

# Best Practices for Supervisors 2025

Presented by the CIRES HR TEAM



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NOAA, Annual Summary of Accomplishments



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Temp Hiring, CIRES Visiting Fellows

# Upcoming Trainings

## [Performance Management](#), CU Central HR and CIRES HR, March 5

Please join members of the CU Boulder HR team for a virtual training on performance management best practices, including progressive discipline, documentation, and evaluation. This is relevant for employees, supervisors, and science advisors. Session will be recorded and shared [here](#).

## 2024-2025 [Annual Summary of Accomplishments](#) overview

Please join Lucia Harrop and Jazmin Surface, along with the CIRES HR Team, for the Annual Summary of Accomplishments (ASA) training and a discussion of how ASA and career track are connected: May 7 at 10-11:30 am.

Full training catalog with CU Boulder HR [here](#)

Most sessions are recorded and posted [here](#)

# The Role of the Supervisor- Agenda

## *Supervisor as Point of Contact/ Coach/ Mentor Partnership between Employee, Supervisor, Science Advisor and CIRES HR*

- Orientation and Onboarding (NOAA labs vs. CU-based employees)
- Support, Affinity Groups, and Service Opportunities for Employees
- Effective Meetings and Communication Strategy
- Tips for Career Pathing & Professional Development
- Performance & Talent Management
- Hiring (regular, temporary employees, and students)
- Visas & Immigration processes
- Time Sheets
- ASA
- Career Track & Promotion
- Remote Work Agreements
- Retirement & Separation

# Onboarding Your New Employee

## Orientation vs. Onboarding (*definitions*)

Onboarding: Integrating into the organization, and learning the job duties, and responsibilities.

Orientation: Initial welcome into the organization.

- Helpful Information: [CU Boulder onboarding](#) and [NOAA onboarding](#)
- Keep in mind that in general it takes 1 year to transition into a position
- Have a Plan for the first day, first week, month, 6-months and year goals

# CU's Orientation: The Quick Start Program (QSP)

- New at CU Quick Start, what is it? Campus orientation for new employees to complete important tasks and get information on available campus programs

THE QUICK START PROGRAM [schedule](#): 1<sup>st</sup> day of the month and most Mondays (remotely by zoom)

ORIENTATION THROUGH CENTRAL HUMAN RESOURCES: 9:00-10:30 AM MT

New employees link <https://www.colorado.edu/hr/new-employees>

- Orientation will cover:

Benefits information

I-9 step 2 verification *(w/ reciprocal office for remote starters)*

MyCU Info portal & My leave

Mandatory training *(Discrimination & Sexual Harassment, CU IT)*

Parking passes

CU Buff ONE Card/RTD Pass



# Planning the First Year for New Employees

- Use the position description and prior ASA as a starting point.
- Establish clear and reasonable objectives (timeline).
- Talk about what success looks like in this role in the first year.
- Discuss schedule of meetings for check-ins on progress.
- Agree on effective communication (platform and frequency).
- Check on your supervisees overall wellbeing; make sure they take vacation and sick time when they are sick.
- Have you employee complete their work modality agreement.

# One-on-Ones

- Format alternatives (on walks; over coffee; team lunches; conferences).
- Two-way, effective communication.
- Have the employee prepare an agenda for each meeting if appropriate.
- Develop goals collaboratively; review progress every 3 months (i.e.).
- Build trust: Empower, delegate, and allow room for mistakes.
- Don't avoid discussing mistakes, delayed deliverables, accountability issues or misunderstandings (timely and direct feedback).
- Document and revisit (both milestones and concerns).

# Team Meetings

- Share the agenda in advance and give all team members an opportunity to add to it. No items on the agenda => Should meeting be postponed?
- If it helps you to stay focused, start each meeting going over main goals.
- Do not monopolize or let anyone monopolize the meeting. Make sure that all participants have equal opportunity to voice concerns.
- Remember your virtual participants please!
- Respect everyone's time- do not consistently go over the schedule.
- Recap action items with responsible employee and timeline for each deliverable at the end of meeting or in a follow-up email within 24 hr.



# CIRES Code of Conduct

- CIRES has a new [code of conduct](#)
- Supervisors should be familiar with the code and share it with their direct reports.

