Best Practices for Supervisors 2024

Presented by the CIRES HR TEAM

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Jazmin Surface, HR Generalist, Student/Temp Hiring, Campus Recruiting, CIRES Career Track

Lucia Harrop, Office Manager and Liaison to NOAA, Annual Summary of Accomplishments

Emily Hinga, HR Generalist, Student Hiring, Temp Hiring, CIRES Visiting Fellows

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Upcoming Trainings

- *Performance Management,* Steve Norris, CU Central HR, February 21.

- Crucial Conversations, 16 hour, in-person course, March 4-7. Please sign up here

Full training catalog with CU Boulder HR here
Past training recordings here

The Role of the Supervisor- Agenda

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 processes
- Time Sheets
- ASA
- Career Track & Promotion
- Remote Work Agreements
- Retirement & Separation

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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

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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: 1st 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

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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 your supervisees 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: 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 no 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 2023](#)

- 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 Learn)
  - Grant-writing and Publishing in specific journals + Networking + Conferences
  - Service and Volunteer opportunities + External Professional Organizations
  - Message Center emails and Admin blogs will contain all training and events information
  - Demand active involvement and accountability in their own professional development.

- Coaching and Mentoring:

  - Support your Employees: Main role of the supervisor is to help them understand their immediate tasks, their role, their team's function, their units role within our organization, and to also engage your employee in broader profession and their potential role.

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 recruiting and potential candidate network/ sourcing
- Onboarding
- Staffing (hiring or developing based on projects and anticipated needs)
- Opportunities for development and promotion
- Consider retirements and employees leaving the organization for other jobs

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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.

- Supervisor as Mandatory Reporter (Office of Institutional Equity and Compliance (OIEC)- Employee Management and Compliance Essentials

Hiring: Legal, Inclusive & Fair Practices

- The Recruiting Team at CIRES: Emily Hinga, Jazmin Surface, Christen Cousins & Jimena Ugaz

- If you need to post a regular position, please contact 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 Jazmin Surface (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)

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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 $16.00 per hour for temporary researchers and $18.00 per hour for University Staff and Classified 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
  - 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.

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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 $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 Student Jobs Website

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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 (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
  - 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.**
- 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)

Timesheet Approval

If a timesheet is not approved when processing timesheets begins mid-month, 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-approvalspdf-2

My Leave for Supervisors: Approving Time and Assigning Proxies (PDF)
https://www.cu.edu/doc/hcmsbs-my-leave-supervisorspdf-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 10th of the month to help you remember to approve timesheets, consider listing your supervisees on the reminder, so you will remember which ones you have to approve.

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.

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).

If an employee needs FAMLI Leave, please email CIRESHR with the name of the employee and we will forward the employee's information to the Central Leave Team.

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) 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 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.
- 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.

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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 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 may change this year. CIRES HR will be providing guidance and updates closer to the ASA season.

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

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Training to Support ASA

- [Supervisor Training Series](#) offered yearly by CIRES HR
- [Crucial Conversations](#), CIRES session offered March 4-7
  - 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](#): February 21
  - Full training catalog with CU Boulder HR [here](#)

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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.

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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

- 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).

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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," 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

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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, 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

DEI Program, Becca Edwards, Director

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

Diversity, Equity & Inclusion

- Information about the CIRES DEI Strategic Plan, including goals and programming can be found on the CIRES DEI website. Recording and slides for a recent information session can be found on Inside CIRES.

- All CIRES employees and their federal colleagues can join the DEI program events, such as the monthly Inclusive Community of Practice meetings and the guest speaker events. Anyone can book individual or group consultations with the DEI Director (Becca Edwards, becca.edwards@colorado.edu).

- Graduate students, postdocs and early career scientists can engage with the "Equity-focused Dialogic Skills Workshop Series" in Spring 2024.

- CIRES DEI supports SOLESS (Society of Latinxs/Hispanics in Earth and Space Science). Please send an email to the DEI Director if you would like to join the SOLESS database.

