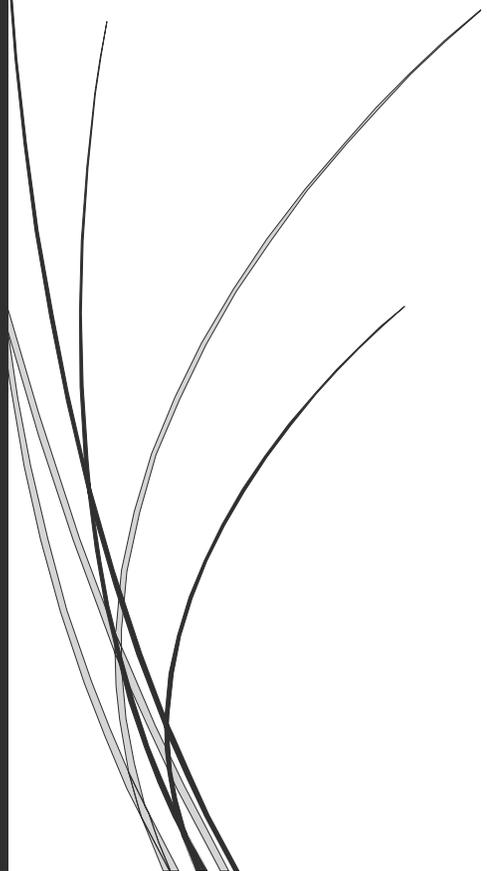1.22.2026

Chan Division of Occupational Science and Occupational Therapy

Employee Manual

2026-27

USC Chan Core Values:
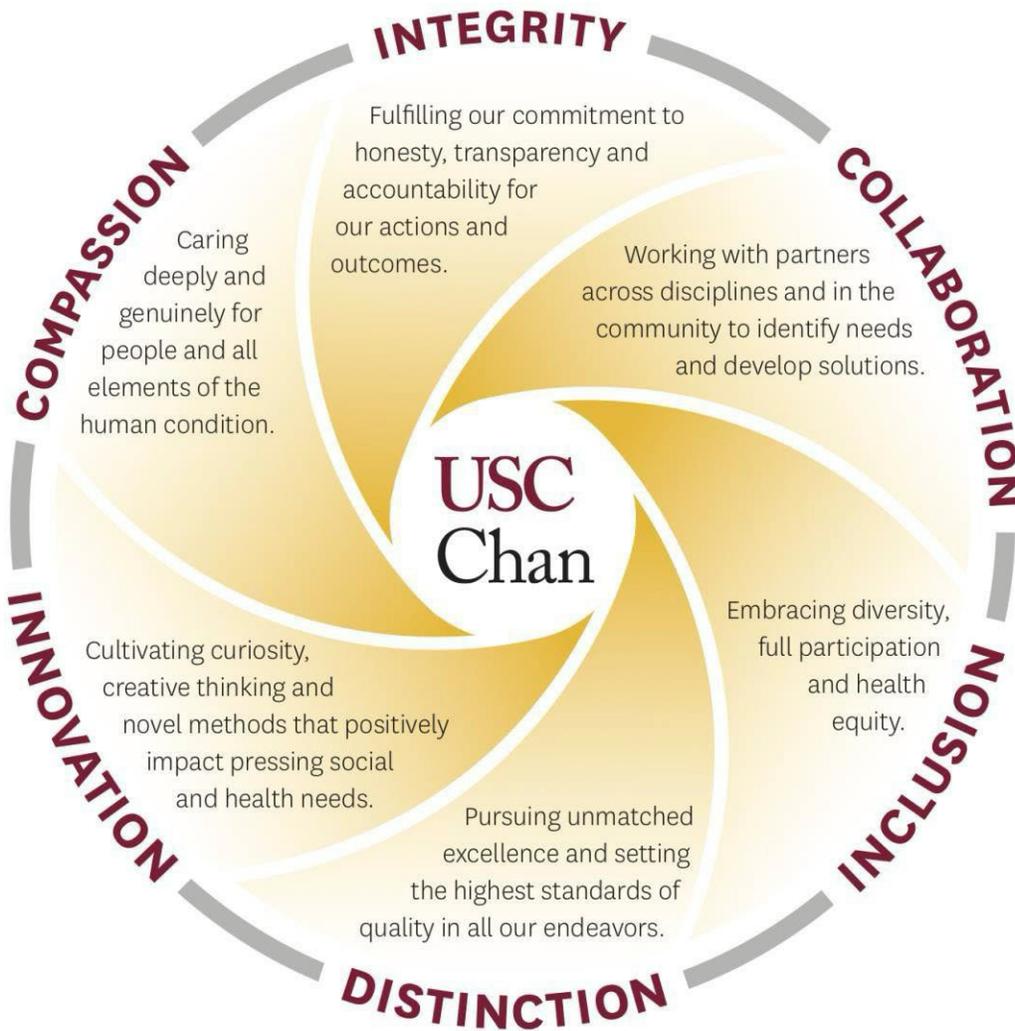

INTEGRITY

Fulfilling our commitment to honesty, transparency and accountability for our actions and outcomes.

COLLABORATION

Working with partners across disciplines and in the community to identify needs and develop solutions.

COMPASSION

Caring deeply and genuinely for people and all elements of the human condition.

INNOVATION

Cultivating curiosity, creative thinking and novel methods that positively impact pressing social and health needs.

INCLUSION

Embracing diversity, full participation and health equity.

DISTINCTION

Pursuing unmatched excellence and setting the highest standards of quality in all our endeavors.

USC Chan

Table of Contents – *Click on topic to be taken directly to that section.*

Contents

Onboarding and New Employee Resources

New Hire Information for your first few days: Please visit the Employee Gateway at https://employees.usc.edu/new-hires/first-days/.

Orientation

You will receive an email invitation for this program. Please note that many of our faculty hold clinical appointments and engage patient care which will require additional onboarding depending on the site of service assignment. Faculty engaged in patient care should contact their individual supervisor for more information regarding site-specific onboarding procedures. Faculty that are contracted to different locations (e.g., clinical or research sites) are subject to the rules, regulations, policies and procedures of said location in addition to those described int his employee manual (e.g., compliance, scheduling, time off requests, holidays, supplies, volunteers, IT forms/process, parking, additional badges, budgetary/travel support, etc.).

Using Workday – USC HR Portal

Workday was chosen for USC's human resources and payroll system because it is built on current technology, incorporates best practices, and offers regular updates to both the technology and business processes. Faculty members may choose their tax elections, set up direct deposit and various other tasks in the Workday system accessible via https://workdayhelp.usc.edu/.

The easiest way to find out how to do something in Workday is to review the workday website found https://employees.usc.edu/. The user guides cover topics like how to set up direct deposit, maintaining your contact information and emergency contact information, life event changes, how to view your pay slips, how to sign up for electronic delivery of your W-2, how to enter your time report using the "Enter Time" template (for non-exempt employees), how to request time off, how to correct or cancel a time off request, etc.

Faculty Portal: https://faculty.usc.edu/

The faculty portal has a wealth of information and resources for faculty. You can click on the New Faculty tab for information on getting started at USC. There is a tab for Academic Resources, Development and Mentoring, Appointments, Promotion & Tenure, Faculty Governance, and even Retirement.

New Hire Resources: https://employees.usc.edu/new-hire-resources-and-contact-information/

USC ID Badge: Instructions for obtaining your USC ID badge can be found at https://mycard.usc.edu/.

Parking Permit: Instructions for obtaining a parking permit can be found at https://transnet.usc.edu/.

Keys: Contact Jackie Mardirossian at jmardiro@chan.usc.edu with your name, 10-digit USC ID number, and the keys needed for the USC Campus(es). See Peter Wittrock (wittrock@chan.usc.edu) in her absence. You will be notified when the keys are delivered to the Division.

The front desk has some common keys that can be checked out/in (Chan classrooms, G37, CHP 101/102 conference rooms). The key checkout/in sheet is located in the second drawer at the front desk. The person borrowing the key must sign it out/in.

Emergency Communications System -VEOCI: In the case of a natural disaster or other emergency, the emergency contact/cell phone numbers are obtained from all employees at the time of hire, which are entered in our VEOCI emergency communications system. Chan HR Liaison and team enters new employee emergency cell phone contacts into the VEOCI system and removes them when employees may separate from the Division. Emergency Contacts should be updated as immediately as any changes are made, such as when the employee's emergency contact/cell phone number changes, on- boarding/off-boarding employees.

- **Emergency Communications – Chan Website:** The Chan website has reserved a landing page to be used for Emergency Communications and related information, if needed. The Webmaster will enable the site when needed. Other Chan employees have also been trained to enable the site and update information, in the case that the Webmaster is unable to fulfill this role.

IT New User Information: Assistance with getting your IT set up and for IT purchases can be found on the Division's website. Please do read the USC Chan New User IT Handout at https://chan.usc.edu/resources/it.

IT Service Requests: The Division has a team of IT personnel to assist with technology issues. To open an IT Service Request, please complete the request located at https://usc-osot.on.spiceworks.com/.
Chan IT phone number: 323-412-0059

Main USC ITS Department
The website for the main university IT support office is https://itservices.usc.edu. This site contains free software that can be downloaded by USC employees.

For various USC IT self-help topics (including how to reset your USC password, finding your USC Net ID, etc.) go to: https://itservices.usc.edu/self-help.

