

Best Practices for Supervisors

By CIRES HR TEAM



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Upcoming Trainings

[Times Up!](#) Time Management; by Tommy Acierno, March 11 @ 1:00-2:30 pm

[Performance Management](#); by Kelly Leandro, March 15 @ 10:00-11:30 am

[Optimizing Hybrid Work Modality](#); by Lauren Harris, April 11 @ 9 am- 10:30

Other recommended trainings for supervisors:

- [Crucial Conversations](#) (central CU HR)
- Full training catalog with CU Boulder HR [here](#)

The Role of the Supervisor

*Supervisor as Point of Contact/ Coach/ Mentor (a note on Science advisors)
Partnership between Employee, Supervisor, Science Advisor and CIRES HR*

Training for all employees: Own responsibility for career pathing, professional development, ASA, career track, promotion, overall advancement.

- Onboarding
- One-on-ones; Team Meetings and Communication Strategy
- Career Pathing & Professional Development
- Performance & Talent Management
- Hiring (regular, temps and students)
- Visas & Immigration
- Onboarding within the Cooperative Agreement
- Time Sheets
- ASA
- Career Track & Promotion
- Remote Work Agreements
- Retirement & Separation

Onboarding your New Employee

Orientation vs. Onboarding (*definitions*)

- [CU Boulder onboarding](#) (Lucia will talk about [NOAA onboarding](#))
- Your team and UNIT (Research Group or Lab)
- CIRES
- CU
- NOAA

The First Year Plan

- Position description is a good starting point
- Establishing clear and reasonable objectives
- Standing meetings and frequent check-ins on progress

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

- THE QUICK START PROGRAM [schedule](#): 1st day of the month and most Mondays (remotely by zoom)
- ORIENTATION THROUGH CENTRAL HUMAN RESOURCES: 9:00-10:30 AM MT
 - Benefits information
 - I-9 step 2 verification (*w/ reciprocal office for remote starters*)
 - MyCU Info portal & My leave
 - Mandatory training (*Discrimination & Sexual Harrassment*)
 - Parking passes
 - CU Buff ONE card and RTD passes

Group Support/ Resources for Supervisors & Employees

[CU New employee page](#)

- CU Discover Lunch & Learn
- The New Employee Welcome Experience (New-X)

[DEI initiatives](#), Susan Sullivan, Director (CIRES DEI Community of Practice; BIPOC affinity group; Institute Allies; SOLESS) *(see details on slide #33)*

[International Student and Scholar Services](#) (for international employees)

[CIRES Members Council](#)

[CIRES Mentoring Program](#)

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



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Best Practices for Coaching & Supervision

One-on-ones (Alternatives to the one-on-one: supervising by walking around; informal coffee; team lunches; conferences)

- Effective communication (format; style; frequency)
- Have the employee prepare an agenda for each meeting if appropriate
- Developing performance goals collaboratively: measurable, realistic, time-bound (refer to the job description; review prior ASA if applicable).
- Ensuring that goals are clearly communicated and are current
- Building trust: Don't micromanage; delegate and give room to grow
- Motivate and offer timely feedback towards expectations
- Document and revisit (both milestones and concerns)

Team Meetings

- Share the agenda in advance and give an opportunity to add to it (if appropriate; different meeting formats)
- Start with meeting objectives and recap at the end
- Opportunity for all to participate and discuss
- Circulate minutes with action items if appropriate

Conflict Resolution

- A supervisor's 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
- Mandatory reporting responsibility (K. Leandro)

Career Path and Professional Development

* CIRES HR will deliver an Employee-focused training this June

- Professional development (see slide #34 for details) and growth in all areas:
 - Technical (courses to recommend)
 - Networking (conferences)
 - Managerial (Supervisor Training through CU)
 - Grant-writing
 - Publishing (Specific Journals)
 - Service (CMC (**CSL rep*); Education & Outreach, slide #35 for opportunities)

Performance & Talent Management

[Performance Management](#), by Kelly Leandro, *March 15 @ 10:00-11:30 am*

- ASA is the CIRES's internal performance Management tool
- PM as a way to identify career development opportunities and a path forward
- Need to document performance issues & to involve HR early
- Addressing performance issues through progressive discipline.

