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300 HUMAN RESOURCES

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* Rescinded and replaced by [System Policies 562.06 and 562.07](#) on February 6, 2018.

COMMUNITY COLLEGE SYSTEM OF NEW HAMPSHIRE

316 Teaching by College Presidents

316.1 Policy Statement

1. Recognizing the expertise and value that College Presidents can bring to classroom instruction and the benefits from Presidents having direct contact with students, this policy describes the guidelines for a College President who teaches at his/her home institution or at another institution within the Community College System of New Hampshire.

316.2 Guidelines

1. When a College President periodically assumes a part-time teaching appointment at his/her home institution or at another institution within CCSNH:
 - a. The appointment shall be made through a recommendation by the Vice President of Academic Affairs at which the course is being taught with final approval/appointment by the Chancellor.
 - b. If the appointment is made outside of the President's home institution, it is his/her responsibility to notify the President of the College at which the course is being taught.
 - c. The Vice President of Academic Affairs from the College the course is being taught, in consultation with the Chancellor, will evaluate teaching.
2. Teaching by a College President is limited to up to four (4) credits per semester. This means a maximum of four (4) credits in the fall semester, four (4) credits in the spring semester, and for purposes of this policy, four (4) credits throughout all summer sessions.
 - a. All credit hours will be combined as a single count for appointments at multiple CCSNH institutions.
3. An exception to the teaching credit hour limitation set forth in 316.2 above may only be granted by the Chancellor in exigent circumstances, and never beyond eight credits in a semester.

Date Approved: December 15, 2015

Effective Date: January 1, 2016

Date of Last Amendment:

**317 Teaching by Full-Time Non-Covered Employees
(Other Than College Presidents)**

317.1 Policy Statement

1. Recognizing the expertise and value that incumbents in certain specialized functional areas within CCSNH can bring to classroom instruction, this policy provides guidelines for a non-covered employee other than a College presidents (“non-covered employee”) who teaches at his/her home institution or at another institution within the Community College System of New Hampshire outside of the normal responsibilities of his/her full-time position.

317.2 Guidelines

1. When a non-covered employee assumes a part-time teaching appointment at his/her home institution or at another institution within CCSNH:
 - a. The appointment shall be made through a recommendation by the Vice President of Academic Affairs at the College the course is being taught with final approval/appointment by the President. If the Vice President of Academic Affairs is the instructor, the appropriate Department Chair shall make the recommendation with final approval/appointment by the President.
 - b. If the appointment is made outside of the non-covered employee’s home institution, it is the responsibility of the non-covered employee to notify his/her President.
 - c. The Vice President of Academic Affairs or appropriate Department Chair, in consultation with the President, will evaluate teaching.
2. Teaching by a non-covered employee is limited to up to four (4) credits per semester. This means a maximum of four (4) credits in the fall semester, four (4) credits in the spring semester, and for purposes of this policy, four (4) credits throughout all summer sessions.
 - a. All credit hours will be combined as a single count for appointments at multiple CCSNH institutions.
3. An exception to the teaching credit hour limitation set forth in 317.2 above may only be granted by the Chancellor in exigent circumstances, and never beyond eight credits in a semester.

Date Approved: December 15, 2015

Effective Date: January 1, 2016

Date of Last Amendment:

318. Adjunct Faculty Workloads

318.1 Policy Statement

2. This policy describes the teaching/work load requirements for adjunct faculty including clinical adjuncts. All work hours will be combined as a single count for adjunct faculty who hold multiple part-time appointments and/or work at multiple CCSNH institutions.