Zoom Account Activation
Zoom is utilized for both telephone and videoconference functions. To activate your USC Zoom account, go to https://usc.zoom.us, scroll down to the bottom of the page and click the link to download the Zoom app to your desktop, laptop or mobile phone and log in using Shibboleth (USC's single sign-on system or SSO). For further instructions on how to do this from the desktop and mobile apps, see the following links:

- Getting Started on Windows and Mac
  https://support.zoom.com/hc/en/article?id=zm_kb&sysparm_article=KB0064516
- Getting Started with iOS
  https://support.zoom.com/hc/en/article?id=zm_kb&sysparm_article=KB0063582
- Getting Started with Android
  https://support.zoom.com/hc/en/article?id=zm_kb&sysparm_article=KB0062659
- **Zoom Q & A's:** https://itservices.usc.edu/?s=zoom

Educational Technology and IT Classroom Support:
https://itsusc.service-now.com/its_sp?id=its_sc_category&sys_id=1216eb830fb5b50085b0e498b1050ec5

Center for Excellence in Teaching: https://cet.usc.edu/

Chan Organization and Government

The following individuals serve on the Division's Leadership Team:

- **Grace Baranek:** Associate Dean and Chair
  Contact information: chair@chan.usc.edu; (323) 442-2875

- **Sarah Bream**: Associate Chair of Operations, Community Partnerships and Development
  Dr. Bream is the Associate Chair for those faculty and staff who work in Communications & Marketing, Global Initiatives, Information Technology, Continuing Education, Webmaster, and Space & Facilities.
  Contact Information: bream@chan.usc.edu; (323) 442-3536

- **Chantelle Rice Collins:** Associate Chair of Occupational Therapy Clinical Services, Director of the USC Occupational Therapy Faculty Practice, Director of Clinical Quality and Operations for the USC Chan Division and Associate Director for Lifestyle Redesign Clinical Programs and Services.
  Dr. Rice Collins oversees those faculty and staff employees who are involved in patient-care services at the Division's various clinical sites.
  Contact Information: chantelle.rice@med.usc.edu; (323) 442-3340

- **Jesus Díaz:** Associate Chair of Culture, Community and Belonging
  Dr. Díaz is the Associate Chair of Culture, Community, and Belonging for the Chan Division. Serving as an integral part of the developing initiatives, pathway programs, and policies that support access, engagement, and success across all members of the Division. This work aligns with the Division's mission and strategic priorities across education, research, and practice, and is subject to University policy and direction from the Associate Dean.
  Contact Information: jesusdia@chan.usc.edu; (323) 442-2741

- **Mary Lawlor:** Associate Chair of Research
  Dr. Lawlor is the Associate Chair for those faculty and staff who are involved in research and work in the division's various research labs.
  Contact information: lawlor@chan.usc.edu; (323) 442-2820

- **Julie McLaughlin-Gray:** Associate Chair of Academic, Faculty, and Student Affairs Initiative Dr. Gray is the Associate Chair for those faculty and staff who are involved in teaching, fieldwork coordination, admissions, and the Director of the China Initiative.
  Contact Information: jmgray@chan.usc.edu; (323) 442-2877

Organization Chart

If you would like a copy of the Chan Division organization chart, please email Carol Canedo at: carol.candedo@chan.usc.edu.

Faculty Handbook

The USC Faculty Handbook is the university's governing document for policies relating to faculty, including information on the government of the university, academic practices and policies pertaining to faculty, faculty appointment, promotion, and tenure, and policies pertaining to research. View the Faculty Handbook at: https://policy.usc.edu/faculty-handbook/.

Faculty Council

The **USC Mrs. T.H. Chan Division of Occupational Science and Occupational Therapy Faculty Council** is an elected body that participates in the governance of the Division and the University. Established pursuant to the USC Academic Senate Constitution (Articles I, II, V) and the USC Faculty Handbook (Section 2-B(3)), the Council is a fact-finding, deliberative, and consultative body with authority to conduct studies, develop reports, an provide recommendations on all matters that have a significant bearing upon the work of the Chan faculty. The Council identifies and discusses issues of importance to the USC Chan Division faculty and is the voice of the faculty in representing concerns and providing advisement to the Associate Dean and Chair and participating on the university-wide Academic Senate. The Chan Division Faculty Council consists of seven Division faculty members.

Five of the members are elected to represent faculty from the five different tracks/groups [Tenured/Tenure Track, RTPC-Research, RTPC-Clinical (Practice), RTPC-Clinical (Teaching), and RTPC-Clinical (Service)]. The remaining two members are elected as members-at-large who serve as liaisons to the general Chan Division faculty. All faculty with a primary appointment within the Chan Division who do not have an associate dean or associate chair title are eligible to serve as Council members. All tenured, tenure-track, full- time RTPC-track, and part-time faculty are eligible to vote in the election for Council members. The length of term is three years, with approximately one- third of the Council members elected each year. Officers of the Council include a President, Vice-President, and a Secretary, with the President of the Council serving as a standing member of the Division's leadership team and as the Division representative on the USC Academic Senate.

The Council holds working meetings at least once a month. General Council meetings, which are open to all Chan faculty members, are held at least once per calendar year. Each general meeting will include time on the agenda for public comment by Chan faculty. To get involved or bring an issue to the attention of the Faculty Council, please contact facultycouncil@chan.usc.edu. For more information about the Council's policies, procedures, guiding principles, and purpose, please refer to the Chan Division Constitution and Bylaws located on the shared drive: S:\Faculty\Faculty Council\Faculty Council Governance.

Strategic Plan

The Division's Strategic Plan for FY2024 through FY2028 may be viewed at S:/Strategic Plan 2024-2028.
Faculty interested in serving on one of the strategic planning implementation teams should contact Emily Sopkin (emily.sopkin@chan.usc.edu), Strategic Planning Implementation Coordinator.

Professionalism, Ethics, Compliance and Disclosures

USC has a centralized office (Office of Professionalism and Ethics; OPE) for complaint reporting, monitoring, and investigations related to professional and ethical behavior, including concerns related to harassment, discrimination based on protected characteristics: https://report.usc.edu/. OPE is part of USC Human Resources, Equal Opportunity and Compliance: https://hrec.usc.edu/, which also includes Office of Civil Rights Compliance (OCRC): https://ocrc.usc.edu/.

In addition, all employees must adhere to conflict of interest and commitment policies: https://policy.usc.edu/conflict-of-interest-and-commitment/. Please disclose actual or potential conflicts of interest or commitment to your supervisor/Associate Chair/Associate Dean and Chair, and fill out a disclosure in the University's diSClose system at https://disclose.usc.edu/diSClose/sd/PublicCustomLayouts/SSO/Selection. No employee should engage in activities that give rise to an actual or potential conflict, until that conflict has been disclosed and addressed.

Researchers who are proposing or have received support from the United States Department of Health and Human Services (including NIH, CDC, HRSA, and AHRQ) must also make an annual disclosure of all financial interests related to their institutional responsibilities to USC, regardless of whether any of these interests give rise to a conflict of interest related to their research. The annual disclosure must be completed using the diSClose system before a proposal can be submitted to HHS, and any identified conflicts must be managed before an account can be established.

Professional Behaviors and Expectations for Faculty and Staff Policy

For more than 80 years, the USC Chan Division of Occupational Science and Occupational Therapy has been at the forefront of innovative research, education, and clinical practice directed towards optimizing people's engagement in both the ordinary and extraordinary activities of life. USC Chan proudly upholds this legacy today by reaffirming our fundamental mission and laying out our vision for the future. To achieve this, our six core values – *integrity, collaboration, inclusion, distinction, innovation, and compassion* – guide our individual and organizational behavior while shaping our climate and culture. Together, our mission, vision, core values, and goals represent our commitments to supporting the fullest potential of every member of the Division, and the promise that *what* we do is only as good as *how* and *why* we do so. USC Chan's values are also aligned with USC's unifying values, which include *integrity, excellence, community, well-being, open communication and accountability*.

Our shared goal is *to foster a collaborative, compassionate, and professional environment that enables faculty, staff, students, and clients to thrive across our unique tripartite mission*. This document outlines the Chan Division's expectations for its employees' professional behaviors to achieve this goal.

The University and the Chan Division have established policies and standards of conduct that govern the relationships among community members. The USC Integrity and Accountability Code outlines standards of conduct for all USC employees (faculty and staff), the USC Faculty Handbook, provides information for faculty conduct specifically, and the Chan Employee Manual, updated periodically, provides additional information including this specific policy for our Chan Division faculty and staff. Faculty and staff who practice at various hospitals (e.g., Keck, CHLA, Arcadia) or clinics are further governed by the policies and expectations of those

workplaces. Please adhere to all policies/guidelines that are appropriate to your designation as either faculty or staff. In daily professional interactions, we achieve our shared goal and exemplify our values through the following behaviors:

- Treat everyone—including but not limited to faculty, staff, students, trainees, volunteers, patients and their families, research participants and their families, and other community members and professionals—with respect, civility, and fairness. This includes striving to foster an inclusive environment free from bias or discrimination based on any protected status, including, but not limited to: age, gender, race, ethnicity, national origin, religion, disability, political views, sexual orientation, or gender identity. (*Inclusion, Compassion; Community, Well-being*)

- Create collaborative and welcoming environments (both in person and virtual) for co-workers, students, patients, and families that foster safe clinical care, education, and research spaces; facilitate effective communication, and inter-professional collaboration by being open to new ideas, offering constructive feedback, and practicing engaged, active listening. (*Innovation, Inclusion, Collaboration, Compassion; Excellence, Community, Open Communication, Well-being*)

- Assume good intent and commit to respectful interactions by being courteous, attentive, and mindful of language, tone, and nonverbal behavior. This also includes adhering to community norms during meetings. (*Integrity, Inclusion; Community, Open Communication, Well-being, Accountability*)

- Address miscommunications and disagreements professionally by engaging in constructive dialogue. This includes avoiding personal attacks, inappropriate nonverbal displays or retaliatory behavior. (*Compassion, Integrity; Community, Open Communication, Accountability*)

- Address conflicts and concerns constructively, using appropriate channels in alignment with USC policies. Whenever possible, take accountability for mistakes and address concerns at the initial level before escalating through appropriate formal channels. (*Compassion; Integrity, Well-being, Accountability*)

- Abstain from mistreatment of faculty, staff, students, residents, and fellows, including, but not limited to, making remarks in person or virtually that intend to cause offense, embarrassment, or humiliation. (*Compassion; Open Communication, Integrity, Community, Well-being*)

- Maintain professional boundaries, including avoiding requests for personal favors from colleagues, staff, or students that fall outside professional roles or violate policy or compliance standards. Actual and potential conflicts of interest or commitment should be proactively disclosed according to the USC conflict of interest or commitment policy. (*Integrity; Well-being, Accountability*)

- Uphold the highest ethical standards in teaching, mentoring, research, and patient care. (*Integrity, Distinction; Excellence*)

- When in a supervisory or leadership role, provide clear direction, give and apply timely feedback, constructive suggestions aligned with professional growth, and opportunities for improvement or remediation. (*Integrity, Distinction; Excellence, Open Communication; Accountability*)

- Provide evaluations that accurately reflect each team member's accomplishments and contributions to the Division, ensuring they are not punitive or retaliatory. (*Integrity, Distinction; Excellence, Open Communication, Well-being, Accountability*)

- Create opportunities to build community, nurture a sense of belonging, leverage talents of Chan members, and acknowledge impactful contributions. (*Collaboration, Inclusion, Distinction; Excellence, Community, Well-being*)

- <u>Professional expectations</u> include accountability, and thus, all faculty and staff members are expected to:

- Maintain all required licenses and certifications.