Talent Management

- Consider future projects
- Staffing (hiring and developing)
- Consider retirements and redeployments
- Opportunities for Promotion

Hiring: Legal, Inclusive & Fair Practices

- Contact cireshr@Colorado.edu with your need/desire to hire (PD, ST, supervisor)
- 30-minute take-in with CIRES HR once posting is up
- Use a rubric to fairly evaluate candidates
- Do not ask questions that may reveal information on a protected category (avoid looking at social media)
- Get your offer approved by CIRES HR and your CIRES Lab Lead before proceeding with verbal offer
- Do not ask about need for visa/immigration assistance UNTIL after a candidate has verbally accepted the role/ unless required and stated in your ad at the time of posting. After verbal offer, please ask:
“Are you legally able to work in the United States or will you need visa sponsorship now or in the future” => Janet Garcia
- Please discontinue the ad if you plan to stop reviewing applications
- Sending regrets & dispositioning candidates mandatory and required for proper Affirmative Action reporting

Hiring: Temporary Employees

Contact cireshr@Colorado.edu with your need/desire to hire

Temporary Employees:

- Temporary Researchers and Temporary University Staff, depending on job duties
- Eligible to work 9 months in a 12 month period or 12 months in an 18 month period
- Paid hourly/ bi-weekly
- Ineligible for benefits and vacation leave
- Must go through formal search to become regular Research Faculty employee

Colorado Equal Pay for Equal Work Act (COEPEWA)

- Must post the salary rate/range - current minimum hourly rate is \$15.00 per hour
- 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



Hiring: Hourly Student Employees

- Contact 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 is \$15.00/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 Student Jobs Website

Onboarding at the NOAA Labs

All new hires at the NOAA labs meet with me in the first week or so of their start date.

For a smooth onboarding experience security processes need regular check ins (weekly) until clearance is achieved (fingerprinting, CAC appointments, making sure everyone is responding to prompts in the federal security system to avoid delays in start dates)

- My one- hour one-on-one includes:

*[What is CIRES and how does it fit with NOAA](#), Benefits, Physical Tours and NOAA campus logistics, Security, Site Closure Guidance, Phones, Email (CU ⇒ NOAA), Diversity and Inclusion, Complete MyLeave walkthrough, Education and Outreach Opportunities, Early Career Resources, Childcare, Ergonomics, InsideCIRES Data Hub, Calendars, Personnel database updates

- One month check in I verify:
 - First time sheet has been submitted, Completed all administrative onboarding for benefits, No administrative processes are stuck
- 6-Month New hire Meet Up
 - Early Career resources, Education and Outreach, Communications, Publications, Career Track, ASA, CIRES Mentoring Program, CMC

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



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.**
- Employees should submit timesheets to supervisors by the 7th of the following month and supervisors should approve timesheets by the 10th of the following month

Ex - February's timesheets should be submitted by employee by March 7th and supervisor should approve those timesheets by March 10th.

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

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

Leaving CIRES

Supervisor's responsibilities when an employee leaves employment with CIRES either by voluntary 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) 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, complete ePERS, and, if employee leaving supervises anyone, transfer the supervisor role to another employee.

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 and send to CIRESHR@colorado.edu (attach End of Employment form and official 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.
- 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.

Leaving CIRES cont.

Transfer to another CU department:

- Have employee complete the End of Employment form on InsideCIRES (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 transferring to another department/institute at CU 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.
 - Instructions on completing final ePer can be found [here](#).

****Supervisors - if you are made aware of an employee's funding ending, please alert CIRESHR as soon as possible.**

ASA: Annual Summary of Accomplishments

Each year I provide a detailed training on the ASA process. All employees and supervisors should attend this training (date TBD in May or June)

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
 - Coworkers, their supervisees if applicable
- Review career track timelines at 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.

Science Advisor input is a valuable tool, if it is not available, and supervisors need help with how to gather information for a meaningful write up, reach out to HR.

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)

Training to Support ASA

- Supervisor Training Series offered yearly by CIRES HR
- [Crucial Conversations](#), ongoing with CU Boulder HR
- 2022 ASA Training - TBD date in May or June
- [Managing Hybrid Teams/Supervising in a Hybrid Environment](#)
- [Future of Hybrid Work Training Series](#)
- [Performance Management](#)
- [Time Management Training](#)
- 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.
 - In 2021, CIRES introduced new sub-tracks to the AS and RS career tracks to better define and provide promotion criteria for the different roles across CIRES. Please take a look at this information while you are reviewing the pages. An FAQ page has also been added and will continue to be updated.
- Supervisor support is required for a promotion application and a strong supervisor letter is crucial for a successful promotion.
 - It is 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.
- 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)

Please have your employees visit the [Remote Work Agreement page](#) in InsideCIRES to enter their schedule. All employees must complete this Remote Work Agreement online form*. This page will allow them to indicate if all work will be performed in-office, what days will be assigned in-office/remote for hybrid schedules, or if they will be fully remote.