“As a research institute, campus, and community leader, we recognize the important responsibility to act with integrity. This CIRES Code of Conduct reflects this commitment and upholds the CU System Code of Conduct. Further, the CIRES Code of Conduct produces the framework in which CIRES employees strive to achieve the goals of the CIRES Strategic Plan, to create a culture of excellence and integrity.”

- Core competencies in integrity, innovation, collaboration, inclusive excellence and communication are described.
- The code covers workplace bullying, harassment, reporting unacceptable behavior, consequences and resources.

# Career Pathing and Professional Development

## \* [Training from Fall 2024 \(Recording\)](#)

- Professional development and skill building in all areas:
  - Technical (on the job skills and further development)
  - Managerial (Supervisor and Leadership training through CU; Coursera, LinkedIn Learning)
  - Grant-writing and Publishing in specific journals + Networking + Conferences
  - Service and Volunteer opportunities + External Professional Organizations, CMC, Mentoring Program, CEEE

\*Message Center emails and Admin blogs will contain all training and events information

\*Demand active involvement and accountability from employees in their own professional development.

- Coaching and Mentoring:

-Support your Employees: Main role of the supervisor is to help employees accomplish their immediate tasks, understand their role and team's function, their unit's or lab's within our organization, and to also engage employees in the broader profession.

# Performance & Talent Management

## Performance Management

- Annual Summary of Accomplishments (ASA) is CIRES's internal performance management tool.
- A way to identify career development opportunities and a path forward.
- Setting of goals, checking on progress, offering feedback, applauding achievements.
- Identifying and documenting performance issues and involving CIRES HR when appropriate.
- Addressing performance issues through progressive discipline.

## Talent Management

- Candidate sourcing & recruitment (your professional network)
- Onboarding
- Staffing (hiring or developing based on projects and anticipated needs)
- Opportunities for promotion
- Consider retirements, employees leaving the organization and succession planning

# Conflict Resolution

- Ability to be available, listen to, confront, and work to resolve.
- Involve the right people and follow through.
- Work to present a solution; keep the problem in mind; circle back.
- Reach out to CIRES HR for guidance.
- CIRES HR will involve CU HR if appropriate.
- Supervisor as Mandatory Reporter (Office of Institutional Equity and Compliance (OIEC)- [Employee Management and Compliance Essentials](#))

# Hiring: Legal Practices

- Recruiting function within CIRES: Emily Hinga, Jazmin Surface, Christen Cousins & Jimena Ugaz
- If you need to post a regular position, please contact [cireshr@Colorado.edu](mailto:cireshr@Colorado.edu)
  - Please attach the position description and include speedtype and name of CIRES Supervisor
  - CIRES HR will offer guidance on wording, full consideration dates, work modality, committee members, visa and federal clearance statements, salary and relocation.
- After posting:
  - 30 minute take-in with Jazmin Surface (campus side) or myself (DSRC-NOAA based roles)
    - Effective hiring practices
    - Interview protocols
    - Offer and negotiation best practices
    - Regrets and mandatory dispositions (federal requirements)

# Hiring: Temporary Employees

Contact [cireshr@Colorado.edu](mailto:cireshr@Colorado.edu) with your need/desire to hire

## Temporary Employees:

- Temporary Researchers and Temporary University Staff, depending on job duties
- May not exceed a period of 12 months
  - 9 month appointments require a 3-month break between temporary appointments
  - 9 - 12 month appointments require a 6-month break between temporary appointments
- Paid hourly/ bi-weekly
- Ineligible for health benefits and vacation leave
- Must go through formal search to become regular Research Faculty employee
- Please note, if a position is deemed more administrative in nature, this will be a Temporary University Staff position, which may take up to 2 weeks to post and requires an intake meeting with a Central HR Recruiter.

## Colorado Equal Pay for Equal Work Act (COEPEWA)

- Must post the salary rate/range - current minimum hourly rate is \$18.00 per hour for temporary researchers and staff
- Use the [CIRES Job Description Template](#) under HR Forms in InsideCIRES
- Required to post temporary positions up to 3 business days and we will have to review all candidates who apply to the job posting



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# Hiring: Hourly Student Employees

- Contact [cireshr@Colorado.edu](mailto:cireshr@Colorado.edu) with your need/desire to hire
- [Student Hourly Hiring Checklist](#) found on the InsideCIRES Forms Page
- Pay rates, job classifications, job descriptions can be found on the [CU Student Employment Website](#)
  - Current minimum hourly rate for student employees is \$16.00/hr
- Can work up to 20 hours a week during the academic year and up to 40 hours per week during the summer
  - International students cannot work over 20 hours a week in total while school is in session
- If work-study eligible, the federal or state government pays 70% of the student's wages and the employing department (CIRES) pays the remaining 30%.
- Posting a Job
  - JOBS@CIRES
  - CU Boulder- [Handshake](#)

# Onboarding NOAA Labs Vs. CU Based Employee

All new hires have an orientation with a CIRES HR Rep: CU Based Employees meet with Christen Cousins, NOAA Embedded employees meet with Lucia Harrop.