- Participate in education and training as required and necessary to maintain professional competence.

- Meet all professional responsibilities and obligations/assignments and assure personal accountability for achieving performance expectations.

- Participate in key Division events, such as Full Division and Program Meetings, Curriculum Review, Commencement, the White Coat Ceremony, Faculty and Staff Retreat, summative student presentations, and additional meetings or events as related to each employee's role in the Division. Consult the supervisor/Associate Chair if there are questions regarding specific expectations for participation based on specific roles.

- Submit requests to report vacation, sick leave, work-related travel, time off or other employment transition documents in a timely manner with notification to your supervisor; ensure sufficient lead time for transitions or reassignments if necessary.

- Adhere to the established teaching formats and schedules, and promptly notify the Program Director and supervisor/Associate Chair if any changes are requested.

- Complete all mandated training (e.g., harassment prevention training, human subjects training, FERPA training) as required by the University or external workplace and needed for their job duties in accordance with established timelines.

- Stay informed about and comply with the policies of the University, Chan Division, HR, and other relevant workplaces (e.g., Keck and Norris Hospital, University Clinical Services, CHLA, etc.).

- Promptly address policy and ethics violations by reporting concerns to the appropriate supervisor or institutional channel and participating in resolution processes as needed. See USC Report and Response for additional information, especially that of protected class issues (https://report.usc.edu/).

- Respect the privacy of all individuals and the confidentiality of information entrusted to them regarding individuals, the Chan Division, or the University of Southern California. This includes HIPAA, FERPA, and all HR policies/guidelines, and only authorized access to restricted areas.

- Abide strictly by USC's conflict of interest and commitment policies (personal and professional).

- Execute responsibilities within the Division without any contingencies or influences from personal business relationships.

- Utilize University and Division facilities, equipment, supplies, technologies, and resources (including telecommunications and information technology resources) responsibly and for legitimate University business.

By following these guidelines regarding professional behaviors and expectations, we reaffirm our dedication to excellence and reflect our collective Chan Division's core values of integrity, collaboration, inclusion, distinction, innovation, and compassion, and as well as the University's unifying values of integrity, excellence, community, well-being, open communication and accountability. In doing so, we foster an environment where faculty, staff, students, and clients can thrive.

We expect all faculty and staff to exemplify the highest levels of professionalism, contribute to a healthy community, address any breaches of professionalism, and support the well-being of all Chan members.

If professional expectations are not met, appropriate interventions may include informal coaching/mentoring, additional training, or administrative discussions to facilitate improvement.

Employees who fail to meet these expectations may have these concerns reflected in annual performance reviews and, when necessary, may be subject to disciplinary action in accordance with the USC Faculty Handbook, or Staff workplace policies for faculty or staff respectively.

The USC Integrity and Accountability Code outlines standards of conduct for all USC employees (faculty and staff), the USC Faculty Handbook, provides information for faculty specifically, the USC Staff workplace policies website provides information for staff specifically, and the Chan Employee Manual provides information for all Division employees.

Members of the Chan Community who notice any lapses in professional behavior and expectations by a faculty or staff member are encouraged to reach out to a Chan Division Associate Chair, the Chan Division Associate Dean and Chair (chair@chan.usc.edu), the University Office of Professionalism and Ethics (https://ope.usc.edu/), or the University Human Resources (https://hr.usc.edu/) with questions.

The USC Chan Professional Behaviors and Expectations for Faculty and Staff Policy was developed with input from the leadership team, program directors, and faculty council. It will be periodically reviewed, and amended as needed. A comprehensive overview of University policies with which faculty and staff are expected to comply may be found online at: https://policy.usc.edu/usc-policies/.

Culture, Community, and Belonging (CCB)

The USC Chan Division of Occupational Science and Occupational Therapy is committed to preparing exceptional leaders with a strong identity and understanding of occupation and its power to transform people and society. One of our primary strategies for achieving this goal is expanding opportunities for all individuals within the occupational science and occupational therapy workforce. This involves a commitment to accountability, transparency, and consistent engagement to ensure we create and maintain a welcoming and supportive community for all. More information is available at https://chan.usc.edu/community/culture-community-belonging

Our programs are open to all eligible individuals. The Culture, Community, and Belonging committee, under the leadership of Dr. Jesus Diaz, Associate Chair for Culture, Community, and Belonging, operates all of its

programs and activities consistent with the University's Notice of Non-Discrimination. Eligibility is not determined based on race, sex, ethnicity, sexual orientation, or any other prohibited factor.

The Culture, Community, and Belonging Committee is a group of faculty, staff, and students who work collaboratively to support the mission of the USC Chan Division.

Our Mission
We strive to ensure that all faculty, staff, and students feel valued and supported, and are prepared to meet the different needs of individuals, populations, and the profession.

Our Goals
1. Develop and maintain an accessible, welcoming, and supportive climate within the Chan Division for all students, staff, and faculty.
2. Support faculty in the development and use of resources to competently deliver curriculum that prepares students to be responsive and effective practitioners.
3. Support the development and implementation of initiatives to recruit, hire, and retain highly qualified students, staff, and faculty.

Affinity Spaces
Information on Affinity Space meetings is available at https://chan.usc.edu/community/culture-community-belonging/affinity-spaces.

Affinity Spaces provide a physical or virtual environment designed to be supportive, respectful, and free from conflict or criticism. The purpose of these spaces is to provide a positive and welcoming environment for groups to come together and engage in community through open and honest dialogues in order to facilitate personal and professional growth. CCB Committee Contact Information: jesusdia@chan.usc.edu

Emergency Information and Information on Supporting Student Well-Being Emergency Response and Reporting information as well as information on supporting employee and student well-being can be found at *https://employees.usc.edu/cardinal-folder-gold-folder/*. This source includes information on reporting sexual assault, gender-based harm, bias incidents, etc.

USC WorkWell Center: https://workwell.usc.edu/

USC WorkWell Center Resource Directory: https://workwell.usc.edu/wp-content/uploads/2023/04/Health-and-Well-being-Resource-Directory.pdf

Building Evacuation Assembly Locations

In the event of a fire, earthquake, or other emergency that requires evacuation of the building you work in, please follow the instructions below for your building assembly point. Please also notify your assigned Associate Chair regarding your status.

If working on the Health Sciences Campus or the University Park Campus, please use this link to locate the

building evacuation point for the building where you work. https://fsep.usc.edu/emergency-planning/building-emergency-fact-sheets/

If you work at an off-campus location such as CHLA or Keck Medical Center, please follow the evaluation plan for your specific location.

Internal Communications Protocol

At USC Chan, we recognize that human interaction, open communication, and the sharing of diverse perspectives are critical for any organization to thrive, and we strive to consistently uphold the following shared practices:

Shared Practices for Effective Internal Communications at Chan:
- Honor the humanity in all communications.
- Communicate with compassion, especially during times of conflict or doubt.
- Listen to understand.
- Communicate transparently.
- Promote community.
- Promote the flow of accurate information across the organization.
- Consider what mode of communication is most appropriate to the situation, e.g., talk in-person when topics are highly complex and/or sensitive in nature.

Related USC policies:

USC Integrity and Accountability Code:
https://policy.usc.edu/code-of-ethics/

USC Policy on Free Speech
https://www.provost.usc.edu/policies-and-statements/usc-policy-on-free-speech/
https://policy.usc.edu/usc-policies/policies-a-z/

Acceptable Use
https://policy.usc.edu/acceptable-use/

Data Privacy
https://policy.usc.edu/data-privacy-policy/

Data Protection
https://policy.usc.edu/data-protection/

Employment Records
https://policy.usc.edu/employment-records/

Political Activity
https://policy.usc.edu/political-activity/

Prohibited Discrimination, Harassment, and Retaliation
https://policy.usc.edu/discrimination/

Related Federal Policies:

Family Educational Rights and Privacy Act (FERPA)
https://studentprivacy.ed.gov/ferpa

Health Insurance Portability and Accountability Act of 1996 (HIPAA)
https://www.hhs.gov/hipaa/for-individuals/guidance-materials-for-consumers/index.html

Email Communications:

- **Email Etiquette:** Email communications are a necessary form of communication within the Chan Division. As such, we recognize that reviewing *chan.usc.edu* emails is a core responsibility of each employee. We also respect there is great variability in work demands and work schedules across employees, and as a result, emails may be sent at times when others are not working.
    - It is expected that emails will be responded to promptly during the recipient's typical work hours.
    - The recipient is not obligated to respond to email sent to them outside of their typical work hours, unless they have been informed that the matter is highly urgent. (Likely the individual would also receive a phone call or text to indicate such urgency).
    - If users are sending emails after hours, they may utilize the "schedule send" option or add a disclaimer statement on the signature function, indicating that a response is not expected after hours. Otherwise, the recipient should default to the expectation that they are not obligated to respond to email outside of their typical work hours.
    - Users should be mindful when using the "high priority" flag, to prevent any potential over-use of this function.
    - Users should avoid long, complex email threads that could be better addressed through a brief conversation via phone, Zoom or in-person.
    - Clear, concise communication is ideal for an email format. If the email grows beyond 2 concise paragraphs, and/or is quite complex, please consider whether the communication may be better suited for a live conversation.

