

## *Guidance for CIRES Supervisors*

### From Offer to Start Date:

Offer acceptance follow-up: After your candidate accepts an offer with your team, it is time to jump in and welcome the newest member of your professional unit. You may want to write a welcome email expressing your gratitude and enthusiasm. Please reach out to [cireshr@colorado.edu](mailto:cireshr@colorado.edu) if you have any questions regarding the paperwork or administrative requirements for your new employee. Where possible, please try to be present and available on your new employee's first day of employment. The 1<sup>st</sup> of the month is generally recommended from an onboarding perspective.

CU Onboarding Guide: Please consult the CU onboarding guide for CU supervisors for a suggested list of items that will need your attention for a smooth onboarding of your new employee (including but not limited to office assignment and keys, phone activation, IT needs, first week sample schedule). Please refer to your new employee's job description when planning his/her duties for the first week, month, and year.

### Supervision:

**Set clear Short-Term Goals to achieve the Overall Vision:** Your first meetings with the new hire should be an opportunity to review both the job description and the first project he/she will be working on: please address not only the (bigger picture) ultimate objective, but also the weekly/monthly duties towards that goal. Make sure that you take notes and that you review goals and go over partial achievements regularly.

**Your Unit, our Institute:** It is important that you discuss your department's culture, habits, expectations, and unwritten rules, but that you also introduce your supervisee to the broader organization that is CIRES and our institute's vision. For example, what teams are in your building and which ones are housed

at other sites; mention any collaboration that exists between your unit and other departments.

**Career Development:** Consider career development opportunities for your supervisee. Is there a conference he/she could attend? Is there a seminar on campus that would be beneficial? How is this new hire going to stay in touch with the profession? Be a good coach and a good mentor in identifying conferences, journals, and opportunities for challenge and growth.

**Use every question as an opportunity for learning:** Your supervisee will see you as a resource not only for their work-related questions, but also for other needs related to university and community resources, or even emotional or financial well-being. Please listen carefully and reach out to HR whenever you need help in connecting your employee to resources. Embrace every opportunity to become that link between the newer employee, CIRES IT, the University, and the Boulder community.

**Personalize Supervision:** You will find out as you get to know your employees that they will need different levels of guidance and contact time as well as show varying levels of initiative and independence. Get to know your people and adapt your supervisory style to best fit their needs.

**Listen:** A good supervisor does not do all the talking and is tuned in to the needs of his/her employees. Listen for professional and/or personal struggles. Advise, recommend, and refer. When you don't have the answer, or if you encounter a situation that appears alarming to you, please reach out to CIRES HR as soon as possible.

**Don't micromanage:** We are all professional adults and we expect the trust of our colleagues and our supervisor. Understand your supervisees' duties as opposed to yours: direct, help organize, delegate, and, please, step back.

**Have difficult conversations early.** When challenges or performance issues surface it is important that you have those conversations to identify the struggles and offer support. Do this early, ask questions, and help your supervisee recognize how you can be a good mentor. Offer constructive and candid feedback.

**Document:** It is sensible to keep an electronic file for each of your supervisees: this will include goals, struggles and ASA evaluations. If significant professional concern or performance issues are brought up during supervision, please document them (this could be as easy as creating a folder in your desktop and saving email exchanges for future reference). If you do your homework and have written evidence of your mentorship and constructive feedback, you will have everything you need for the occasional corrective action or to follow the path to termination.

**Meet regularly:** You may choose to meet with each supervisee for 30-45 minutes every 2-3 weeks, or check in with them more regularly for shorter periods of time. Whatever your style, please make yourself available, approachable, and trustworthy. This will ensure a constant open channel of communication between your supervisees and you. All employees need to connect with their supervisors regarding goals, plans and execution regardless of their level of independence and performance. Respect your employees' time and privacy.

**Challenge and Motivate:** Inspire your team members through thoughtful conversations, recognition, and by showing confidence in their ability to work independently. Get to know them and offer a challenge!

**Stand behind company policies:** Read your email, stay informed, learn about new policies and embrace them. You will not always be in total agreement with every new CIRES regulation but you are still in the role of the Leader and the Messenger. CIRES is broader than your own unit and although each department's internal culture will vary, it is important to acknowledge and stand behind the policies that apply to us all.

**Understand and comply with the ASA process.** Think of the current and future professional trajectory of each of your employees within the career track map. It is essential that you complete all of your ASA supervisory responsibilities in a timely manner and that you hold each of your employees accountable for their tasks throughout the review process.

**Manage by example:** Be respectful of everyone's time, don't be late, and do as you said you would. If you promised following up on certain issues about which you were uncertain, please find the answer and communicate back with your employee.

**My Leave:** As a supervisor it is your responsibility to keep track of your employees' absences and approve their time cards accordingly every month. If you have questions about your role as a supervisor in My Leave, please reach out to HR and we will offer a refresher of your responsibilities.

**Your CIRES HR Team is here to help:**

Have an open relationship with CIRES HR: We are here to help you with questions regarding your employees' benefits and general support, financial or emotional struggles, disciplinary action or performance improvement plans. We will communicate with central HR for additional support if appropriate.

Below is a list of our team members and their areas of focus. You can always reach our team by emailing [cireshr@colorado.edu](mailto:cireshr@colorado.edu) and the respective team member will respond.

- Janet Garcia: Visa Coordinator
- Lucia Harrop: DSRC Access, Onboarding, and Administrative Access
- Angela Knight: Personnel Issues, Performance, Career Track, Visiting Fellows Program, and ASA Inquiries
- Nancy Lathrop: Leave & FMLA Inquiries, Hiring of Students, Graduate Students, Temporary Staff/Faculty, and Career Track
- LuAnn Line: Payroll, Leave & FMLA Inquiries, Terminations/Exit Procedures
- Jasmine Moore: POIs, Graduate Students, Visa support, Visiting Fellows Program, and ASA procedural questions
- Annette Sargent: On Temporary Leave
- Jimena Ugaz: Hiring, Onboarding, and Training Programs