SUPERVISOR
TRAINING
A leader’s job is to look into the future and see the organization not as it is, but as it should be.
Hiring Procedures

- Full-time Faculty
- Full-time Staff
Definitions - Staff

**Broadbanding System Policy**

- **Full-time regular staff**
  - Full-time benefited staff position

- **Part-time regular staff**
  - Part-time benefited staff position

- **Part-time temporary staff**
  - Part-time staff position with no benefits
  - Limited to less than 20 hours per week
Definitions - Faculty

○ SBHE Academic Freedom & Tenure; Academic Appointments Policy

○ Full-time regular faculty
  ● Full-time benefited faculty position
    ○ 9 month contract (tenure or nontenure track)
    ○ 11 month contract (tenure or nontenure track)

○ Adjunct faculty
  ● Part-time faculty position with no benefits
New Position - Faculty

- Full-time Faculty
  - Executive Council approval (written justification)
  - Notify Human Resources
New Position - Staff

- New positions – Full-time Staff
  - Executive Council approval (written justification)
  - Notify Human Resources
  - Position Description
    - Broadbanding - Band descriptions
    - Job family
  - Job Description
    - Sample qualifications
Hiring Process – Faculty & Staff

- Job Opening Announcement
  - Staff
  - Faculty
Hiring Process – Faculty & Staff

- **Advertising options**
  - Sunday Bismarck Tribune *(varies)*
  - Job Service North Dakota
  - Statewide Newspapers
  - JobDig, Chronicle of Higher Education, Professional Publications, EnergyCentral, online, etc.

- **Applications screened by HR (required)**
  - Staff screening
  - Faculty screening
Interview Process

- Before Interviews
  - Determine applicants to be interviewed
    - Veteran’s Preference (staff positions)
  - Interview questions are prepared based on qualifications
    - Sample questions
  - Interviews scheduled by HR

- Interview Format
  - Criminal History Record Check
    - Record check form
“You can’t send a duck to eagle school.”

You can’t teach someone to want to serve, you can’t teach a smile, you can’t teach personality. However, you can hire people who have those qualities and teach them our products and our culture.
After Interview

- **Interview evaluation form** (required)
  - Based on required qualifications
- **Reference checks** (required – former employers, not personal references)
- Criminal History Record Check (must be completed before offering position)
  - Do not send by interoffice mail
Interview Process (Cont.)

- After interview (cont.)
  - Offering and determining salary
  - Moving expenses – out of state
  - Hiring state employees
    - All sick leave transfers
    - 40 to 80 hours of annual leave is the typical practice for transfer
    - Above 80 hours needs HR approval
  - Hiring relatives and friends (nepotism)
Hiring Process

- After acceptance of offer
  - Notify HR - applicant’s name, salary, starting date
    - Benefited Faculty - Contract and payroll order prepared by HR
    - Benefited Staff - Notice of Employment and payroll order prepared by HR
Hiring Process (Cont.)

- Promoting internally
  - Contact current/former BSC supervisor(s) for reference
  - Give honest reference check
  - If a supervisor position, is he/she ready to be a supervisor?
New Employees – Full time

- HR schedules orientation
  - New employee required to bring identification (i.e. Social Security card & driver’s license)

- Professional, administration, deans, faculty & coaches
  - BSC application, letter of application, resume and official transcripts

- Office, service & crafts & trades
  - BSC application, letter of application and resume
Orientation - Mandatory

○ Payroll Orientation
  ● Health insurance
  ● Dental/Vision/Life Insurance
  ● Pension plan
  ● Optional payroll deductions
  ● Required tax forms
  ● Self Service Login (NDUS User ID & password)
Orientation (Cont.)

- **Human Resources**
  - Faculty Orientation
  - Staff Orientation
  - Orientation Checklist
  - Starts email application process
  - 3 days before new employee has network access
  - **Emergency Notification System**
  - Campus tour – 3 hours (mandatory)
(Orientation Cont.)

- **Supervisor**
  - Mandatory meetings/training
  - Harassment
  - Data Privacy
  - Theft & Fraud
  - Innovation/Flat Structure/CQI
  - Supervisor Orientation Guide
  - Discuss job expectations
  - Share performance appraisal form
Hiring Procedures

- Part-time Faculty
- Part-time NECE Faculty
- Part-time Staff
Hiring Process – PTT Positions

- **Part-time temporary staff**
  - Supervisor contacts temp agency
    - Do not sign contract
    - Notify HR
  - HR lists position opening with Job Service
  - HR advertises and follows normal screening, interviewing, etc., process
Hiring Process – PTT Positions

○ Adjunct Faculty
  ● HR advertises and follows normal screening, interviewing, criminal history check, etc., process or
  ● Hire by department chair (still need to complete criminal history record check)