318.2 Adjunct Faculty and Clinical Adjunct Workloads

4. The maximum allowable hours that an adjunct faculty including a clinical adjunct may work is twenty-five (25) hours per week within/across CCSNH. Such work hours will be calculated as follows:
 - d. Adjunct faculty, who hold only an adjunct faculty appointment, may be allowed to teach up to a maximum of eleven (11) credit hours per semester within/across the CCSNH.
 1. One credit/clock hour shall be calculated to include one hour of class contact time and 1 ¼ hours (1.25 hours) for course preparation and grading each week of the semester. Accordingly, a four (4) credit course consists of four (4) hours of class contact time and five (5) hours of preparation time per week.
 - e. For clinical adjunct a clinical contact hour shall be calculated at straight time only for each hour worked.
 - f. A Directed Study course shall be calculated at one (1) hour for student contact and course preparation for each week of the designated time period of the directed study.
 - g. Adjunct faculty including clinical adjunct, who are hired to perform other work assignments, including but not limited to, professional tutoring, program coordination, advising or any other assignments may not exceed twenty-five (25) hours per week for all combined work within/across CCSNH. All work hours will be combined as a single count for adjunct faculty and clinical adjunct, who hold multiple part-time appointments and/or work at multiple CCSNH institutions.
5. It is the responsibility of adjunct faculty and clinical adjuncts to disclose all appointments and work hours within/across all CCSNH institutions prior to accepting additional work assignments.
6. It is the responsibility of the Vice-Presidents of Academic Affairs(s) engaging the adjunct's services to ensure that the adjunct is not exceeding the established work load limits through teaching assignments or other duties across CCSNH.

7. An exception to the credit/clock hour limit set forth in 318.2.1(a) above may be granted by the institutional Vice-President(s) of Academic Affairs, in consultation with the College President, when it is in the best interest of the College. Exception considerations will require a full review of the adjunct's appointment(s) and workload(s) within/across CCSNH for the designated semester. A teaching load exception may only be approved for one semester within a period of two academic years to include Fall, Spring, and Summer semesters/terms and may not exceed a total of fifteen (15) credits hours for the designated semester within/across CCSNH.

319 Part-time Staff Workloads

319.1 Policy Statement

Date Approved:	December 16, 2014	Effective Date:	January 1, 2015
Date of Last Amendment:			

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s policy describes the work schedule requirements for part-time staff. All work hours will be combined as a single count for part-time staff who hold multiple part-time appointments and/or work at multiple CCSNH institutions.

319.2 Part-time Staff Appointments and Workloads

1. The maximum allowable hours that a part-time staff employee may work is twenty-five (25) hours per week within/across CCSNH. The work hour limit shall be inclusive of all compensated time including work hours, paid holidays, and other forms of paid absences.
2. It is the responsibility of the part-time employee to disclose all appointments and work hours within/across all CCSNH institutions prior to accepting additional work assignments. Part-time employees, who are hired to perform any other work assignments including, but not limited to, adjunct faculty, professional tutoring, program coordination, advising or any other assignments may not exceed twenty-five (25) hours per week for all combined work within/across CCSNH.
3. It is the responsibility of the employee's supervisor/manager to ensure that a part-time employee is not exceeding the twenty-five (25) work hour limit within/across CCSNH.
4. Due to peak work periods or extenuating circumstance an exception to the work hour limit set forth in 318.3.1 above may be approved at the discretion of the institutional Human Resources Officer, in consultation with the institutional authority and departmental supervisor/manager, when it is in the best interest of the College. Exception considerations will require a full review of the employee's work hours within/across CCSNH. A temporary increase in work hours may be granted on an intermittent or continuous basis of up to a full-time basic work week [37.5 or 40.0 hours per week as determined by the position classification] for up to a period of twelve weeks within a twelve (12) month period. An extension of the three month

work period may only be granted with the approval of the College President or CCSNH administrator, in consultation with CCSNH Human Resources.

Section: 300 – Human Resources	Subject: 320 Employment
Policy: Ethical use of the Data Warehouse	Date Approved: March 15, 2011
Policy #: 321.05	Date of Last Amendment: March 15, 2011
Approved: Richard A. Gustafson, Chancellor	Effective Date: March 15, 2011

321.05 GUIDING PRINCIPLES OF INSTITUTIONAL RESEARCH IN THE ETHICAL USE OF THE DATA WAREHOUSE

The Community College System of New Hampshire (CCSNH) has established one data warehouse repository holding the academic and financial data of all seven colleges in the system. Colleges have been issued licenses for Cognos, a data extraction and reporting tool, to interface with the data warehouse. These licenses permit shared access to reports and data contained across all seven colleges in the system.