- **Email Distribution lists:**
    - Determine who specifically needs the information and target communications accordingly.
    - Users should err on the side of targeting email communications solely to those who need the information, such as specific individuals, teams, committees, groups, programs, etc.
    - Users may refer to decision-tree(s) for guidance on utilizing the division-wide email distribution lists and/or the student email distribution lists, so as not to inundate colleagues' email inboxes unnecessarily. (Please see Appendix A for Decision Tree).

- **Function and Moderation of Student Email Distribution Lists:**
    - Faculty Advisors of all student groups, organizations, and/or affinity groups are responsible for vetting the communications being distributed across the division (emails, digital flyers, social media, etc.).
    - Academic programs, student groups, organizations, and/or affinity groups have targeted

"opt-in" email lists.

- o Student Support Services compiles all student-related events and activities across the Division and sends out a weekly email message on Mondays.
- o The full, division-wide student email distribution lists are moderated.
- o The moderator may return emails to the sender for revision, typically due to the following reasons:
  - The message should be sent to a smaller group of recipients.
  - The message may not align with the Chan core values or shared practices for effective internal communications.

- **Function of 'All Faculty, Staff, Post-docs' Email Distribution Lists:**

  - o A dedicated group of users may send directly to the 'all faculty, staff, post-docs' email distribution lists, including the following offices: Associate Dean and Chair; Faculty, Curriculum and Student Affairs; Academic Program Directors; Culture, Community & Belonging; Research/Post-docs; Events; Human Resources; IT; Facilities; and Public Relations.

  - o If users need to send a communication to the full division email distribution list, they will channel the message through their respective Academic Program Director, Associate Chair, and/or Supervisor as per the above list.
    - o A request to the sender for revision prior to distribution is typically due to the following reasons:
      - The message should be sent to a smaller group of recipients.
      - The message may not align with the Chan core values or shared practices for effective internal communications.

  - o The main intent is to ensure users target email communications to specific, intended recipients, and prevent an unnecessary backlog of emails in users' inboxes.

Chan Website: The Chan website, at chan.usc.edu, is the division's primary online presence and resource, including information about faculty and staff, academic programs, research, news and events. The website also includes a number of independent mini-sites for many of the division's research labs. The main website and mini-sites are managed by Travis Smith, at webmaster@chan.usc.edu. Internal faculty/staff resources are available at **chan.usc.edu/resources**, and resources for current/incoming students are available at **chan.usc.edu/students**.

Many sections of the site, including the research lab mini sites, provide their own relevant contact information. Mike McNulty, at mmcnulty@chan.usc.edu, is the primary contact for division news and other publications, such as the Chan Magazine. Kimberly Kho, at kimkho@chan.usc.edu, is the primary contact for other website content, such as general questions and suggestions.

- **Faculty & Staff Bios on Chan Website:** All Chan faculty and staff have their own page on the division website. Faculty and staff new to the division will be contacted to assist with setting up their page. Additions and updates to these pages should be sent to Travis Smith, at webmaster@chan.usc.edu.

Updates which relate to significant activities, such as grant awards and publications, should also be sent to Mike McNulty, at mmcnulty@chan.usc.edu, for potential inclusion in division communications.

Digital Interactive Touch Screen in Center for Health Professions (CHP) - An interactive digital touch screen is located on the wall of the CHP-133 hallway: This screen presents a variety of information useful to anyone in the building — but particularly students and visitors — including building floor-plans, campus maps, faculty/staff office locations, general videos, a student calendar, and event and other announcements. The student calendar is managed by the USC Occupational Therapy and Science Council (OTSC), contactable at otsc.usc@gmail.com. Event announcements are presented on the screen as single-page flyers. Please send event flyers to Travis Smith, at webmaster@chan.usc.edu, in a suitable high-resolution format (PDF, portrait orientation, is preferred). Including QR codes as links for further information, including event sign-up forms, is recommended. Any other updates, or suggestions for how the screen might be used, can be sent to Travis Smith, at webmaster@chan.usc.edu.

Academic Program Information: Each academic program maintains a system for centralizing program-related information and communications for their respective students, and these systems are described below. Also, each academic program maintains an email distribution list available via Outlook. If your intended audience includes all students within the academic program, the email distribution list is an effective tool. If your communication is not intended for the entire program's audience, please target your communications more specifically. Your communications relevant to the academic program(s) may also be channeled through the respective Program Director. The protocol are as follows:

- **E-OTD Program:** Information intended for ALL E-OTD students are managed through *Google Drive* and coordinated by the E-OTD Program Director and E-OTD Associate Director.
- **PP-MA Program:** Information intended for ALL PP-MA students are managed through a required core course which all PP-MA students are enrolled in each semester and coordinated by the PP-MA Program Director.
- **PP-OTD Program:** Information intended for ALL PP-OTD residents are managed through the OT686 Brightspace site and coordinated by the PP-OTD Program Director.
- **PhD Program:** Communications intended for ALL PhD students are managed through the PhD email distribution list (otphd-l@maillist.usc.edu). Any additional ongoing communication is disseminated and shared by individual faculty mentors, often times through announcements and updates at PhD program meetings.

Chan Community Events: To promote a sense of community, all employees are encouraged to participate in Chan sponsored events throughout the year. Faculty are also highly encouraged to participate in student events that are central to the academic program in which they teach or mentor students. An annual events calendar is distributed to all employees at the start of the academic year to allow ample time to reserve key dates on their calendars. Invitations and RSVP's will be distributed ongoing. Please RSVP in a timely manner.

Full Division Meetings: Full division meetings are intended to build community, acknowledge the work being done, provide accolades to our colleagues, engage in discussion, participate in live polling to obtain feedback on various topics, and share the state of the division and university, across mission areas. Requested agenda items may be send to Carol Canedo, Executive Assistant to the Chair at carol.canedo@chan.usc.edu.

Display Case for Paper Flyers

Purpose:
Appendix IX of the *USC Student Handbook* sets forth the university's policy pertaining to Advertising, Promotion/Publicity, and Literature Distribution, including with respect specifically to the posting of materials, including flyers, banners, signs, and other written messages. According to university policies, there should be no paper flyers, posters, or free-flowing documents taped in buildings – including but not limited to glass windows, doors, walls, columns, restroom doors, mirrors, and/or vending machines.

The USC Chan Division has designated the display case located outside of the CHP-133 main office for use in the posting of informational paper flyers related to Chan programs and activities. Flyers that advertise a program, study, event, or service that is sponsored/provided by the Chan Division should be submitted by the director of the program/activity or their designee to Chan Front Office Staff for display. Flyers may also be posted that advertise programs or events sponsored by a student organization, provided that the organization is officially recognized by the Chan Division and USC Campus Activities. Recognized student organizations should submit their flyers to Chan Front Office Staff.

Flyer Guidelines:
The following guidelines apply to all flyers:
- Flyers may be no larger than 8 ½ x 11 inches.
- Flyers should contain current information.
- QR codes or web addresses included on flyers should link to additional information about the specific Chan/RSO academic program, activity, or event that is being advertised on the flyer, not to external organizations or other information that is not specifically related to that Chan academic program, activity, or event.

Flyers will be removed from the display case on a regular basis to ensure that only current information is displayed and to ensure space is available to reasonably accommodate all requests.

Flyers posted in violation of the USC Student Handbook or other university policies, including but not limited to the Policy on Prohibited Discrimination, Harassment, and Retaliation, will be referred to the appropriate university office for review and may lead to disciplinary action. Any paper flyers (irrespective of content) that are posted outside of this display case (e.g., over the glass display case, doors, windows, bathroom walls) will be removed daily.

Related USC policies: Please refer to *Internal Communications* section above for related USC policies.

Policies and Procedures

Requests for Budgetary Support and Travel Support

Information regarding faculty/staff resources is available on the division's website located at chan.usc.edu. At the very top of the screen is a black bar with the link for Faculty/Staff Resources. This section of the website includes a policy and forms that are used for requesting approval for allowable expense approvals and travel/conference requests (https://chan.usc.edu/resources/forms-and-documents). This section includes instructions for submitting expense reimbursements through Concur, instructions for ordering books and desk copies, and the event form which is used when requesting food for an event. Policies, forms and budgets are updated annually (or more often as needed), and all requests are subject to change based on allowable expenses and available budgets.

Ergonomic Evaluations

Information on ergonomic assessments can be found at https://ehs.usc.edu/. Click on the link for "Complete an Ergonomic Assessment" and log in using your USC login information. The first step involves completing a self-assessment, and then requesting an ergonomics evaluation be completed by the USC Occupational Therapy Faculty Practice. The occupational therapist will provide you with a written report which includes recommended equipment or adjustments to your space. You may then work with Sonia De Mesa at sonia.de.mesa@chan.usc.edu to request that those items be purchased by the Division. Please note these equipment recommendations are suggestions and not requirements; individuals and their managers must determine how best to apply these equipment suggestions to their work environments. The Occupational Therapy Faculty Practice has an assortment of chairs and other ergonomic equipment that you can trial by scheduling an equipment viewing appointment at the OTFP. We highly recommend that you take the time to be fitted for the proper equipment at the OTFP prior to requesting that a chair be ordered.
If you are not able to work with the overhead florescent lighting and need a desk lamp, the Division will provide you with a reasonably priced lamp. Sonia De Mesa can order a lamp for you. Plants and artwork for your office are at your discretion and at your own expense.