- The approx. one- hour orientation includes a check in after the QSP, introductions and space for asking questions and providing resources for benefits, retirement, I-9, etc. Also included: MyLeave walk through, Access and Cultural Innovation, CEEE opportunities, Early Career Resources, Childcare, Ergonomics, InsideCIRES Data Hub, Calendars, Personnel database updates and links to the [CIRES Onboarding Website](#).
- NOAA Employees specifically get:
  - \*[What is CIRES and how does it fit with NOAA](#), Physical Tours and NOAA campus logistics, Security, Site Closure Guidance, Email (forwarding CU ⇒ NOAA)
    - One month check in verify: First time sheet has been submitted, completion of all administrative onboarding for benefits, and make sure no administrative processes are stuck
    - Introduction to CIRES Members Council Representative(s).
    - 6-Month New hire Meet Up: Reminder of early career resources, Education and Outreach, communications, publications, Career Track, ASA, CIRES Mentoring Program, CMC and other employee perks

For full NOAA onboarding process orientation overview, please see this [link](#).



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# MyLeave

- **Supervisor is responsible for approving leave requests and timesheets from supervisees**
  - \*Employees are responsible for entering vacation and sick leave as appropriate into the application in a timely manner
  - \*Employees do not need to disclose the reason for their leave other than to indicate the leave falls into either vacation or sick leave category
- **All employees need to submit a timesheet each month even if no leave is taken.**
- **Monthly timesheets** should be submitted to supervisors by the 7<sup>th</sup> of the following month and supervisors should approve timesheets by the 10<sup>th</sup> of the following month.
- **Biweekly timesheets** should be submitted by employee on the Monday following the pay period end and supervisors should approve timesheets by Noon on Tuesday following pay period end.

*Links for more information on MyLeave, types of leave, timesheets, etc.:*

[Training Video](#) [Training Guide \(PDF\)](#)

# Timesheet Approval

*If a timesheet is not approved when processing timesheets begins, you will get a reminder email:*

*On Fri, Dec 15, 2023 at 4:16 PM <LuAnn.Line@colorado.edu> wrote:*

*Hello,*

*This is an automated email reminder that you have a pending timesheet and/or leave requests that need to be approved in order to be included in payroll processing.*

*Please take immediate action to ensure your employees are paid correctly and on time.*

*Resources and Troubleshooting*

*For instructions on approving time and leave requests, assigning proxies, and removing proxies (early) review:*

*My Leave: Supervisor Approvals (PDF)*

*<https://www.cu.edu/doc/sbs-my-leave-supervisor-approvals.pdf-2>*

*My Leave for Supervisors: Approving Time and Assigning Proxies (PDF)*

*<https://www.cu.edu/doc/hcmsbs-my-leave-supervisors.pdf-1>*

*If a proxy has been set up, only the proxy will receive time and leave requests - not the supervisor.*

*If you cannot view or access pending time or leave requests, but you received this email, clear your cache and/or switch to a different browser. If you are still unable to access the request, reach out to your department payroll contact for additional assistance.*


*Thank you,*

*Department Payroll Contact*

*Since this is an automated email, it will not list whose timesheet you need to approve. If you have any questions on whose timesheet needs approved, please reply to the email.*

## Helpful Hints

*Put a recurring reminder on your calendar on the 10<sup>th</sup> of the month for monthly timesheets and on Tuesday every other week for biweekly timesheets, to help you remember to approve timesheets. Consider listing your supervisees on the reminder, so you will remember which ones you have to approve.*



Save  
&  
Close

Title	approve timesheets
Recurrence	Occurs day 10 of every 1 month(s) effective 1/10/2024 until 1/10/2025 from 8:00 AM to 8:30 AM <a href="#">Edit Recurrence</a>
Location	jane doe, john doe, no dough