The Association for Institutional Research (AIR) in its Code of Ethics suggests that each institution develop a local code of ethics:

*‘IV (b) **Development of Local Codes of Ethics.** The institutional researcher should develop and promulgate a code of ethics specific to the mission and tasks of the institutional research office and should strive to cooperate with fellow practitioners in the institution in developing an institution-wide code of ethics governing activities in common. The institutional researcher should take reasonable steps to ensure that his/her employers are aware of ethical obligations as set forth in the AIR Code of Ethics and of the implications of those obligations for work practice.’*

As an overarching principle, these data and extraction tools will only be used by CCSNH employees with a legitimate educational interest. In addition to the Information Technology Acceptable Use Policy of the CCSNH (#321.01, effective July 1, 2009) and the Information Security and Access Program (#321.02, effective October 1, 2010), the following guiding principles shall govern the ethical use of the data warehouse and the Cognos data extraction and reporting tools:

- All efforts will seek to create a culture of evidence-based best practices through the establishment of common definitions, language, policies, and procedures related to the design of research projects and the collection and distribution of data.

- In accordance with FERPA, when creating reports for public dissemination, the end user will determine appropriate cell size so as to safeguard the confidentiality of any individually identifiable information.
- Access to other CCSNH colleges' data may be utilized for CCSNH aggregate comparison reporting, such as for establishing benchmarks for program assessment or when expressly requested by another institution, with the results shared with the institutional researcher of the college with the originating data.
- Any reporting template residing in a public folder may be shared access, with the responsibility for the accuracy and efficacy of the report on the end user, not the report creator.
- In the interest of professionalism and to improve the system for all CCSNH end users, effective and reliable reports, tools, perceived errors or anomalies in data or in data extraction methods and reports will be shared, and source data and methodologies will be documented.

Any violation of these guiding principles will be subject to the provisions of the CCSNH Information Technology Acceptable Use Policy: #321.01.3, Enforcement.

Section: 300 – Human Resources	Subject: 320 Employment
Policy: Shared File Space Guidelines	Approved: July 19, 2011
Policy #: 321.06	Date of Last Amendment: July 19, 2011
Approved: Richard A. Gustafson, Chancellor	Effective Date: July 19, 2011

321.06 SHARED FILE SPACE GUIDELINES

Shared file space is a convenient way for users to securely share files within a department, across departments, within a workgroup or across Colleges. Shared file space eliminates the need to email or otherwise distribute files for others to view or edit.

When shared file space is established, it generally means a directory is created on a fileserver within the CCSNH network where the files to be shared are stored. Authorized users can then access the network fileserver and the shared directory using the secure CCSNH network. This allows users to work with (view or edit) one copy of the same file which can reduce the confusion of multiple edited versions.

Purpose of Guidelines

1. Since shared file space has become a popular method for multiple users to work with electronic documents, guidelines need to be established to set standards for creation, tracking, maintenance and security of shared file space at the CCSNH.

Scope of these Guidelines

1. These guidelines apply to all CCSNH file sharing services hosted on Chancellor’s Office central or on distributed College file servers. In addition, a best practice is to avoid putting files which contain Personally Identifiable Information (PII) in the shared file space. However, if there is a business need to do so, please be aware there are CCSNH policies (Information Security and Access Program) as well as State and Federal laws that will apply to the handling and storage of PII.
2. Sharing of CCSNH files through other methods such as creating shared file space on your computer for others to use or using hosted web sites to share CCSNH files is strongly discouraged as these services are not maintained or secured by Chancellor’s Office IT staff or College IT staff. Accordingly, these methods are not part of the scope of these Guidelines.