Supplies

For employees located in the CHP Building, general office supplies are available in the cupboards in the CHP-133 suite. The supplies are located in the photocopier work/break room located near the faculty mailboxes. You can request assistance from the front desk to locate and/or order office supplies you may need. Employees who work in offices besides the CHP building should connect with your immediate supervisor regarding the procedure for obtaining supplies.

Other Purchases including IT purchases

Most purchases outside of general office supplies require budgetary approval in advance if the purchase is not being charged to a research grant. Once approval is obtained, you can contact Stephanie Lee at stephanie.lee@chan.usc.edu for assistance with placing your order. In order to request a purchase from IT, please go to https://chan.usc.edu/resources/forms-and-documents and under Budget/Expenses click IT Purchase Order Request Form.

Reserving classrooms or conference rooms

All Chan classroom reservations are handled by the front desk secretary in CHP 133. This includes G37 (shared auditorium), CHP 101 conference room, and the 222 conference room. If you would like to submit a reservation request by email, please contact info@chan.usc.edu. To view room availability, go to Outlook's public folders calendars. To access, click on the folders icon and open 'All Public Folders' > 'Classrooms' or 'Meeting Rooms'. Select appropriate room.

Second floor shared classroom reservations are reserved by another system (AdAstra Classroom Scheduling). Please see Ryan Pineda (ryan.pineda@chan.usc.edu) or Peter Wittrock (wittrock@chan.usc.edu) for assistance with reservations.

> **CHP 102 conference room**, **student lounge (CHP 103)**, and **patio** reservations are reserved by Oshawa Smith at oshawa@usc.edu CHP 102 is equipped with a ceiling projector, sound system, video cable (VGA), and Internet. All you need is a laptop (the OT Front Desk has a laptop that can be checked out). If a Mac laptop is being used, then a mini display VGA adapter is needed by the Mac owner.

> **Center for Occupation and Lifestyle Redesign** reservations are made through Jackie Mardirossian at jmardiro@chan.usc.edu, or Peter Wittrock at wittrock@chan.usc.edu in her absence. The Center is located at 2653 Hoover Street, Los Angeles, CA 90007. More information on the Center is available at https://chan.usc.edu/about-us/center.

> **Center Archive:** Located at the Center for Occupation and Lifestyle Redesign®, the Archive serves as a repository of textbooks, journals, research manuscripts, photographs, artifacts and ephemera that document the history and trajectory of USC occupational therapy since its 1942 inception. Museum cases on the ground floor offer a glimpse of the collection's highlights. The archive is available by appointment for research and scholarly projects using the unique primary sources and rare materials collected here. Please contact libraryarchive@chan.usc.edu

> **UPC Classroom** requests are made by Ryan Pineda or Peter Wittrock, who are the approved contacts for the Division and authorized to submit requests. In their absence, contact classroom.scheduling@usc.edu. Copy both Ryan (ryan.pineda@chan.usc.edu) and Peter (wittrock@chan.usc.edu) in your email request.

Space and Facilities:

Physical Office Space: The Chan Division is a hybrid work environment. Most employees do work on campus, either full-time or part-time, and five of our six academic programs are fully on-the-ground programs (OS minor, BS in OT, E-OTD, PP-MA, and PhD). Because physical office space is limited, many of our employees share offices, utilize a drop-in reservation system to access a hoteling workstation, and/or have a hybrid/remote work agreement.

- **Protocol for Assigning Office Space:** Decisions pertaining to assigned office space, such as a 'semi- permanent' office/workstation, a shared office, an individual office, a hoteling office space, and/or the establishment of a remote/hybrid work agreement are based upon the following variables:
  - Percentage of time employee works in the division
  - Core work functions of the employee's position

- o Capacity for hybrid work structure, given core work functions
- o Square footage of the office

- **Reserve a Hoteling Workstation:** Faculty and staff members without designated offices in CHP have the option to reserve a hoteling space. Each office is equipped with two desks: one with a desktop computer and another without, catering to those who prefer to use their laptops. To secure a reservation for these spaces, please contact info@chan.usc.edu. While requesting a private space is an option, availability may vary. It is recommended to coordinate with the other person sharing the space to negotiated temporary privacy as needed.

- **Shared Office Spaces for Students (CHP 105 and 222-F):** CHP 105 has multiple workstations that are designated for PhD students primarily supporting the work of research faculty located in the 101 office suite, as well as PPOTD Pedagogy Residents. These workstations may be reserved through a shared google calendar system. 222-F is a designated workspace for PhD students primarily supporting the research faculty located in the 222 suite. Both spaces may also be reserved for the purpose of testing accommodations. Faculty who oversee the PhD students and/or Pedagogy Residents may email Melina Hernandez (melina.hernandez@chan.usc.edu) for access to the shared calendars and/or to make their reservation to utilize these spaces.

Paying Guest Speakers

Faculty who want to engage the services of a guest speaker in their course should email Dr. Julie McLaughlin-Gray at jmgray@chan.usc.edu to obtain approval. Please provide the name of the speaker, the topic the speaker will address, and the payment you would like to provide. Please use the guidelines below to determine the appropriate compensation.

Type of Guest Lecturer	Method of Payment	Amount of Payment
Non-USC Clinicians, physicians, and other speakers who prepare and deliver a guest lecture	Honorarium processed through accounts payable. Requires Limited Engagement Payee Form and the person must complete a W-9 form. Sonia can send the W-9 to your guest speaker so you will need to connect with her in advance and provide the individuals email address.	$100 per hour for each hour spent in the classroom. If talk goes beyond one hour such as 1.5 hours, the appropriate payment would be $150. If talk is less than 1 hour they will be paid for a full hour for the first hour.
USC Faculty (outside of the Chan Division of Occupational Science and Occupational Therapy)	Overload process through Payroll. You need to communicate in advance with Sonia De Mesa so that she can obtain the Associate Dean and Dean's approval for the overload because their contract has to be amended.	$100 per hour that they are in the classroom. For a 1.5 hour lecture the correct payment would be $150. If talk is less than 1 hour they will be paid for a full hour for the first hour.

Non-USC employees who bring their children in for observation in the classroom	Gift Card. You can purchase the gift card and submit your receipt to Sonia for reimbursement. Your receipt needs to include the name of the person receiving the gift card, the course number, and the date that they brought their child in for observation. Please indicate that this was given to the person as a Token of Appreciation.	$50 gift card
Individuals who volunteer their time to come to class to talk about their life experiences.	Gift Card or Honorarium*	$50 gift card for "token of appreciation" $100 honorarium for those prepping and providing a service.

*The faculty member may determine if the class contribution is one meriting a token of appreciation, or if the person is providing a "service". If it is a service and warrants the $100 per hour honorarium payment, the faculty member may discuss the payment options with the guest speaker. Option 1 is to be paid an honorarium and complete the necessary paperwork. Option 2 is a token of appreciation gift card. Please note that with a token of appreciation gift card we are limited to $50.

Volunteers

Faculty who would like to engage a volunteer need to have the volunteer complete the Volunteer Agreement located on the Division's website under Faculty and Staff Resources.

Food and Events Order Protocol*

Purpose: To ensure efficient coordination and support for events and meetings hosted by the USC Chan Division. This policy is intended to ensure timely planning, proper accommodation of dietary needs, and alignment with the Division's sustainability initiatives. As a Division, we encourage our community to be mindful of current economic conditions by reducing spending on non-essential events/items.

Submission Deadlines and Requirements

- Budget approval must be obtained in advance from your Associate Chair (AC) and potentially additional levels of approval.
- For small items/snacks, please discuss with your supervisor/AC to determine if ordering and reimbursement can be handled efficiently at the unit level, without burdening the Events team.
- The *Food & Events Budget Request Form* may be found on the Chan website: https://chan.usc.edu/resources/forms-and-documents
- Once approved by the AC, the signed approval form is routed to the Associate Dean and the Chair's Office.
- Please note that, in some cases, the budget request may need final authorization from the Dean's Office.

- The approval process may take up to 2 months, dependent upon the scope of the event.
- Once the budget is approved at all necessary levels, events/food order requests must be submitted to events@chan.usc.edu at least two (2) weeks in advance of the scheduled event or meeting.
- Requests submitted to the Events Office fewer than 2 weeks in advance may not be able to be accommodated, and you/your team may be responsible for coordinating the event/meeting/food order independently.
- Final headcount and all dietary restrictions must be emailed to events@chan.usc.edu no later than one (1) week prior to the event or meeting.
- Room or venue reservations must be confirmed at the time of submission. For assistance with room reservations, please contact the front desk at info@chan.usc.edu.

Vendor Preferences and Dietary Accommodations

While every effort will be made to order from your stated preferred vendor/s, our primary considerations are:

- Adherence to the **submission deadline,**
- Ensuring that **all dietary restrictions are appropriately addressed**, and
- Complying with **budgetary allowances** as per all university/school/division policies**.**

Sustainability Commitment

In alignment with the Division's commitment to sustainability:

- **Beverages will not be provided** - we encourage the use of refillable water bottles.
- **Compostable utensils will be provided.**
- **Boxed meals are discouraged.**

Submit Your Request

Once budget has been fully approved, you will submit your request for event coordination details by completing this USC Chan Division Event Form.

By completing this form, you acknowledge that:

- Your request is being submitted at least 2 weeks in advance,
- A room or venue has been secured,
- Budget approval has been obtained, and you agree to the guidelines stated above.

Food and Events Order Checklist

This checklist is intended to guide faculty and staff through the steps required for submitting an event or meal request using the USC Chan Division Event Request Form.

Budget Approval

Event and meal budget requests must align with and abide by all current university/school/ division policies.

