Guidelines for Investigators Supervising PAVIR Employees

The following guidelines summarize key information necessary for investigators hiring and managing PAVIR employees:

Hiring Employees
Investigators desiring to hire employees should review the following information, as well contact PAVIR Human Resources at hr@pavir.org for further instructions.

- All employees hired by PAVIR must be eligible to work in the US.
- Investigator should have funds currently available to pay employees.
- PAVIR employees are VA Research Without Compensation (WOC) appointees, individuals who perform research-related duties without any direct monetary compensation from the Department of Veterans Affairs. PAVIR employees must complete the WOC process as part of onboarding and before starting work.
- Should an investigator decide a PAVIR employee should be removed from their employment, the investigator should notify PAVIR Human Resources. Based upon evaluation of the circumstances, PAVIR Human Resources will determine if the employee can be re-assigned to another project or terminated. PAVIR Human Resources will work with the investigator to develop an appropriate transition plan.
- It is imperative that investigators notify PAVIR Human Resources immediately upon being informed an employee will be resigning or has resigned from PAVIR. Timely notification is essential for PAVIR to process final paychecks in a legally compliant manner.

Terms of Employment and Supervision
While individual employees will report to the investigator either as their direct or indirect supervisor, PAVIR assumes liability as the employer of record. Employees are PAVIR employees, not employees of any investigator, the VA or Stanford. Although employees will report directly to one or more investigator(s) during their employment, they are ultimately responsible to PAVIR. Employees are encouraged to cross train and to be available to assist on other PAVIR administered studies when necessary. Investigators are expected to treat PAVIR employees with respect, and any discriminatory, retaliatory, or harassment complaints will be investigated fairly and promptly by PAVIR HR.

At Will Employment
PAVIR is an at will employer, which means PAVIR employees may be terminated at any time by their own initiative or by PAVIR, with or without cause or advance notice.

Equal Employment Opportunity
PAVIR is an equal opportunity employer and we are committed to compliance with all applicable anti-discrimination laws. This commitment applies to all persons involved in PAVIR operations. PAVIR personnel-related decisions will be based solely on legitimate business-related reasons and will not be based on race, color, religion, age, gender, sexual orientation, national origin, disability status, protected veteran status, or any other characteristic protected by law. PAVIR also prohibits unlawful discrimination based on the perception that anyone has any of those characteristics or is associated with a person who has or is perceived as having any of those characteristics.

Anti-Harassment
Harassment, unwelcomed verbal, visual, or physical conduct creating an intimidating, offensive, or hostile work environment that interferes with work performance will not be tolerated. A hostile environment occurs when anyone on staff creates intimidating or offensive working conditions, either on or off the work site. PAVIR's anti-harassment policy applies to all persons involved in the operation of PAVIR and prohibits unlawful harassment by any PAVIR employee (including supervisors and co-workers) as well as third parties. PAVIR will take all reasonable steps to prevent or eliminate harassment by non-employees, including collaborators, vendors, customers, and contractors, who have workplace contact with our employees.

Salary and Funds
The hiring, termination, assignment of duties, and the determination of reasonable salary levels shall be determined by PAVIR, with recommendation from the investigator. Note the following:

- Salaries are expected to be comparable to similar positions in our local market and in line with PAVIR's Affirmative Action Plan (AAP).
- Salaries must comply with minimum wage laws.
- Employees can be paid only for hours worked after their official start date. Employees cannot be required or permitted to work prior to their official start date.

Employee Policies

Investigators should be familiar with the PAVIR Employee Handbook, especially in respect to employee conduct and the process for registering a complaint. PAVIR's CEO and Human Resources staff are the only parties with the legal authority to appoint, re-appoint, terminate, or change an employee's work status or pay. Oral or written statements or promises

concerning employment status, work allowances, or salary made by other personnel are not binding upon PAVIR.

Legal Requirements
Investigators need to be aware that PAVIR operates under California Labor Law. For those investigators previously accustomed to supervising employees only governed by federal law, becoming informed on California's requirements is essential. Two of the differences are: 1) that overtime pay is calculated on hours over 8 in a day, not just 40 hours in a week; and 2) a California employee must receive their final paycheck on their last day of work or be paid a full day's wages for every day it is delayed.

Timecard Approval
Supervisors (including investigators) will be prompted to review and approve employee timecards at the end of each pay period. If incorrect time allocations are identified by the supervisor, the employee and/or PAVIR Payroll staff should be notified immediately so the timecard can be corrected prior to payroll processing. Supervisor approval of the timecard, prior to payroll processing, will be recorded and used to document the investigator's approval of employee effort on his/her project during the pay period. Any corrections identified AFTER payroll processing should be brought to the attention of the PAVIR Payroll staff immediately.

Annual Performance Evaluations
Regular fulltime PAVIR employees are entitled to an annual performance evaluation to assess performance during the previous year. Given the investigator's close working relationship with PAVIR personnel, it is expected that investigators will evaluate any employee assigned to them in a timely manner. This feedback is key for proper employee evaluation and will be used to support promotion, salary increase, or performance coaching.

Professional Development
PAVIR considers professional development for all employees an essential element of the employee employment experience. It is expected that investigators ensure PAVIR employees participate in some form of professional development, whether it be training classes or other activities at least annually.

Work Performance and Conduct
Should situations arise in which PAVIR employees are not performing their job duties to the satisfaction of an investigator and/or other colleagues, the matter should be brought up to PAVIR Human Resources immediately so advice in managing the circumstances can be provided, including coaching and in some cases the initiation of performance improvement plans. It is detrimental to delay addressing performance issues; a proactive approach to intervention is in the best interest of investigators, the employee and PAVIR. In the event a PAVIR employee conducts him/herself inappropriately, violates policies, general or ethical expectations, PAVIR Human Resources should be notified immediately so that guidance can be provided regarding appropriate measures to take. Investigators should in no instance initiate any disciplinary type actions towards PAVIR employees without first consulting with PAVIR HR.

Termination
Involuntary:
Should an investigator decide a PAVIR employee should be removed from their employment, the investigator should notify PAVIR Human Resources. Based upon evaluation of the circumstances, PAVIR Human Resources will determine if the employee can be re-assigned to another project or terminated. PAVIR Human Resources will work with the investigator to develop an appropriate transition plan.

Voluntary:
It is imperative that investigators notify PAVIR Human Resources immediately upon being informed an employee will be resigning or has resigned from PAVIR. Timely notification is essential for PAVIR to process final paychecks in a legally compliant manner.

Should any questions arise regarding the above stated guidelines, please do not hesitate to contact PAVIR Human Resources at hr@pavir.org. Thank you.