CIRES Education & Outreach

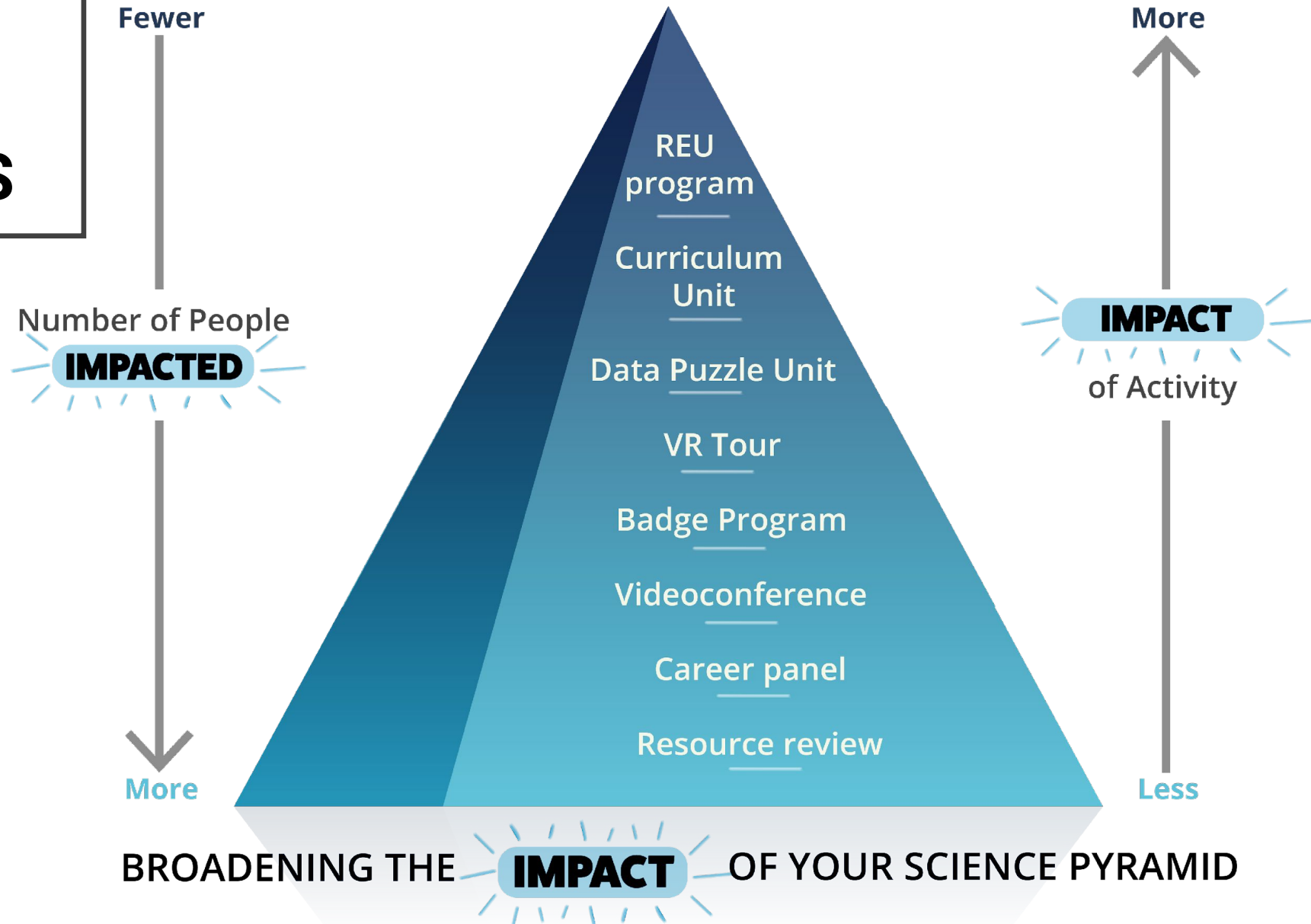**HOW CAN WE SUPPORT YOUR WORK?**

Broaden Impact of your Science

Evaluation Services

Early Career Scientist Support

Engagement & Outreach Opportunities

Course Transformation, Teaching

Volunteer with CIRES Education & Outreach

1. Girls* on Rock is looking for volunteers to help review participant applications! We are in need of female identifying 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 daniela.pennycook@colorado.edu if you are interested.

2. Interested in serving as a mentor to a student participating in a research experience in 2024? 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. This blog post will be updated continually to reflect current opportunities.

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 with questions, concerns & suggestions

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