○ In either case
  ● Notify HR of new hire
  ● Notify Jackie Hagel/Rachelle Smith and send course listing
    ○ Jackie/Rachelle prepares adjunct contract
  ● Notify Karla Buzick to add adjunct to schedule of classes
New PTT Employees

- **Part-time staff**
  - Supervisor ensures
    - Part-time staff contacts payroll for new employee paperwork
    - Discuss work hours, job duties, criminal history record check (if applicable), etc.
New PTT Employees

- **Adjunct Faculty**
  - BSC application, resume and official transcripts on file with HR
    - Salary based on degree
    - [Adjunct, Overload, Extended Day, and Special Duty Pay Policy](#)
  - Adjunct schedules appointment with HR/payroll for orientation
    - Proper identification is required (i.e. driver’s license and social security card)
Orientation – PTT Positions

- **Adjunct Faculty**
  - BSC email account required (application provided by HR)
  - HR starts PeopleSoft login request
    - Provides CampusConnection Cheat Sheet
    - Provides CampusConnection Faculty Handbook
  - Orientation Checklist for Adjuncts
Ilana yahav

www.sandfantasy.com
Your Role as a Supervisor
“Leaders are like eagles. They don’t flock, you find them one at a time.”
Probationary Period

- Feedback to new employee
- New position – how is it working?
- Feedback from other departments on new employee
- Job expectations of new employee
  - Willingness to take on new projects
  - Assist others in department
Training & Development

- **Benefits**
  - Improve performance
  - Develop group and team skills
  - Give employees needed skills & knowledge
  - Motivate employees to achieve higher standards
  - Increase overall efficiency
  - Improve customer service
Benefits

- Prepare employees for promotional opportunities
- Decrease employee turnover
- Enhance employee morale, motivation & creativity
- Enable managers to reach goals & objectives
Training & Development for Supervisors

- Planning, scheduling & delegating work assignments
- Communicating and handling conflict
-Interviewing
- Completing performance evaluations
- Setting department goals and objectives
Training & Development

- **BSC Training Opportunities**
  - Business Partners
  - CETI Computer Training for Employees
  - Customer Service Training
  - Conferences off campus
  - Excellence Through Leadership Program
  - Tuition Waiver Program
  - Tuition Assistance
Training & Development

- Membership in Professional Organizations
  - Bismarck-Mandan Chamber Young Professionals Network (ages 21-39)
  - Bismarck-Mandan Chamber of Commerce
  - ND Women’s Network
  - Fraternal Organizations
  - Other Professional Organizations
Performance Evaluations
Performance Evaluations - Faculty

- Full-time regular faculty & adjunct faculty
  - Full evaluation first semester
  - Full evaluation second semester
  - Evaluations due annually after 1st year (required)
Performance Evaluations – Faculty

- Forms sent to chairs by Jackie Hagel/Rachelle Smith
  - Self Evaluation
  - Supervisor/Peer Evaluation
  - Student Evaluation
  - Signature Sheet
Performance Evaluations - Staff

- Full and part-time regular staff
  - 6 month probation evaluation
    - Due by 6 month anniversary date
    - Probation period can be extended
    - Probationary salary increase
    - NDUS Probationary Period Policy
  - Annual performance evaluations (required)
    - Due between November and March
  - Who is responsible when employee changes positions during the year (both supervisors—jointly)
Performance Evaluations - Staff

- Forms and reminders sent by Aimee Schmit (use current evaluation forms)
  - Performance Appraisal Review
  - Performance Appraisal Review - Supervisor
  - Employee Input Form
Performance Evaluations - Staff

- Policies given to all employees annually
  - Code of Ethics Statement
  - Code of Conduct
  - Harassment Policy
  - Drug Free Workplace Policy
  - Hostile Work Environment Policy
  - Security/Workplace Violence Policy
  - Theft and Fraud Reporting Policy
  - Use of Computer and Network Facilities
Performance Evaluations - Staff

- Review job description
- Send employee input form to employee
- Evaluation form
  - Positive
  - Constructive feedback
  - Document performance issues
Performance Evaluations - Staff

- Committee participation or other college committees (i.e. Staff/Faculty Senate)
- Employees need 2 professional development activities per year
- Ratings
  - Halo effect
  - Honest evaluation
  - Narrative/comments
- Goals
  - One year
  - Five year
Salary Compensation - Staff

- **Broadbanding**
  - Band descriptions
  - Job family
    - Job description ties to job family

- **ND Legislative & NDUS Salary Guidelines**
  - Provide salary increases for eligible employees (except for probationary employees and employees with documented performance levels which do not meet standards).
Salary Compensation – Staff (Cont.)