- *Please note, NOAA based employees who are unsure of their schedules can hold off on completing this form until they know their schedules.
- We ask that employees fill out this form two weeks in advance of any schedule change, when possible.

For those requesting fully remote schedules, [this PDF request form](#) needs to be filled out first before submitting a fully remote schedule online.

- The Fully Remote Work Agreement Request (PDF form) will require a supervisor signature and additional unit approval/lab leadership concurrence if applicable (form outlines which groups require additional signatures).
- Once the appropriate signatures have been collected, the employee will forward form to CIRES HR.
- CIRES HR will route to CIRES Director for review.
- If the fully remote agreement is approved, the employee will be notified and they will then be asked to fill out the online schedule.

Work Modality continued

- Walk through [Remote Work Agreement page on InsideCIRES](#)
- April 11, 2022: 9am-10:30am
 - Optimizing Work in the Hybrid Environment: HR Training for Supervisors and Employees
 - CIRES Admin [Blog Post](#) with zoom link for training
- CU resources page on work modalities (university policies and resources):
 - <https://www.colorado.edu/hr/work-modalities-schedules>

International Employees: Candidate Selection

CAN ASK: (after verbal acceptance) Are you legally allowed to work in the United States or will you need visa sponsorship now or in the future?

CANNOT ASK: Are you a U.S. citizen or permanent resident?

EXCEPTIONS:

1. ITAR/exports controls make your position eligible only to U.S citizens and permanent residents (green card holders).
2. A CAC card is needed to perform work and a foreign national will not be issued one as per your access verifier.
3. You are not sponsoring a visa for a specific role.

International Employees: Candidate Hiring

During the Hiring Process:

- Please indicate “Yes” on the Hiring Checklist form if visa assistance is needed.
- You and the new employee will work with the Visa Coordinator on the visa process.
- The Visa Coordinator will guide you through the steps.
- You and the Visa Coordinator will collaborate closely.

International Employees: Export Controls

WHAT ARE EXPORT CONTROLS?:

Export Controls are Federal laws restricting the transfer of goods and technology to and the performance of services for persons and entities outside the United States.

You need to complete a form for the CIRES Export Control Team so that they can gather information. They may ask you additional questions and give you guidance to follow.

The CIRES Export Control Team will review the position and the employee to determine if there are any security concerns with processes or equipment that the employee will participate in or use. The central CU Boulder Export Controls Office may also be involved.



International Employees: Position Changes

IMPORTANT:

- Report to CIRES HR any anticipated changes to the position of an international employee *before* the changes take place. Most changes require additional paperwork. Some changes are not permissible.
- Allow plenty of lead-time for any changes. Some changes will require paperwork that takes weeks to process. (examples on next slide)

Email us at ciresehr@colorado.edu

International Employees: Position Changes

- Work Location
- Job Title Change
- Change in Responsibilities
- Change in Supervisory Duties
- Percentage of Full-Time Employment
- Leave of Absence
- Salary Change
- Work for other Employers (Usually not possible)
- Complete Job/Position Change or Transfer
- Termination of Employment

Contact CIRES HR before any position changes are made.

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>

Diversity, Equity & Inclusion

[CIRES DEI COP](#)

Institute Allies: [Teams space](#) Meets first Fridays and mailing list here to [sign up](#).

Institute BIPOC affinity group: [Monthly meetings](#)

[SOLESS](#) (Society of Latinxs/Hispanics in Earth and Space Science) starting up new engagement too, starting next week



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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, Incl. Excellence, Emotional Intelligence, etc.
- Online request [form](#) now available on InsideCIRES homepage:
- Employee initiates request; Requires Supervisor Approval.
- CIRES HR processes approved requests and guides employee to register for specific course.

Service/ Volunteer Opportunities

- [CIRES Members Council](#)

- [CIRES Mentoring Program](#)

Ongoing opportunities [Education and Outreach](#):

- [CLEAN](#) reviews
- [RECCS](#): Panelists for professional development or judges for the summer research experience program poster session
- RECCS for next summer: mentoring students

We have other opportunities that come up – people can email ciresoutreach@colorado.edu if they are interested in receiving volunteer opportunities.

Thank you for your Participation & Partnership!

Please complete this very brief [Qualtrics Survey](#) (available for those reviewing recording for next 90 days)

This session recording will be posted on the [CIRES Blog](#) within 48 hours of the conclusion of the live session.

Please contact cireshr@colorado.edu with questions, concerns & suggestions