Shared File Space Guidelines

1. Ownership and Responsibilities

As noted above, shared file space consists of a network folder that can be used for storing files which are viewed or maintained by multiple authorized users. Generally, the

sharing of folders is among users in a department but can be extended across departments or can include individuals within a CCSNH workgroup. The Chancellor's Office IT staff maintains file servers at the Chancellor's Office and there are also file servers maintained by College IT staff so for the purpose of these guidelines IT could mean either group. If you have any questions or concerns, the best place to start would be with your local IT staff. The guidelines are:

- Access and use of shared file space is governed by applicable CCSNH policies which include, but are not limited to the IT Acceptable Use Policy and the Information Security and Access Program
- Shared file space is to be used for CCSNH administrative or academic work only. Personal files (e.g., personal photos, video, resume's etc..) that are not related to the work of the CCSNH should not be placed in shared file space
- Shared file space is intended for files you want to share with others, not for storing software applications or a backup of your computer. Note: Exceptions to this guideline can be made for departments such as IT which may keep work related master backups of system configuration files and application installations in shared file space for ease of distribution
- At least one user must be designated as the "Administrative Contact" for the shared file space. The Administrative Contact has the following responsibilities:
 - i. Notify IT who will be authorized to gain access to the shared file space
 - ii. Notify IT when a user is no longer authorized to have access to the shared file space Note: Users who have a change of employment status which affects file share access will not have their access automatically updated. It is the Administrative Contact's responsibility to notify IT in a timely manner of any changes in a user's access
 - iii. Notify IT how long shared files need to be kept for archival purposes
 - iv. Maintain folder/file level access for each authorized user. IT can help you establish read (view) only or read/write access for your authorized users. If there are problems or questions with access please contact your IT department
 - v. Conserving disk space by deleting old or unused files
 - vi. Notify IT if more disk space is required for the shared file space. Requests for more disk space may prompt an inventory of what files are currently in the shared file space. Since disk space is a limited resource alternatives to additional disk space may be recommended
- IT provides secure back-up for shared file space for the purpose of restoring deleted or lost CCSNH files
- CCSNH shared file space is only available when accessed through the secured CCSNH network or remotely by using CCSNH's VPN software
- Although shared file space provides a secure location to share files with other CCSNH employees it is a best practice to avoid storing files in shared file space which contain Personally Identifiable Information (PII). However, if there is a business need to do so please be aware there are CCSNH policies (Information Security and Access Program) as well as State and Federal laws that will apply to the handling and storage of PII.

2. Establishing Shared File Space

To request shared file space please provide the following information in writing (email is good) to your local IT department (If you have any questions about the information requested please contact your local IT department):

- Provide a statement of need and purpose for shared file space
- Provide the Administrative Contact name and names of others who will be authorized to access the shared file space
- Provide initial access levels to folders and/or files by the authorized users. For example: The Administrative Contact will normally have full view and edit access (read/write access in IT lingo). Then based on the business need of the additional authorized users they could be assigned read (view) only or full access so they can edit files. IT will setup the initial access levels and then the Administrative Contact will maintain or change user access levels as business needs change. If there are questions or problems with access your IT department can help
- Provide an estimate for the initial size of the shared file space – how many files, how large is each file, what is the anticipated growth?
- For legal or compliance purposes how long does an archival copy of the files in the shared file space need to be kept for?

3. User Access

Requests to add or remove users from the access list of a shared file space will need to be initiated by the Administrative Contact via their local IT department.

Note: Since there is not a way to automatically update user access across systems if there is a change in employment status which affects a user's file share access it the responsibility of the Administrative Contact's to notify IT in a timely manner of this change in user access.

4. Compliance

Audits will be managed by the CCSNH Internal Audit Department with the assistance of Chancellor's Office IT staff and/or College IT staff, in accordance with CCSNH Audit Policy.

5. Shared File Space Not Maintained by CCSNH

Sharing of CCSNH files through other methods such as creating shared file space on your computer for others to use or using hosted services on the Internet to share CCSNH files is strongly discouraged as these services are not maintained or secured by your IT staff.

Section: 300 – Human Resources	Subject: 320 Employment
Policy: Conflicts of Interest and Outside Commitments	Approved: November 12, 2012
Policy #: 321.07	Date of Last Amendment: November 12, 2012
Approved: Ross Gittell, Chancellor	Effective Date: November 12, 2013

321.07 CONFLICTS OF INTEREST AND OUTSIDE COMMITMENTS

1. Purpose

Conflicts of interest, or the appearance of such conflicts, have the potential to result in serious harm and direct losses to the Community College System of New Hampshire (CCSNH). These losses may include not only direct monetary losses and loss of confidence in the CCSNH but also negative publicity and erosion of employee morale. Employees of the CCSNH shall at all times act in a manner consistent with their public responsibilities and shall exercise care to ensure that no real or perceived conflicts exist between their personal interests and those of the CCSNH.