*If you are going to be away for an extended period of time, please set up a Proxy for MyLeave. Instructions on setting up a proxy can be found [here](#).*

*Please note that if an unapproved requested timesheet needs to be manually entered into CU Time, there will only be one entry for that timesheet and the hours will be charged against the employee's positions funding.*

# FAMLI Leave - New Program

*Effective Jan. 1, 2024, eligible employees can receive up to 12 weeks of paid family and medical leave under CU's private FAMLI plan.*

*CU's Family and Medical Leave Insurance Program (FAMLI) program will provide all eligible employees a portion of their weekly salary for up to 12 weeks of leave to care for themselves or a family member, with an additional four weeks leave for complications during pregnancy or childbirth.*

*It can be used by all employees who reside in Colorado, including faculty, staff, student employees, and graduate students on appointment.*

## *Reasons for FAMLI leave*

- **Medical leave to care for yourself**
- **Medical leave to care for a family member**
- **Military family members (exigency) leave**
- **Safe leave (domestic violence)**

*FAMLI interacts with the federal Family and Medical Leave Act (FMLA) as well as CU's Parental Leave policies. A CU Central Leave Team has been established to assist employees in navigating all leave programs in which they are eligible (including other state leave programs).*

*An employee must apply for Leave on the Employee Portal. On Employee Portal go to CU Resources Home, Forms, Collaborative HR Services, CU Leave Benefits, Leave Self-Service, Request New Case.*

# Leaving CIRES

Supervisor's responsibilities when an employee leaves employment with CIRES either by resignation, transfer, or retirement:

## Resignation:

- Accept resignation; if resignation is given verbally, ask employee to write resignation letter (email will suffice).
- Have employee complete the End of Employment form on InsideCIRES ([https://insidecires.colorado.edu/hr/forms/cires\\_end\\_of\\_employment\\_checklist.pdf](https://insidecires.colorado.edu/hr/forms/cires_end_of_employment_checklist.pdf)) and send to CIRESHR@colorado.edu (attach End of Employment form and resignation letter/email)
- Inform CIRES HR that the employee is resigning so that CIRES HR is aware of employee leaving and will be expecting the End of Employment form from employee.
- Make plans for the employee to finalize or transition projects they are working on.

# Leaving CIRES cont.

## Retirement:

- Accept retirement notice; if notice is given verbally, ask employee to put it in writing (email will suffice).
- Have employee complete the [End of Employment form](#) on InsideCIRES  
[https://insidecires.colorado.edu/hr/forms/cires\\_end\\_of\\_employment\\_checklist.pdf](https://insidecires.colorado.edu/hr/forms/cires_end_of_employment_checklist.pdf) and send to CIRESHR@colorado.edu (include resignation letter/email).
- Check with employee to see if they have contacted the CU Benefits office to start retirement process.
  - CU Retirement Professionals contact information, phone number 303 860 4200, x3, or toll free 1 855 216 7740, x 3,
  - email [benefits@cu.edu](mailto:benefits@cu.edu).
- Inform CIRES HR that the employee is retiring so that CIRES HR is aware of employee leaving and will be expecting the End of Employment form from employee.
- Make plans for the employee to finalize or transition projects they are working on, complete ePERS, and, if employee leaving supervises anyone, transfer the supervisor role to another employee.

# ASA: Annual Summary of Accomplishments

Each year Lucia Harrop and Jazmin Surface provide a detailed training on the ASA process. All employees and supervisors should attend this [training](#) (May 5, 2025)

Supervisors are responsible for ensuring that their employees complete the ASA

- If you have employees with missing rating sheets both supervisor and employee are in-eligible for raises
  
- Supervisors are responsible for understanding what should be included in each of the different modules within the ASA - AS/RS tracks have different expectations
  - Please take time to communicate clear expectations to your employees ahead of time for what their preferred format is (i.e. bulleted lists, narrative format)
    - This is up to you/your supervisees, there is no prescribed format
  
- Review of the full write up - even supervisors who do not work with employees on a regular basis need to fully participate in the ASA and complete a rating sheet

# ASA: Annual Summary of Accomplishments Cont.

- Consider peer review tools if needed to get full picture of performance if you do not work directly with your supervisee
  - Science advisor input - this needs to be done before supervisor finalizes their write up Coworkers, their supervisees if applicable
  - Science advisor input is optional and many labs opt out.
- Review career track timelines and goals, document this and connect employees to resources if needed to achieve career growth
  - Both employees and supervisors need to stay on top of career development goals/timelines
  - The career track section is not intended to be a yes/no, it is intended to be used to document the plan of the employee, outline a timeline and detail what is needed to achieve the next career track goal. All employees should have a 1,2,5 year plan that is reviewed each year and adjusted based on goals met, etc.