- Submit budget request using the Chan Food & Event Budget Request Form found on the Chan website to your respective Associate Chair for approval.

- If Associate Chair approves, then route the signed form to the Associate Dean and Chair's Office for approval.
- Some requests may require the Dean's Office to also approve, so do not proceed until you are certain the budget has been fully approved and confirmed at all levels.

Event Logistics
- Confirm **date, time, and location** of the event.
- Reserve **room or space.** (Contact info@chan.usc.edu for assistance with reservations.)
- Add event details to the Chan Division Calendar.
- Confirm who will be receiving your delivery.
- Confirm who on your team will be responsible for setting up and cleaning up your event.

Submission Timeline
- Submit event request by completing the USC Chan Division Event Form **at least two (2) weeks prior** to the event or meeting date. **Requests submitted fewer than 2 weeks in advance may not be able to be accommodated.**

Additional Considerations
- If you are requesting additional event coordination services (i.e. rentals, flowers, balloons, tablecloths, signage etc.) please email events@chan.usc.edu at the time of submission of the Chan Division Event Form.
- Alcohol is not permitted

Final Details
- Email **final headcount and dietary restrictions** to events@chan.usc.edu at least **one (1) week before** the event.

Farewell Events for Departing Faculty and Staff Employees

Supervisors may ask the employee who is leaving if they would like to have a farewell gathering, and whether they would prefer to invite only members of their unit/team or if they would like to invite all Division employees. Farewell gatherings should be modest, with a budget in the range of $100-$135 total. The supervisor should complete the Farewell Celebration Request form and submit it to our Senior Events Coordinator for assistance with ordering refreshments, or the supervisor may purchase refreshments on their own and seek reimbursement from the Division. Please note that although the Senior Events Coordinator can assist with ordering refreshments, but will not be responsible for coordinating the event (reserving space, sending out an invitation, collecting RSVP's, etc.). The Farewell Event Request form is housed on the Division's website under Faculty and Staff Resources under Forms and Documents https://chan.usc.edu/resources/forms- and-documents.

In the case of employees who are retiring, the supervisor should consult with the Division Chair as retirement celebrations will be reviewed on a case by case basis taking into account years of service, etc. Once a decision is made regarding the appropriate budget, the supervisor should complete the Farewell Celebration Request form and submit it to Dr. Baranek for approval. The form should then be routed to the Senior Events Coordinator who can coordinate the event.

Please note, USC policy does not allow use of Division funds/resources for purchasing gifts or hosting personal events for employee birthdays, weddings, or baby showers. Employees may organize such event on their own for their colleagues, without assistance from the Chan Events Team, and without Division funding.

Faculty Merit Review and Promotions

Faculty Merit Review

Full-time and part-time (50% or greater) faculty are reviewed annually on a calendar year basis. Adjunct faculty and part-time faculty are reviewed in their first year, and every three years thereafter. Faculty submit the Annual Performance Summary through the Digital Measures portal. This electronic submission includes three documents: (a) self-evaluation with self-ratings (1-5 scale) and narrative pertaining to accomplishments in student-centered/teaching, scholarship/research, general service, and clinical practice areas, (b) an updated activity report highlighting achievements from the relevant calendar year, and (c) a progress report on their annual professional development plan (PDP). PDPs are written for the fiscal year, but progress is reported on the calendar year to coincide with the merit review. Faculty rate their own performance relative to specific standards in the Chan Division's Merit Criteria Document. Associate Chairs then conduct an evaluation for each of the faculty reporting to them reviewing all available information including the Annual Performance Summary, load profile and expectations/goals from the previous year, and then assigns ratings (1-5 scale) for each area, and justifies their ratings in a narrative summary. Associate Chairs are encouraged to seek input from other supervisors/unit managers and coworkers as appropriate.

The Chan Merit Review Committee (MRC), comprised of five representative faculty from each track (Associate/Full Professors, RTPC – teaching, research, clinical, service, and tenured/tenure-track), conducts an independent review of faculty evaluations, barring any conflicts. The MRC, led by the chair, Dr. Jesus Diaz, convenes a meeting to discuss discrepancies flagged by anyone of the committee members. The chair of the MRC compiles all recommendations based on committee consensus and submits a written memo to the Chan Associate Dean and Chair.

The invitation to start the self-evaluation typically goes out in early November and the self-evaluations are typically due by the end of the calendar year. Please note that faculty are strongly encouraged to update the Digital Measures database at the end of each semester in order to make the process less time intensive when the announcement goes out in November.

Merit increases are based upon the faculty's overall score and the availability of a merit pool, which can vary from year to year.

Faculty Promotions

For tenure-track and tenured faculty, the criteria and processes associated with promotions are described in the USC University Committee on Appointments, Promotions, and Tenure (UCAPT) Manual which can be accessed on the Chan Division website under the Chan Faculty/Staff Resources section and Forms and Documents
https://chan.usc.edu/resources/forms-and-documents

For full-time and part-time Research-Teaching-Practitioner-Clinical (RTPC) Track faculty, the criteria and processes associated with promotions are described in both the Herman Ostrow School of Dentistry Promotion Guidelines for RTPC Track Faculty, as well as an accompanying addendum specific to the Chan Division. Both of these documents are available on the Chan Division website under the Faculty/Staff Resources section.
https://chan.usc.edu/resources/forms-and-documents

If a tenured/tenure-track or RTPC track faculty member has any questions regarding these guidelines or needs assistance in assembling their portions of the promotion dossiers, they are encouraged to contact their faculty mentor and/or Dr. Stephanie Mielke (smielke@chan.usc.edu) for assistance and guidance.

Staff Merit Review and Promotions

Staff Employee Merit Review
The merit review process for staff is completed in Workday. Typically, around early December, staff employees receive a notification in their Workday inbox that it is time for them to complete their self-evaluation. The Workday system has a standard template that is used across the university for the staff evaluation process. The first step is for the employee to complete and submit their self-evaluation and goals. The self-evaluation then routes to the staff employee's supervisor and appears in the supervisor's inbox. Supervisors then complete their evaluation of the employee and meet with the employee to discuss the review and goals. Once the review is finalized, it routes to Human Resources in the School of Dentistry. Merit increases are based upon the employees overall score and the availability of a merit pool which can vary from year to year.

Staff Employee Internal Promotions
An internal promotion occurs when a uniquely qualified employee has demonstrated increased skill level, knowledge and experience and is offered and accepts a new, different position at a higher level, in most cases within the same job family, with increased duties and responsibilities that may have greater authority. The incumbent must be in his/her current position for at least one year and not presently perform the majority of the duties and responsibilities of the new position.

The employee's supervisor should contact Sonia De Mesa for guidance on what is needed to initiate a promotion request. Requests for promotion must be approved by the Chair of the Division, the School of Dentistry HR Office, and the University's main HR/Compensation Office.

Staff Employee Reclassification
Reclassification of a staff employee to a different position is a corrective action that typically occurs when it is determined by Compensation (through the position reassessment process) that an employee is utilizing a job description that does not appropriately reflect their current duties and responsibilities. Reclassifications are not the result of changes in an individual's performance or in anticipation of future changes in duties.

Human Resources

HR Partners
The HR partner for Chan Division employees is Sonia De Mesa at sonia.de.mesa@chan.usc.edu. Faculty may also contact the Director of Faculty Affairs for the School of Dentistry, Kelley Randle, at krandle@ostrow.usc.edu. Staff employees can also contact the School of Dentistry HR Manager, Fabian Castro at fabian.castro@ostrow.usc.edu

In addition, every employee is assigned a benefits partner in the USC Central HR Office. In order to determine who your benefits partner(s) are you can click on your picture when you have logged into Workday and then click on Job and then Support Roles. Scroll down to Benefits Partner.

Employment Benefits & Perks

Your benefits as USC faculty include a broad range of programs to help protect the health, wealth and future of you and your family. The university provides healthcare and retirement plans and education benefits, among many other benefits. Visit the link below to see more information on all of the USC benefits or for information regarding making changes to your benefits due to life events. https://employees.usc.edu/benefits-perks/

Tuition Assistance Benefit

The link to the USC web page for tuition assistance is https://benefits.usc.edu/tuition-benefits/. Please be sure to review all of the information on this page and then you can click the + sign for the forms referenced on the page which includes the Tuition Assistance Application for Faculty. Please note that there are two separate email address for submitting the documentation for tuition assistance.

Staff Benefits

All staff employees who work at least 50% time are eligible to participate in university benefit plans. The university contributes a fixed number of dollars towards benefits for its staff employees; any costs beyond university contributions must be paid for by the staff employee. No university funds may be used to pay for staff employee premiums.

Benefits coverage begins on the first day of the month after enrollment, but enrollment is not automatic. Enrollment must be completed either within 30 days of the date of hire or during subsequent open enrollment periods. The effective date for benefit changes, or benefits enrollment completed during the annual open enrollment period is January 1 of the following year. At any time prior to completing one year of benefits-eligible service with the university, a staff employee may also enroll for supplemental disability insurance, if he or she had not done so upon hire.

Benefits coverage ends on the last day of the month in which a staff employee terminates. Terminating staff employees should contact the HR Service Center to discuss options on continuing benefits coverage.

Detailed descriptions of staff employee benefits, eligibility and enrollment requirements are provided on the **USC Benefits website**. Benefits programs are subject to change at any time by the university, at its discretion, without prior notice or liability to the extent permitted under applicable law. In the event of a discrepancy between these policies and procedures and a collective bargaining agreement, the terms of the collective bargaining agreement will govern.

Faculty Benefits

Faculty policy on benefits is contained in Chapter 3 of the Faculty Handbook.

Faculty Handbook

The Faculty Handbook is the university's governing document for policies relating to faculty, including information on the government of the university, academic practices and policies pertaining to faculty, faculty appointment, promotion, and tenure, and policies pertaining to research. View the Faculty Handbook here: https://policy.usc.edu/faculty-handbook/.