2. Definition

A conflict of interest arises when personal interests of an employee or employees conflict with the institutional interests of the CCSNH or any of its component colleges. There are two types of conflicts: actual conflicts (those that actually exist) and apparent conflicts (those that may reasonably appear to exist whether or not they actually do). Employees are required by CCSNH policy to avoid both actual and apparent conflicts. Conflicts of interest may be economic, where an employee stands to receive a unique private or personal economic benefit or value as a result of his or her employment, or may be one in which the employee benefits in influence or other non-economic manner.

Economic conflicts in which an employee stands to receive a unique private or personal economic benefit or value as a result of his or her employment must be avoided. Employees must not accept anything of greater than minimal benefit or value, and should be cautious about accepting anything that provides any benefit or value on their own behalf. Both State law and CCSNH policy distinguishes between those minor and inconsequential benefits which are minimal (less than \$25), customary (such as a courtesy copy of a textbook or a holiday fruit basket) or incidental (a company mouse pad or pen with logo) to threaten the integrity of CCSNH business and those benefits which are substantial or material enough to affect or appear to affect CCSNH business and integrity and are prohibited.

3. Examples of Conflicts that must be Avoided

CCSNH employees must not:

- a. Use or attempt to use his or her position or CCSNH property or services in a manner contrary to the interests of CCSNH to gain or attempt to gain anything for the private benefit of the employee or an employee's family member;
- b. Solicit or receive gifts or entertainment of significant monetary value from suppliers of goods or services or from persons seeking an association with the CCSNH;
- c. Solicit or receive gifts or entertainment of significant monetary value (greater than \$ 25) from suppliers of goods and/or services or from persons already associated with the CCSNH;
- d. Use confidential information acquired in connection with CCSNH related activities for personal gain or for other unauthorized purposes;
- e. Enter into any contract or lease with the CCSNH if the employee is in a position to approve or influence in his/her official capacity the CCSNH decision to enter into the contract or lease, unless such contract is deemed in the best interest of the CCSNH by approval of the college president or the CCSNH Chancellor;
- f. Contract with the CCSNH to provide a service which is the same as or similar to the service that the employee provides as a CCSNH employee;
- g. Use the official title of the CCSNH or any of its parts, in whatever form that title may appear, except in connection with legitimate or approved purposes;
- h. Make unauthorized use of any CCSNH resources, including the services of the CCSNH employees, the CCSNH name, facilities, equipment, or other resources for the personal benefit of the employee;
- i. Have a romantic or sexual relationship with another employee when the employee supervises or otherwise has authority over the other employee;
- j. Have a romantic or sexual relationship with a student when the employee instructs, advises or otherwise has authority or power over that student;
- k. Supervise or participate in employment, grievance, retention, promotion, salary, leave or other personnel decisions concerning members of the employee's immediate family;
- l. Participate in institutional academic decisions involving a direct benefit to a close relative;
- m. Accept any outside position that would impair the employee's ability to fulfill the employee's obligations to the CCSNH;
- n. Engage in outside activities that could impair the employee's judgment in the performance of his/her CCSNH duties and responsibilities;

- o. Other actual or potential conflicts not specifically included above.

4. Avoiding a Conflict

In general there are three ways to avoid a conflict of interest. First, an employee should disclose any potential conflicts to the college president or designee or for the Chancellor's office to the Chancellor or designee as described below in paragraph E. Second, an employee should not accept anything of value from someone affected by an employee's participation in a decision or action. Third, employees should refrain from either official or informal participation in any employment function or decision in which the employee has a personal interest. In all events, employees should not decide alone whether a conflict of interest may exist but should comply with paragraph E below.