Documentation of successes, plans and career growth goals is critical to success of this process and to support career development. ASA is not an isolated process - it should reflect the total performance picture, plans for the coming year and any possible career track/training asks and any possible pain points employees may have

- Nothing in the ASA should be a surprise to supervisor or employee
- Regular check ins should be happening (monthly, quarterly, once per semester, etc. depending on how closely you work together)
- Reach out to HR if you need help with these conversations



# Training to Support ASA

- [Supervisor Training Series](#) offered yearly by CIRES HR
- [Crucial Conversations](#), CU Central HR
- [Managing Hybrid Teams/Supervising in a Hybrid Environment](#)
- [Future of Hybrid Work Training Series](#)
- [Performance Management](#): March 5
- [Annual Summary of Accomplishments](#) May 7
- Full training catalog with CU Boulder HR [here](#)

# Career Track Promotion Process

- Supervisors should be aware of their supervisees' timelines and requirements for promotion.
  - The [Career Track page](#) in InsideCIRES has detailed information about the criteria, required documents for each level of application, and an outline of the [due dates and timeline](#).
  - Time eligibility requirements and criteria vary based on level of promotion.
  - Sub-tracks for the AS and RS career tracks exist to better define and provide promotion criteria for the different roles across CIRES.
  - Review the [FAQ page](#)
- Supervisor support is required for a promotion application and a strong supervisor letter is crucial for a successful promotion.
  - It's important for supervisors to meet the reference letter deadline. If you discuss career development goals/timelines during the ASA season, you should have plenty of time to provide a detailed, thoughtful letter of support by the end of January if one of your supervisees applies.
  - If you have any concerns about your supervisee's promotion application or about submitting a supervisor letter, please reach out to [CIRESHR@colorado.edu](mailto:CIRESHR@colorado.edu).
- While an employee is responsible for submitting their promotion application, this process is a partnership between employee and supervisor.

# Work Modality (In-person, hybrid, fully remote)

CU requires all employees have a modality [agreement](#) on file. Employees should consult with their supervisor in advance of completing an agreement. Supervisors will consult with the larger team/unit or science advisor as appropriate.

- We ask that employees fill out this form two weeks in advance of any schedule change, when possible.
- Please make sure your **new** employees fill out their schedule/agreement online.

Please visit this CIRES Blog Post for more information, including approval process and required signatures depending on type of work modality: <https://ciresblogs.colorado.edu/cires-admin/2022/08/24/work-modality-agreements/>

# Work Modality continued

- Entering your modality agreement: [Work Modality Agreement page on InsideCIRES](#)
- Blog post with full instructions [here](#).
- CU resources page on work modalities (university policies and resources):
  - <https://www.colorado.edu/hr/work-modalities-schedules>
- Fully Remote Request process varies between campuses.
  - **CU Boulder** - Employee enters fully remote request ⇒ supervisor approves ⇒ HR reviews and then sends to CIRES Director and Vice Chancellor for research signatures
  - **NOAA Based** - Employee enters fully remote request ⇒ supervisor approves ⇒ agreement goes to HR for review before being sent further for signatures. Each lab has a federal concurrence process
- NOAA expects employees to annotate their work location on Google Calendar (and possibly other team specific calendars in addition to the CIRES modality agreement).

# International Employees: International Employee Specialist's Role

- Work closely with HR team members on HR processes
- Serve as the liaison to International Student and Scholar Services
- Guide supervisors and employees on visa/immigration procedures
- Provide information to international employees and their supervisors

# International Employees: Presentation

“Hiring and Supervising Foreign Nationals,” recording available [here](#).

## Presentation Topics:

- Basic overview of visa statuses
- Main visa statuses at CIRES
- Visa matters in selection and hiring
- Visa matters for current employees
- Export controls and Limited Unescorted Access (LUA) at NOAA

# Professional Development

- CIRES HR has budget available for [PD requests](#)
- Initial priority of CU-led trainings
  - Full list of CU training options available [here](#)
  - Popular courses include Crucial Conversations, Leadership, Inclusive Excellence, Project Management, etc.
  
