing tasks in a logical sequence and identifying resources required						
PROBLEM SOLVING: Identifying problems and analyzing causes; taking or recommending actions after evaluating alternative solutions; following up to ensure problems are actually corrected.						
CREATIVITY: Discovering and implementing new and improved ways of doing things breaking out of the "status quo" to find better ways to accomplish goals						
COMMENTS:						

	Impt. Wgt.: High Med Low	RATING SCALE				
		OUT- STAND- ING	ABOVE STAND- ARDS	MEETS STAND- ARDS	BELOW STAND- ARDS	UNSAT- ISFAC- TORY
JOB SKILLS						
JOB KNOWLEDGE: Understanding job procedures, policies and responsibilities; keeping up-to-date technically; acting as a resource person on whom others rely for assistance						
HANDLING CHALLENGES: Maintaining high performance under conditions of pressure or uncertainty; dealing with varying workload requirements; remaining composed when decisions have to be made quickly.						
INITIATIVE: Anticipating problems and voluntarily taking appropriate actions; assuming responsibility for work without being told; seeking out or willingly accepting tough assignments						
ADMINISTRATION: Keeping accurate records and documenting actions; processing paperwork; organizing information for follow-up and retrieval later						
COMMENTS:						

	Impt. Wgt.: High Med Low	RATING SCALE				
		OUT- STAND- ING	ABOVE STAND- ARDS	MEETS STAND- ARDS	BELOW STAND- ARDS	UNSAT- ISFAC- TORY
OTHER FACTORS (OPTIONAL)						
COMMENTS						

SECTION 3: MANAGER/SUPERVISOR PERFORMANCE FACTORS

Note: Complete this Section only if employee is responsible for supervising others

	Impt. Wgt.: High Med Low	RATING SCALE				
		OUT- STAND- ING	ABOVE STAND- ARDS	MEETS STAND- ARDS	BELOW STAND- ARDS	UNSAT- ISFAC- TORY
PLANNING AND ORGANIZING						
SETTING OBJECTIVES: Establishing appropriate objectives and priorities for the unit based on strategic goals of the University; communicating objectives and priorities to others; updating objectives as needed.						
BUDGETING: Developing budgets for the unit based on strategic goals to be accomplished; monitoring status during year; recommending changes to budget when appropriate.						
COORDINATION/INTEGRATION: Interacting with others to achieve common goals; facilitating the flow of information among individuals and groups; seeking support from other functions when appropriate.						
MONITORING GROUP RESULTS: Tracking performance to ensure the unit is meeting its objectives; initiating timely action when required by internal or external change						
COMMENTS:						

		OUT- STAND- ING	ABOVE STAND- ARDS	MEETS STAND- ARDS	BELOW STAND- ARDS	UNSAT- ISFAC- TORY
MANAGING/SUPERVISING EMPLOYEES						
STAFFING: Planning and staffing the unit with the appropriate number and skills mix of employees; selecting highly qualified persons for the unit; using staff creatively to solve staffing shortages						
DEFINING EXPECTATIONS: Reaching agreement with employees on their objectives, priorities and measures; ensuring objectives and work plans are updated when required						
FEEDBACK AND COACHING: Providing employees with frequent performance feedback and coaching; providing recognition for areas of high or improved performance; working with people to correct performance problems						
PERFORMANCE REVIEWS: Evaluating performance and conducting performance review discussions; conducting interim review discussions when appropriate						
HUMAN RESOURCES DEVELOPMENT: Supporting employees in increasing their capabilities to contribute more on their present jobs and to prepare them for future jobs; identifying training needs and suggesting training programs						
LEADERSHIP AND MOTIVATION: Creating a productive, creative environment where people strive for quality of service; fostering a commitment for achieving University goals; setting an example for others to follow.						
COMMUNICATION LINK: Acting as a communications link between employees and higher management; keeping people in unit informed about things important to them						
COMMENTS:						

		OUT- STAND- ING	ABOVE STAND- ARDS	MEETS STAND- ARDS	BELOW STAND- ARDS	UNSAT- ISFAC- TORY
OTHER FACTORS (OPTIONAL)						
COMMENTS:						

SECTION 5: SUMMARY OF OVERALL PERFORMANCE

OVERALL PERFORMANCE RATING	OUT- STANDING	ABOVE STAND- ARDS	MEETS STAND- ARDS	BELOW STAND- ARDS	UNSAT- ISFAC- TORY
Review the individual rated factors and determine an overall rating.					
Overall Comments:					

SECTION 6: EMPLOYEE PERFORMANCE DEVELOPMENT PLANS

SPECIFIC PLANS FOR DEVELOPMENT	TIMING

SECTION 7: EMPLOYEE COMMENTS

Employee Comments (optional)

SECTION 8: SIGNATURES

Supervisor: _____ (Signature) _____ (Title) _____ Date

Next Level Supervisor or Dept. Designee: _____ (Signature) _____ (Title) _____ Date

Employee: _____ (Signature)* _____ (Title) _____ Date

*Signature acknowledges that the performance review has been discussed with me.

PMP RATINGS WORKSHEET

Instructions:

1. If the operational objectives were established for the employee, note short descriptive titles on the form. Do the same if additional (non-standard) performance factors were established.
2. Record the importance weights for all relevant objectives and factors. Use numbers instead of letters:

3	=	High
2	=	Medium
1	=	Low

3. Record the ratings for all relevant objectives and factors. Use these number for the corresponding performance levels:

5	=	Outstanding
4	=	Above Standards
3	=	Meets Standards
2	=	Below Standards
1	=	Unsatisfactory

4. Complete the "Wgt x Rating" column by multiplying the weighting times the rating for each relevant item.
5. For each relevant major performance area, add the numbers in the "Wgt" columns and enter the totals in the boxes at the bottom. Do the same for the "Wgt x Rating" columns. Transfer the sub-totals to the Overall Score section of the form.
6. Total the weights (Box A) and the Wgt x Rating (Box B). Calculate the overall score by dividing (B) by (A). This number has a possible range of 1.0 to 5.0.
7. Check the appropriate box for the overall performance rating. Check the box on the PMP form itself.

****See Sample Form in the PMP Manager's Guide****