5. Handling a Conflict

- a. Deciding Whether There is a Conflict: Whether an employee has an actual or apparent conflict of interest often turns on the specific facts of each case and requires disclosure and discussion. If an employee believes or is unsure whether a conflict of interest may exist the employee must promptly and fully disclose the issue to his or her college president or president's designee or if within the Chancellor's Office to the Chancellor or the Chancellor's designee for discussion. Until a determination is made regarding the existence of a conflict the employee must not participate officially or informally in the employment function or decision involving the potential conflict.
- b. Err on the side of caution and disclosure: Whether a conflict of interest as prohibited by this policy exists is often determined by the specific facts of each case. Therefore, if an employee is not sure whether a conflict of interest may arise from his/her participation the employee has the duty to promptly and full disclose the circumstances to the college president or the Chancellor and refrain from participating until a determination is made that there is no actual or perceived conflict of interest that will arise from participation.

6. Outside Commitments

- a. Employees may engage in outside consulting activities and other employment activities, provided the employee meets his/her obligation to CCSNH and complies with any applicable provisions of a Collective Bargaining Agreement regarding outside employment.
- b. An employee shall not accept any outside position that would impair the employee's ability to fulfill the employee's obligations to the CCSNH; and
- c. An employee shall not engage in outside employment or activities that could be viewed as impairing the employee's judgment in the performance of CCSNH duties and responsibilities.

7. Use of CCSNH Name and Resources

- a. An employee shall not use the official title of the CCSNH or any of its parts in whatever form that title may appear, except in connection with legitimate CCSNH purposes and to the extent and within the scope the employee is authorized to act.
 - b. The CCSNH name, facilities, equipment, personnel and other resources are to be used only to further the CCSNH mission. An employee shall not make unauthorized use of any CCSNH resources, including the services of CCSNH employees for the personal benefit of the employee.
8. Failure to abide by this CCSNH Policy on conflicts of interest may lead to disciplinary action up to and including dismissal.

Section: 300 – Human Resources	Subject: Employment Environment
Policy: Workplace Conduct	Approved: February 27, 2018
Policy #: 323.01	Date of Last Amendment:
Approved: Ross Gittell, Chancellor	Effective Date: February 27, 2018

I. Policy Statement

The Community College System of New Hampshire (CCSNH) is committed to creating and maintaining a positive and productive learning environment for students, a professional setting for its employees, and a community atmosphere grounded in mutual respect, dignity and integrity. In light of these objectives, CCSNH prohibits: 1) all manner of discrimination in the administration of its education and employment programs and practices on the basis of unlawful criteria including race, color, religion, national or ethnic origin, age, sex, sexual orientation, marital status, disability, gender identity or expression, genetic information, and veteran status, as defined under applicable law; and 2) will not in any instance tolerate harassment, intimidation or bullying behavior of any kind.

II. Policy Purpose

The purpose of this policy is to establish and communicate to all employees:

- The type of conduct that is prohibited by this policy;
- The responsibility of supervisors, managers and executives to establish a learning and work environment that is free from harassment and discrimination and to encourage reporting of discriminatory conduct, harassment, intimidation and bullying;
- The responsibility of executives to treat complaints and incidents of discrimination, harassment, intimidation and bullying seriously, and to respond quickly, impartially and appropriately to such complaints and incidents;

- The responsibility of all employees to support a learning and work environment that is free from discrimination, harassment, intimidation, and bullying, to report incidents of discrimination, harassment, intimidation and bullying, to cooperate with investigations of such complaints and incidents, and to respect confidentiality; and
- The responsibility of all employees to refrain from retaliatory conduct against individuals raising claims of discrimination, harassment, intimidation and bullying, or against individuals participating in investigations of such claims.

III. Scope of Policy

This policy applies to all CCSNH and College employees, students, contractors, and any other person whose conduct affects the learning and work environment, at the place of work and/or in the course of employment.