- Online request [form](#) is available on InsideCIRES homepage:
- Employee initiates request; Requires Supervisor Approval.
- CIRES HR processes approved requests and guides employee to register for specific course.

# Group Support/ Resources for (New) Employees

[CU New employee page](#)

[The New Employee Welcome Experience](#)

[International Student and Scholar Services](#)

[CIRES Members Council](#)

[CIRES Mentoring Program](#)

[Office of Post-Doctoral Affairs \(OPA\)](#)

[CECA: CIRES Early Career Assembly](#)





# Resources for Supervisors & Employees

Supervisor Resources page in InsideCIRES:

<https://insidecires.colorado.edu/hr/supervisorResources.html>

Campus Resources for Employees:

<https://www.colorado.edu/oiec/support-resources/cu-boulder-resources>

Neurodiversity Guide - watch for this in the future

## HOW CAN WE SUPPORT YOUR WORK?

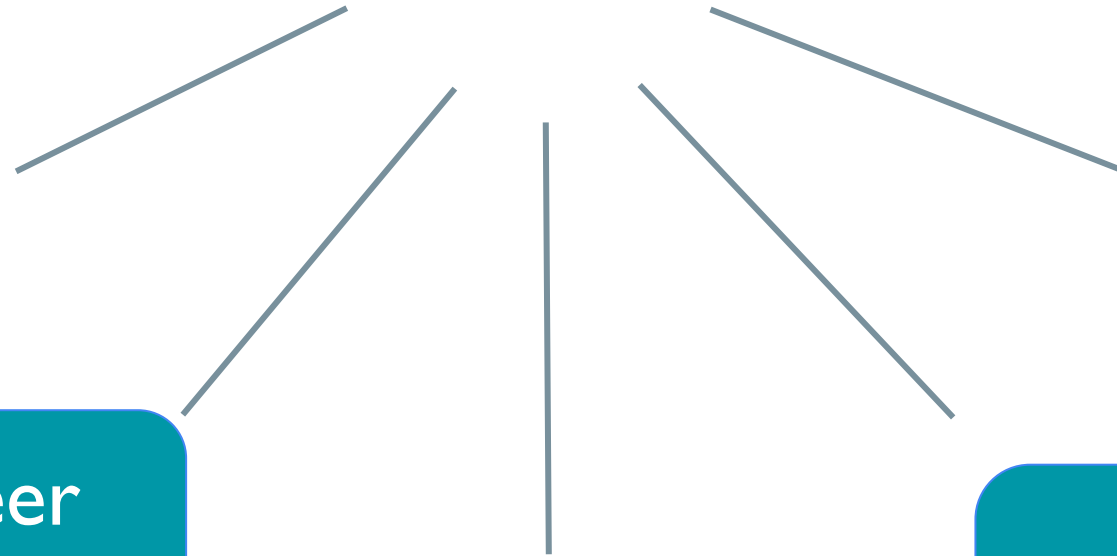
Broaden Impact  
of your Science

Early Career  
Scientist Support

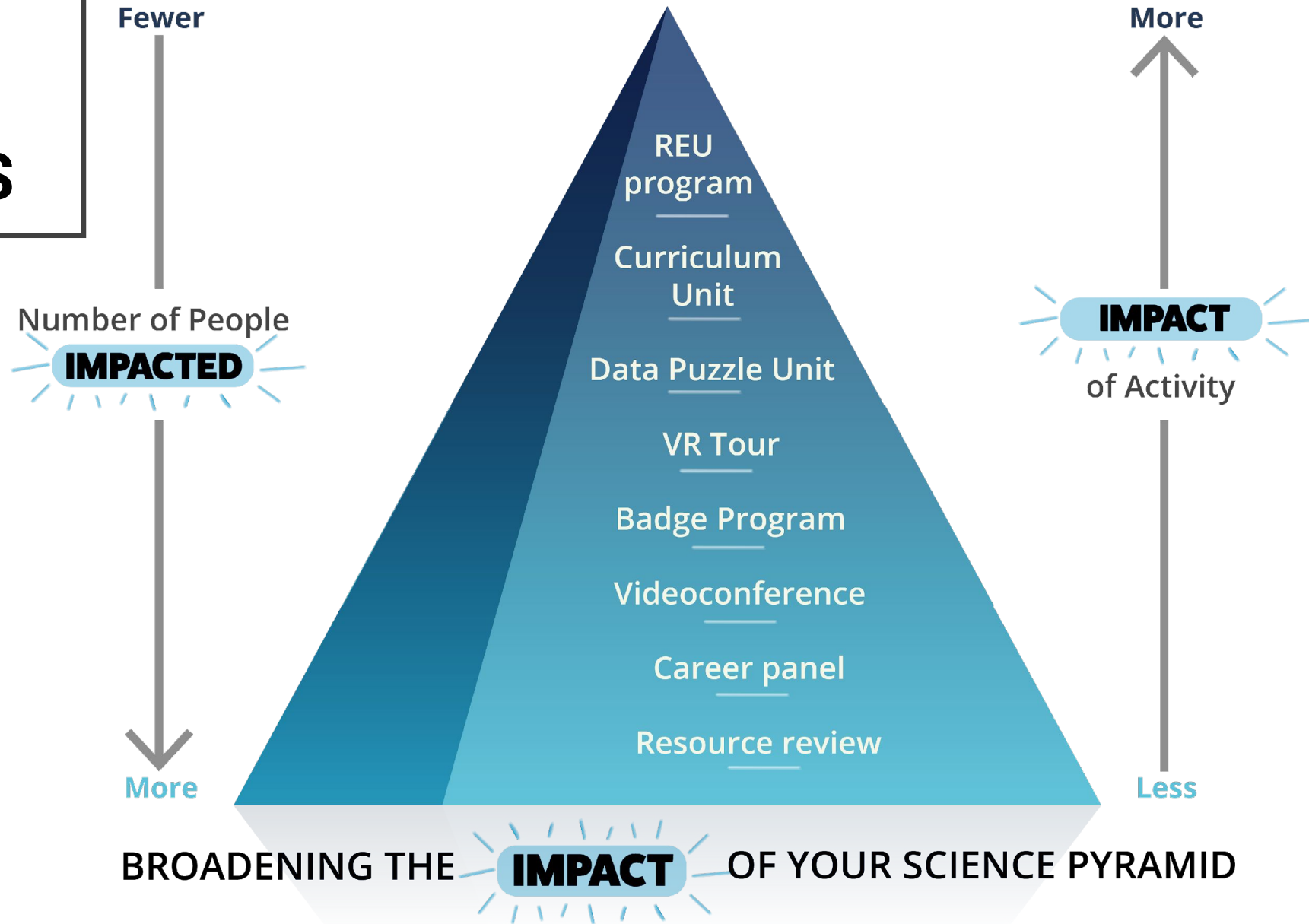
Engagement &  
Outreach  
Opportunities

Course  
Transformation,  
Teaching

Evaluation  
Services



# OUTREACH & ENGAGEMENT OPPORTUNITIES





# Volunteer with CIRES Center for Education, Engagement and Evaluation

1. [Girls on Rock](#) is looking for volunteers to help review participant applications! We are in need of volunteers that have ~ 5 hours of time to review applications in early Feb. for the fully funded, all girls and girl identifying youth, 12-day rock climbing and field science expedition. Please contact [gor@colorado.edu](mailto:gor@colorado.edu) if you are interested.
2. Interested in serving as a mentor to a student participating in a research experience in 2025? CIRES hosts multiple research experience programs. [Please visit the CIRES blog post](#) to read about the different CIRES student programs, how mentors engage, and program contact information if you would like to participate. Reach out to [reccs@colorado.edu](mailto:reccs@colorado.edu) if you are interested in serving as a mentor.
3. CLEAN is looking for reviewers in the following subjects: climate modeling and weather phenomena, product life cycle assessment, wildfire, ozone, ocean acidification, and snow science. [Learn more about the CLEAN scientific review](#) process here. [Sign up on the CLEAN website.](#)

# ***Thank you for your Participation & Partnership!***

Please complete this very brief *anonymous* [Qualtrics Survey](#)

This session recording will be posted on the [Supervisor Resources](#) page within following the conclusion of the live session.

Please contact [cireshr@colorado.edu](mailto:cireshr@colorado.edu) with questions, concerns & suggestions