Meal and Rest Break Requirements

All hourly paid employees should follow the meal and rest break requirements. Meal breaks must be logged on time reports and rest breaks do not need to be logged.

Working less than 3.5 hours in the day:	no breaks required
Working 3.5 to 5 hours in the day:	one 15-minute paid rest break
Working 5 to 6 hours in the day:	one 15-minute paid rest break; one 30 to 60-minute unpaid meal break
Working 6+ to 10 hours in the day:	two 15-minute paid rest break; one 30 to 60-minute unpaid meal break

Requesting Time Off

To request time off, you need to log into Workday and click on the Time Off icon. Fill in your time off request and hit submit. Your request will be routed electronically for approval and you will receive an approval email when your request is approved. The university's site for all types of time off information is https://benefits.usc.edu/time-off/.

- Days listed on the University's official holiday schedule, are holidays for all faculty and will not be charged to vacation time. This includes December 26 – January 1.
- For 12-month faculty, days off after January 1 (except for when January 2 is included in the official holiday schedule) and before spring classes resume, are to be charged to vacation time.
- For 9-month faculty, days off after January 1 and up to the start of spring classes, is not charged to vacation time.
- For 12-month faculty, days off during spring break are to be charged to vacation time.
- For 9-month faculty, days off during spring break are not charged to vacation time.
- Clinical faculty who work in one of our patient-care settings may be asked to work during the winter recess and other university holidays and will be given time off at a later date to be coordinated with your supervisor.

Employee Holidays

USC holidays can be viewed by https://benefits.usc.edu/time-off/calendars-and-holidays/. Please note that the winter recess listed for employees is shorter than the winter recess for students that is listed in the Academic Calendar. Resource employees are excluded from paid winter recess. Please note the additional information below that applies to faculty.

Paid Bereavement Leave

All employees are eligible. Excluded are resource employees, per diem employees, postdoctoral scholars and those claiming student status, including teaching and research assistants. In the event of a discrepancy between this policy and a collective bargaining agreement, the terms of the collective bargaining agreement will govern.

An employee may take paid time off for bereavement related to the death of a family member (for example: spouse, domestic partner, significant other, child, parent, sibling, stepbrother or stepsister, stepchild, stepfather or stepmother, grandparent, grandchild, niece or nephew, son-in-law or daughter-in-law, mother-in-law or father-in-law, sister-in-law or brother-in-law, aunt or uncle).

An employee wishing to take bereavement time must notify his/her manager as soon as possible. The number of days taken is at the manager's discretion and may range from one to five. If the employee requires additional time and the manager agrees, the additional time may be taken as follows:

- Time off without pay
- Vacation time
- Personal leave

A manager may limit duration of approved bereavement time off based on business necessity.

Jury Duty

Up to 10 days will be paid at employee's regular rate of pay for days the employee was scheduled to work but instead had to report to the courthouse. More information at https://policy.usc.edu/paid-jury-duty/.

Life Event Changes

For life event changes such as name change due to getting married, adding baby to insurance, etc., please follow instructions found at https://employees.usc.edu/work-life/life-events/.

Leaves of Absence

General Information can be found at https://employees.usc.edu/leave/.

Faculty Leaves

All faculty leaves are coordinated and processed at the Office for Faculty Affairs, including sabbaticals, medical leaves, paid parental leaves and non-paid parental leaves. The office assists with both appointing faculty on leave and returning them from leave. The office also assists with the disability leave process. Your first point of contact is Sonia De Mesa at sonia.de.mesa@chan.usc.edu who can assist you with starting the processes.

Sabbaticals must be requested through the annual sabbatical application process, which occurs at the beginning of each calendar year for sabbatical requests starting July 1. As part of this process, faculty members must fill out the Request for Leave Form, selecting the type of sabbatical. For more information, contact Sonia De Mesa or contact Faculty Affairs Department at ostrow.faculty.affairs@usc.edu. Once approved, faculty members and departments are notified, and Faculty Affairs will update Workday.

Medical Leaves require completion of the Request for Leave Form and must be accompanied by a physician's note indicating that you are under the doctor's care and the start and end date of the leave. Please note that the doctor's note does not need to say anything about why you are being treated. The Leave Request form and doctor's note should be emailed to sonia.de.mesa@chan.usc.edu.

Requests for a modification of duties can be requested using the Request for Leave Form. If the modification of duties is related to medical necessity, the doctor's note indicating the required modifications and duration of modified duties must accompany the request.

- Faculty Paid Parental Leave Request Form
- Request for Leave Form

Maternity Leave and Baby Bonding Leave

Faculty should work directly with Sonia De Mesa on coordination of your maternity and baby bonding leave. Staff can work directly with Jose Garcia in the School of Dentistry HR office. For staff, it is recommended to email Jose at jogarcia@usc.edu and copy Faculty Affairs at ostrow.faculty.affairs@usc.edu.

Staff Medical Leave

Staff employees may work directly with Jose Garcia in the School of Dentistry HR office. For staff, it is recommended that you email Jose at jogarcia@usc.edu and copy Faculty Affairs at ostrow.faculty.affairs@usc.edu.

W-2 Tax Documents and Requesting Duplicates

Information on signing up for electronic delivery of your W-2 and instructions for requesting a duplicate W-2 is located at https://employees.usc.edu/year-end-tax/.

Ending Employment

Resignation notifications should be provided in writing and should be signed. Letters can be addressed to Dr. Grace Baranek, Associate Dean and Chair. Employees should discuss transitions with supervisors to ensure the least amount of burden on our core missions, and give ample notice, as possible. For RTPC faculty in teaching roles for example, ample notice is typically one full semester, so that teaching assignments can be transitioned without negative impact on students.

USC has several retirement navigators that are available to answer questions. They are your go-to source for questions before and after your retirement from the university.

Keri Marroquin, Benefits Retirement Navigator
kerimarr@usc.edu
(213) 821-8100

Deborah Jones, Faculty Retirement Navigator
jonesdeb@usc.edu
(213) 740-7641

Transitions to Retirement Workshops

Benefits Administration offers this program for all USC faculty and staff several times a year, covering Social Security, Medicare, USC privileges for retirees, and perspectives from current retirees. The day-long seminar is free, but you must register. Your spouse/partner is also welcome to attend but must register separately. Please confirm with your manager that you are able to take time off work to attend. Continental breakfast, and lunch, are provided.

Retirement Counseling

Personal consultations are available on an ongoing basis from all of USC's retirement investment providers, at no charge.

These 30-minute sessions give you a chance to review your USC retirement savings accounts with a retirement planning and guidance consultant from your investment company. During your appointment, the consultant can help you review your asset allocation, determine if you are saving enough to meet your retirement goals, and evaluate your distribution options at retirement. Bring your questions!

The consultants offer appointments every month at USC at the following locations:

UPC
Credit Union Building, 3720 S Flower St
Take elevator to 2nd floor

HSC
Soto Building, 2001 Soto St
Check in at concierge desk
Locations for off-campus events at ICT, ISI and Children's Hospital are noted in the online scheduling tools for the providers.

See below to schedule your personal consultation.

Fidelity Investments
Fidelity scheduling link
TIAA-CREF
TIAA scheduling link
Vanguard
Vanguard scheduling link

Social Security and Medicare Information

Social Security is a federal benefit program funded by taxes on employees and their employers. Social Security and Medicare taxes are withheld from your paycheck and the university matches that amount, sends those taxes to the Internal Revenue Service, and reports your earnings to the Social Security Administration. Benefits are paid primarily during retirement and are meant to supplement other income you have from pension plans, savings and investments. Your Social Security benefit is a percentage of your earnings, averaged over most of your working lifetime. Social Security also provides benefits for disabled workers and their dependents, and benefits for the surviving dependents of a worker who dies. The Medicare program provides health insurance for American citizens and permanent residents over age 65 and their spouses.

All employees, with the exception of those claiming student status or holding certain types of visas, pay Social Security (also known as FICA-OASDI or Federally Insured Contributions Act—Old Age, Survivor and Dependent Insurance) and Medicare (FICA-Medicare) taxes through payroll deduction.

The employee and the employer share of FICA-OASDI is based on a percentage up to the annual wage base limit, while the employee and employer share of FICA-Medicare is based on a percentage of all compensation. More information is available at the USC Payroll site. Social Security taxes are automatically deducted from your paycheck. Make sure the name under which your earnings are reported is the same as the name on your Social Security card. The Social Security Administration sends annual statements to those working in Social Security-covered employment who are over age 25. You can request the statement online at any age, or contact USC Payroll site

When it comes time to retire, if you are age 65 or older you must contact your local Social Security for a Medicare application, or you may apply online. We recommended you apply 3 months in advance. Social Security will require USC to verify when your employer coverage began and is expected to end. Social Security will give you an employment verification form for Benefits to complete if you are past 65 years of age.

You do not have to sign up for Medicare Part B and Part D as long as you and/or your spouse are covered under an employer group health plan. Medicare recommends, however, that you sign up for Medicare Part A (hospital coverage) in order to get your information in the Medicare system. Part A is free in most cases. Medicare Part B (doctor services) will not be required until your group coverage ends.

More information on how to apply for Medicare B is available at this webpage.

Questions about the amount of Social Security taxes withheld from your paycheck should be directed to your **HR/Payroll Analyst**. For other questions, visit the Social Security Administration site, which includes information about when you can draw Social Security benefits and how to estimate your retirement benefits, including a benefit calculator that lets you use different parameters and assumptions about when you will stop working, your earnings projections, etc.

The site also includes an office locator so you can find a nearby Social Security field office. You may also call the Social Security general inquiry line at **(800) 772-1213**.

Workplace Injury and Worker's Compensation

Information on Worker's Compensation is available at https://employees.usc.edu/workers-compensation/.