IV. Definitions

- A. Bullying and harassment are both defined as repeated inappropriate behavior, either direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment that unreasonably interferes with an employee's work performance, a student's educational program or activity, or creates an intimidating, hostile or otherwise offensive environment.
1. Verbal bullying and harassment: Slandering, ridiculing or maligning a person or his or her family or associates; persistent name calling that is hurtful, insulting or humiliating; using a person as the target of jokes; obscene, abusive and offensive remarks or nicknames; shouting or raising voice at an individual in public or private; constant criticism on matter(s) unrelated or minimally related to the person's job performance or job description; public reprimands.
 2. Physical bullying and harassment: Pushing, shoving, kicking, poking, tripping, assaulting or threatening physical assault, damage to a person's work area or property; unwanted physical contact, physical abuse or threats of physical abuse to an individual or an individual's property (*i.e.*, defacing or marking up property).
 3. Gesture bullying and harassment: Nonverbal threatening or obscene gestures; glances that can convey threatening messages.
 4. Other bullying and harassment: Socially or physically excluding or disregarding a person in educational and/or work-related activities; not allowing the person to speak or express himself or herself (*i.e.*, ignoring or interrupting); public humiliation in any form; deliberately interfering with mail or other communications; spreading rumors or gossip regarding individuals; encouraging others to disregard a supervisor's instructions.

- B. Intimidation is defined as intentional inappropriate behavior that would cause a person of ordinary sensibilities to fear injury or harm (physical or mental), or material and detrimental loss to the person.
- C. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when:
 - 1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
 - 2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
 - 3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile or offensive working environment.

Any person in a supervisory role (*i.e.*, supervisor/employee, teacher/student) who threatens or suggests, either explicitly or implicitly, that a subordinate's refusal to submit to sexual advances or other conduct of a sexual nature will adversely affect the employee's job and/or working conditions or student's participation in an educational program or activity has committed sexual harassment. Additionally, conduct that is considered inappropriate and is prohibited regardless of whether it rises to the level of being severe or pervasive includes: verbal abuse of a sexual nature, unwelcome, offensive sexual flirtation; unwelcome, graphic verbal comments about an individual's body; sexually degrading words to describe an individual; unwelcome brushing, touching, patting, or pinching an individual's body; sexually explicit gestures; the display in the workplace or sexually suggestive, sexually demeaning or pornographic objects, pictures, posters, or cartoons; unwelcome inquiry or comment about sexual conduct or sexual orientation or preferences; or verbal abuse consistently targeted at only one sex, even if the content of the abuse is not sexual.

- D. Discriminatory conduct is defined as treating or proposing to treat someone unfavorably or subjecting someone to unwelcome conduct because of race, color, religion, national or ethnic origin, age, sex, sexual orientation, marital status, disability, gender identity or expression, genetic information, and veteran status. Unwelcome conduct may include, but is not limited to, offensive jokes, slurs, epithets or name calling, physical assaults or threats, intimidation, ridicule or mockery, insults or put-downs, offensive objects or pictures, and interference with work performance.

V. Prohibited Conduct

CCSNH prohibits bullying, harassment, intimidation and discriminatory conduct including sexual harassment and all manner of discrimination on the basis of unlawful criteria including race, color, religion, national or ethnic origin, age, sex, sexual orientation, marital status, disability, gender identity or expression, genetic information, and veteran status, which affects the learning or work environment.

VI. Retaliation Prohibited

Retaliation of any kind against anyone who is involved in the making of a complaint and reporting or investigation of suspected violation of this policy is prohibited.

VII. Responsibility of Supervisors, Managers and Executives

Supervisors, managers and executives are responsible for promoting a learning and work environment that is free from harassment and discrimination by exercising reasonable care to prevent and correct any behavior which may violate this policy and encouraging reporting of discriminatory conduct, harassment, intimidation and bullying.

Supervisors, managers and executives (Responsible Officials) who observe, are informed of, or reasonably suspect incidents of possible discrimination, harassment, intimidation and bullying, or retaliation must immediately report such incidents to the College Human Resource Officer or CCSNH Director of Human Resources. Failure to report such incidents will be considered a violation of this policy and may result in disciplinary action. Responsible Officials must take effective measures to avoid further discriminatory conduct, harassment, intimidation, bullying or retaliation pending completion of an investigation.

