

# Best Practices for Supervisors

By CIRES HR TEAM



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NOAA, Annual Summary of Accomplishments



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# Upcoming Trainings

- *Project Management*, Lauren Harris (*Mentoring*), March 7th
- [Performance Management](#), Kelly Leandro, March 13
- *Hiring and Supervising Foreign Nationals*, Janet Garcia, April 4
- *Advocating For My Science* panel, Gregory Frost, Katy Human, Chelsea Thompson & William Murtagh (*Mentoring*), April 28th
- 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*

- 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 (outline)
- 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

# 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)*

Parking passes

CU Buff ONE card and RTD passes



Cooperative Institute for Research in Environmental Sciences  
UNIVERSITY OF COLORADO BOULDER and NOAA



# Group Support/ Resources for (New) Employees

[CU New employee page](#)

[The New Employee Welcome Experience](#)

[DEI initiatives](#), Susan Sullivan, Director (COP, Allies, SOLESS, *slide #31*)

[International Student and Scholar Services](#)

[CIRES Members Council](#)

[CIRES Mentoring Program](#)

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



# Planning the First Year for New Employees

- Position description as a good 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 their overall wellbeing; make sure they take vacation and sick time when they are sick.

# 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: Don't micromanage; delegate, empower, give room to make mistakes and grow.
- Motivate and engage by offering timely feedback.
- Don't avoid discussing mistakes, delayed deliverables, accountability issues or misunderstandings.
- 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 ask questions or 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.

# Career Pathing and Professional Development

\* [Training recorded from fall 2022](#)

- Professional development (slide #29) and skill building in all areas:
  - Technical (courses to recommend)
  - Managerial (Supervisor and Leadership training through CU; Coursera, LinkedIn Learn)
  - Grant-writing and Publishing in specific journals + Networking + Conferences
  - Service and Volunteer opportunities (slides #6, #31&32) + External Professional Organizations
- Coaching and Mentoring:
  - Support your Employees: Main role is to help them understand their immediate tasks, their role, their team's function, our organization, but also engage them in broader profession and their potential role.
  - Demand active involvement and accountability in their own professional development.
  - The Center for Creative Leadership states that up to 70% of Professional Development occurs on the job; 20% through professional relationships and a slim 10% through a formal leaning setting.
  - Consider "Stretch Assignments"

# 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 early.
- Addressing performance issues through progressive discipline.

## Talent Management

- Candidate recruiting and potential candidate network
- Onboarding
- Staffing (hiring or developing based on projects and anticipated needs)
- Retirements and redeployments
- Opportunities for Development and Promotion

# 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.

# Hiring: Legal, Inclusive & Fair Practices

- The Recruiting Team at CIRES (Emily Hinga, Jasmine Moore, 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 inclusive wording, full consideration dates, work modality, committee members, visa and federal clearance statements, salary and relocation.
- After posting:
  - 30 minute take-in with Jasmine Moore (campus side) or myself (DSRC-NOAA based roles)
    - Legal and inclusive hiring practices
    - Interview protocol
    - Offer and negotiation best practices and approvals
    - Regrets and mandatory dispositions (Affirmative Action requirement)

# 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
- 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
- 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.



# 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 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 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, Diversity and Inclusion, Education and Outreach Opportunities, Early Career Resources, Childcare, Ergonomics, InsideCIRES Data Hub, Calendars, Personnel database updates.
- 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 (CU ⇒ NOAA)

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

For full NOAA 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 7<sup>th</sup> of the following month and supervisors should approve timesheets by the 10<sup>th</sup> of the following month

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

*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](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](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](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.

# 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](https://insidecires.colorado.edu/hr/forms/cires_end_of_employment_checklist.pdf)) and send to [CIRESHR@colorado.edu](mailto: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 Lucia Harrop provides a detailed training on the ASA process. All employees and supervisors should attend this training (date TBD in April or May)

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 (new deadlines this year)
  - Coworkers, their supervisees if applicable
- 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.

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)
- 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](#), ongoing with CU Boulder HR
- 2023 ASA Training - TBD date in April or May
- [Managing Hybrid Teams/Supervising in a Hybrid Environment](#)
- [Future of Hybrid Work Training Series](#)
- [Performance Management Training](#): March 13
- 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](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)

In 2022, CIRES updated its process related to work modality agreements to align with new campus protocols. This included an updated online work modality agreement form, to be completed by an employee to request a hybrid, in-person, or fully remote work agreement. 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.

- Campus requires that all CU employees have an approved [agreement](#) on file.
- 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.

**Fully remote requests are now online as well (old process included a separate PDF, which is no longer used).**

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

- Walk through [Work Modality Agreement page on InsideCIRES](#)
- 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 sends to Waleed 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 modality agreement).

# International Employees: Visa Coordinator'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,” April 4

### 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, Incl. Excellence, Emotional Intelligence, 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.

# 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](#) (Community of Practice)

Institute Allies: [Teams space](#) Meets first Fridays. If you are interested in joining, please [sign up](#) here.

[SOLESS](#) (Society of Latinxs/Hispanics in Earth and Space Science).

# Volunteer with CIRES Education & Outreach

- [CLEAN](#) reviewers needed to review climate teaching resources
- [RECCS](#): Research mentors wanted for 2023 summer (or beyond). Panelists for professional development or judges for the summer research experience program poster session
- [DSRC](#): Tour program has opportunities to lead tours or talk with school groups
- Talk with school groups or visiting student groups about your research

We also have other opportunities that come up –people can email [ciresoutreach@colorado.edu](mailto:ciresoutreach@colorado.edu) if they are interested in any of the above, or receiving new volunteer opportunities.



**2022-2023 DMRSEF  
JUDGES &  
VOLUNTEERS  
NEEDED**

**VOLUNTEERS:**  
From fair setup to photographers, student advocates to display & safety judges, we need all types of volunteers to make the fair a success.

**Volunteer shifts available:**  
Thursday, February 23rd  
Friday, February 24th  
Saturday, February 25th

**JUDGES:**  
Interview students, evaluate projects, and help us determine this year's DMRSEF winners!

Category judging will take place in person from **9am-5pm on Friday, February 24th**

**LEARN MORE:**  
[bit.ly/JudgeDMRSEF](https://bit.ly/JudgeDMRSEF)  
[DENVERSCIENCEFAIR@UCDENVER.EDU](mailto:DENVERSCIENCEFAIR@UCDENVER.EDU)



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

Please complete this very brief *anonymous* [Qualtrics Survey](#) (available through 02/12/2024)

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

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