If you (faculty/staff) are injured while working:

1. Immediately report any workplace injury or illness to your supervisor/HR Partner.
2. Contact USC's workers' compensation administrator, CorVel, by calling (833) 202-5216 (answered 24/7).
   a. You will be "triaged" to a specially-trained nurse who will immediately assess the injury and determine the best course of action for you. Nurses have access to interpreters to help with over 200 languages when necessary. Depending on the situation, you may be guided in first aid (self-care), allowed back to work, or be referred to a medical facility within the USC Medical Provider Network for further evaluation.
   b. Contacting CorVel is crucial because this is how you obtain a claim number allowing you to seek medical treatment. If you are unable to call, the HR Partner must call CorVel.
   c. **NOTE**: there is no claim unless the employee or HR Partner notifies CorVel.
3. Submit completed worker's compensation claim form DWC-1 to your supervisor or HR Partner.
   a. The employee must complete the top portion of DWC-1 form and include Social Security number and original signature.

Employees who seek medical treatment and/or wish to file a claim must complete this form within 24 hours of sustaining the injury.
   a. State law requires USC to authorize medical treatment within one working day of receiving the completed form.
   b. If you delay reporting your injury or completing the form, it may delay benefits or jeopardize your right to obtain benefits altogether.
4. Provide work status updates to your HR Partner and CorVel after each medical appointment. Documentation is important in determining the ability to return to work or accommodation.

For serious injury/illness
If a serious injury has occurred call the following DPS number based on your location (DPS will contact paramedics and send personnel to the injured worker):

- **UPC - (213) 740-4321**
- **HSC - (323) 442-1000**
- **USC-VHH - (818) 952-4444**

If an employee is admitted to a hospital, the HR Partner must immediately notify the HR Service Center at **(213) 821-8100** and USC Environmental Health and Safety at **(323) 442-2200** as per OSHA regulations.

For non-life-threatening injuries

USC coordinates treatment with several medical facilities. If you're injured during the workweek 8:30am – 4pm, you can receive immediate treatment at the following medical facilities listed in the **Worker's compensation medical facilities** below.

Medical Facility	Address	Phone Number
Engemann Student Health Center - UPC (first aid only)	1031 West 34th St, 1st Floor Los Angeles, CA 90007	(213) 740-9355
USC Internal Medicine - HSC	1520 San Pablo St, Ste. 1000 Los Angeles, CA 90033	(323) 442-5100
Kaiser-on-the-Job	1526 North Edgemont St, 1st Floor Los Angeles, CA 90027	(323) 783-6621
ProActive Work Health Services open 24 hours/7 days week; free shuttle for first visit	132 Beaudry Avenue Los Angeles, CA 90012	(213) 977-9300

If you are injured during the workweek after 4pm or on the weekend, you can receive immediate treatment at the following facilities:

Medical Facility	Address	Phone Number
ProActive Work Health Services (open 24/7; free shuttle for first visit)	132 Beaudry Avenue Los Angeles, CA 90012	(213) 977-9300
Kaiser-on-the-Job	333 S Hope St, Suite C130 Los Angeles, CA 90071	(323) 783-6621
Good Samaritan Hospital Emergency Room	1225 Wilshire Blvd Los Angeles, CA 90017	(213) 977-2121
White Memorial Medical Center	1720 Cesar Chavez Ave Los Angeles, CA 90033	(323) 222-9675
USC Verdugo Hills Hospital	1812 Verdugo Blvd Glendale, CA 91208	(818) 952-3565

If you are injured at a USC work facility offsite, you may seek medical care at the nearest emergency room. Once you complete the worker's compensation claim form DWC-1 and contact CorVel to initiate a claim by calling (833) 202-5216, CorVel will help you locate a facility that is part of the USC Medical Provider Network – see below.

After initial treatment, you may continue treatment with the initial medical provider, or you may choose another physician in the USC MPN. The USC MPN is a group of state-approved health care providers, with expertise in general areas of medicine, who provide medical treatment to USC employees who have been injured or become ill while working. Please note that specialty care or diagnostic testing both require referral from your MPN treating physician, and authorization from CorVel. (Only those who have pre-designated a physician before the injury/illness occurred may treat outside the MPN - see below.)

To find an MPN provider:

- Contact an MPN Medical Access Assistant, Mon-Sat, 7am-8pm Pacific, toll-free at (844) 752-1143; fax (855) 279-2518, or CorVelMAA@anthemwc.com.
- Look up providers yourself at https://www.viiad.com/anthemcompass/KBANTHEMW000.
- Contact USC workers' compensation staff through the HR Service Center at (213) 821-8100.

Supervisor's Responsibility when an employee is injured.

When an employee in your department is injured on the job, you must fulfill three responsibilities:

1. **Find out what happened - you are our first line of defense.**
   a. Investigate incidents thoroughly
   b. Take statements from the injured worker and any witnesses to find out how the accident occurred
   c. Follow up to ensure any unsafe conditions are corrected to prevent future occurrences
   d. If an injury seems questionable, email uschr@usc.edu
2. **Instruct employee to contact USC's workers' compensation administrator, CorVel, by calling (833) 202-5216 (answered 24/7).**
   a. The employee will be "triaged" to a specially trained nurse who will immediately assess the injury and determine the best course of action. Nurses have access to interpreters to help with over 200 languages when necessary. Depending on the situation, the employee may be guided in first aid (self-care), allowed back to work, or be referred to a medical facility within the USC Medical Provider Network for further evaluation.
   b. Contacting CorVel is crucial because this is how employees obtain a claim number allowing them to seek medical treatment.
   c. If the employee is unable to call, the HR Partner must call CorVel. **NOTE**: there is no claim unless the employee or HR Partner notifies CorVel.
3. **Complete the [Manager's Report of Incident form](#) and the [worker's compensation claim form DWC-1](#).**
   a. If employee declines medical treatment, the DWC-1 form is not required.
   b. If employee seeks medical care, the employee must complete the top portion of DWC-1 form and must include Social Security number and original signature. Managers are responsible for completing the bottom portion of the form.
   c. Managers must provide this form to the employee on the same day the employee notifies them of an injury or illness.
   d. Both forms should be sent to your HR representative and to USC Workers' Compensation via the HR Service Center at uschr@usc.edu.

Note that the employee must provide a work status after each medical visit.
- For employees unable to return to their usual and customary job duties:
  - Conduct and document interactive process
  - Notify workers' compensation/disability coordinators immediately to prevent delay in benefits
- For employees able to be accommodated with physical or hourly restrictions:
  - Complete the temporary modified duty agreement form
  - Provide a copy to USC workers' compensation via the HR Service Center at uschr@usc.edu.
- Communicate any updates in medical work status to workers' compensation/disability coordinators up to discharge.

This document will be updated approximately every 12 months.
Please contact Sonia De Mesa at sonia.de.mesa@chan.usc.edu if you have any questions.

Last Updated January 2026

All Faculty, Staff, Post-docs Email Distribution List Decision Tree

Is this message in alignment with USC communications related policies (Integrity and Accountability Code, Academic Free Speech, etc.) and Federal policies (*FERPA*, *HIPAA*)?

Yes

No

Is this a clear, necessary and relevant work-related communication?

No → *Revise message*

Is this communication necessary and relevant for all employees across the Chan Community?

No → *Revise recipient list*

Can anyone be removed from or added to your list of recipients?

Send to specific audience

- Individual
- Select Group of Individuals
- Specific Team, Committee, Work Group

Yes

Send to full division email distribution list

(All Faculty, Staff, Post-docs)

Offices with direct access to the All Faculty, Staff, Post-docs distribution list:
- **Chair Account**: Grace Baranek, Carol Cañedo, Stephanie Mielke
- **Faculty, Curriculum & Student Affairs:** Julie McLaughlin Gray, Tessa Milman
- **Academic Program Directors:** Samia Rafeedie, Emily Ochi, Sarah Bream, Sook-Lei Liew, Ashley Uyeshiro Simon
- **Culture, Community & Belonging:** Jesus Diaz
- **Research/Post-docs:** Mary Lawlor, Shawn Roll
- **Events:** Christine Sebastian
- **Human Resources:** Sonia De Mesa
- **IT:** Joseph Gonzales, Emily Mielke
- **Facilities:** Jackie Mardirossian
- **Public Relations:** Mike McNulty

Users who do not have direct access will route their message through one of the respective offices noted above.

Student Email Distribution List Decision Tree

Is this a clear, necessary and relevant student-related communication?

- **Yes** →
- **No** → *Revise message*

Is it Educational or related to Faculty Research* vs social?

- **Yes** →
- **No** → **Post to Facebook / Social Media Pages**

Post to Facebook / Social Media Pages

1. Send to OTSC co-chairs
2. Forward to Kim Kho

Job Opportunities:
- Student-related notices should be sent to OTSC - OTs
- Refer to Chan webpage for information on postings https://chan.usc.edu/people/external-jobs

Is this message in alignment with USC communications related policies (Integrity and Accountability Code, Academic Free Speech, etc.) and Federal policies (*FERPA, HIPAA*)?

- **Yes** →
- **No** → *Revise message*

Is this communication necessary and relevant for all students across the Chan Community?

- **Yes** → **Send to All Student email distribution list**
- **No** → **Send to relevant email distribution list by Academic Program or to specific audience**

Send to relevant email distribution list by Academic Program or to specific audience

- E-OTD
- PP-MA
- PP-OTD
- PhD
- Individual
- Select Group of Individuals
- Specific Team, Committee or Workgroup

Examples of Educational Notices:
- HSC News
- GSG HSC Weekly Updates
- Norris Medical Library

Send to All Student email distribution list

(*All Student Listservs*)

Moderator of Student email distribution list:
Ann Cassar (first)
Ryan Pineda (back-up)
Peter Wittrock (back-up)
Julie McLaughlin Gray (after-hours)
Carol Cañedo (after-hours)
Sook-Lei Liew (PhD listserv moderator)

*If the message is related to Faculty Research, the researcher must have IRB approval to post.