VIII. Reporting of Complaints or Incidents

Complaints or reports of incidents of discrimination, harassment, intimidation and bullying, or retaliation related to such complaints or reports may be made, either in writing or verbally, to the employee's supervisor, department manager, Title IX coordinator, human resources officer, CCSNH Title IX Coordinator or CCSNH Director of Human Resources. It is every employee's obligation to report suspected instances of conduct prohibited by this policy. An employee is not required to make a complaint or report an incident to his or her direct supervisor, especially where such complaint or report contains allegations involving his or her director supervisor. All complaints and reports received shall be reported to the CCSNH Director of Human Resources.

IX. Investigations of Complaints and Reports of Incidents

All complaints and reports of incidents will be investigated as expeditiously as possible, with reasonable thoroughness and particular care to preserve the confidentiality of all persons involved.

All employees who are contacted by an investigator are expected to be truthful, forthcoming, and cooperative in connection with the investigation.

X. Violation of This Policy

Violation of policy will result in appropriate administrative and/or disciplinary action consistent with the rules and regulations governing students and/or employees of CCSNH and its Colleges, which may include dismissal or expulsion for students or discharge for employees.

Date Approved: October 31, 2017

Effective Date: October 31, 2017

Date of Last Amendment: n/a

345 Severance Pay

345.1 CCSNH recognizes the importance of providing clear and accurate information to employees regarding compensation provided upon separation from employment with CCSNH.

- A. Definition: Severance pay at CCSNH is defined as compensation provided to an employee upon separation from the organization.
- B. Severance pay may be provided as a benefit pursuant to policy, including policies set forth in an employee handbook, or a collective bargaining agreement. For clarity, severance pay practices are outlined below in instances of voluntary and involuntary separations.
 - a. Severance pay for voluntary separations
 - 1. Faculty and Staff Covered by a Collective Bargaining Agreement
 - i. Annual leave will pay out accordance with the “Payment of Annual Leave” article of the in-force collective bargaining agreement.
 - ii. Sick leave will pay out only in the case of retirement in accordance with the *Payment Upon Separation* provision of the “Sick Leave” article of the in-force collective bargaining agreement.
 - 2. Administrative, Managerial, Professional and Operating Support Staff Exempt from the Collective Bargaining Process
 - i. Annual leave will pay out in accordance with the “Leave (Time Off) benefits” section of Handbook for Administrative, Managerial, Professional and Operating Support Staff Exempt from the Collective Bargaining Process.
 - ii. Sick leave will pay out only in the case of retirement in accordance with the “Leave (Time Off) benefit” section of Handbook for Administrative, Managerial, Professional and Operating Support Staff Exempt from the Collective Bargaining Process.
 - 3. Executive Officers and Administrators
 - i. Voluntary separation for those full-time executive and administrative positions categorized as unclassified personnel by the State of New Hampshire on June 30, 2007 shall receive upon termination of employment three (3) days salary for each year of full-time employment.

- b. Severance pay for involuntary separations
 - 1. Faculty and Staff Covered by a Collective Bargaining Agreement
 - i. Annual leave will pay out accordance with the “Payment of Annual Leave” article of the in-force collective bargaining agreement.
 - ii. Sick leave will pay out when an involuntary separation is due to retrenchment or death in accordance with the *Payment Upon Separation* provision of the “Sick Leave” article of the in-force collective bargaining agreement.
 - 2. Administrative, Managerial, Professional and Operating Support Staff Exempt from the Collective Bargaining Process
 - i. Annual leave will pay out in accordance with the “Leave (Time Off) benefits” section of Handbook for Administrative, Managerial, Professional and Operating Support Staff Exempt from the Collective Bargaining Process.
 - ii. Sick leave will pay out when an involuntary separation is due to retrenchment or death in accordance with the “Leave (Time Off) benefit” section of Handbook for Administrative, Managerial, Professional and Operating Support Staff Exempt from the Collective Bargaining Process.
- c. As a general benefit, severance pay is limited as set forth above. This policy, however, is not intended to prohibit CCSNH from providing severance pay as part of the settlement of a claim (see CCSNH Board Policy 221).