- Salary surveys
- Six month probationary increase
- Annual, mid-year salary changes
  - HR involvement
- Recruitment and Retention Plan
Salary Compensation - Faculty

- ND Legislative & NDUS Salary Guidelines
  - Provide salary increases for eligible employees (except for probationary employees and employees with documented performance levels which do not meet standards)

- Salary surveys
- Annual, mid-year salary changes
  - HR involvement
- Recruitment and Retention Plan
In order that people may be happy in their work, these three things are needed:

– They must be fit for it.
– They must not do too much of it.
– They must have a sense of success in it.

John Ruskin
Communication

Take the lead – YOU are the leader

- **Staff/Department Meetings**
  - Workloads
  - Need for new position?
  - Ideas for improvement---innovation
  - Better efficiency
  - Getting along in the office
  - Team building activities
  - BSC growth & changes
Communication (Cont.)

- **Definitions:**
  - Lead worker
  - Supervisor (does performance evaluation)
  - Indirect supervision

- Open communication – everyone’s responsibility
  - Flow up and down
  - Keep employees informed

- Inappropriate dress

- HR a resource
Conflict/Employee Issues
DEAL WITH IT!

- If not, problems will grow
- Not doing anything affects:
  - Morale
  - Cooperation
  - Attitude
  - Team
- Perception is everything
Document, Document, Document!

- Keep informal notes
  - Dates, what happened
  - What action was taken
  - Any follow-up details
  - Examples
    - Complaint about co-worker
Types of Conflicts

- Within department
- Across campus
- With another department
- Employee/supervisor conflict
- Employee/employee conflict

Cooperation is everyone’s responsibility!
Conflict/Employee Issues

- Conflict Resolution – Human Resources
- ND Public Employees Association
- Employees that retain attorneys
Pull the weeds. Otherwise the team, just like the garden, cannot grow.

John Murphy
Job Discipline
Job Discipline

- NDUS Job Discipline Policy
- Contact HR
- Supervisor’s role
  - Documentation
  - Documentation
- Extending 6 month probation
  - NDUS Probationary Period Policy
- Just Cause
- Improvement Plans
Grievances – Faculty and Staff

- **NDUS Grievance Procedure - Staff**
  - Staff Personnel Board hearing
  - President has final decision

- **NDUS Faculty Grievances - Faculty**
Termination
Termination - Staff

- Terminating probationary staff
- Terminating nonprobationary staff
  - NDUS Job Discipline/Dismissal Policy
  - NDUS Termination Procedure

Documentation, Documentation, Documentation!

- 3 formal write-ups with job performance improvement plans
- HR involvement
Termination – Staff (Cont.)

- **Pre-termination notice**
  - HR involvement
  - Advice of legal counsel
  - Decision to terminate/not terminate

- **Termination notice**
  - HR involvement
  - Advice of legal counsel
Termination – Staff (Cont.)

- **NDUS Appeal Procedure**
  - Administrative Hearing Office recommendation
  - President has final decision

- **Civil Court**
Termination - Faculty

- Termination faculty
  - SBHE Nonrenewal, Termination or Dismissal of Faculty Policy
  - Special, tenure track (probationary), and tenured
  - Termination for cause or without cause
    - Notice of recommendation to dismiss or nonrenew
    - Standing Committee on Faculty Rights
    - BSC Faculty Senate Constitution & Bylaws
Resignation

- **Supervisor**
  - Notify HR
  - Send resignation letter to HR
Resignation

- **Human Resources**
  - Posts on [HR blog](#)
  - Completes payroll order & conducts [exit interview](#) with the employee
  - Sends [exit checklist](#) to supervisor
  - Sends [NDUS exit survey](#) to employee
Real Cases

- Harassment
  - Student
  - Employee

- Unacceptable Job Performance/Terminations
Miscellaneous

The Essence of Leadership
Miscellaneous

- Recruitment & Retention Plan
- Big "I" WE Plan
- Flexible Work Hours Policy
- Telecommuting Policy
- Volunteer Duty Policy
- Job Sharing
- Part-time Work Options
- 4-Day Workweek
Human Resources

- **Human Resources – Internet**
  - Faculty/Staff directories
  - Policies and procedures
  - HR/payroll forms
  - Organizational Chart
  - Department Phone List
  - Handbooks
  - Training opportunities
Human Resources

- Maintains:
  - Master personnel files
  - Policies and procedures
  - Job descriptions/position descriptions
  - Employee data (home address, phone, etc.)
- Salary survey information
- Business cards & name badges
- Organizational Charts
Human Resources

- Tracks:
  - Performance appraisals
  - Vocational certification and degree requirements
  - Receipt of official transcripts
  - Return of orientation checklists
  - Mandatory Data Privacy Training regarding FERPA
  - Mandatory Harassment Training
  - Mandatory Theft & Fraud Training
  - Mandatory Ergonomic Training
We’re here to help!